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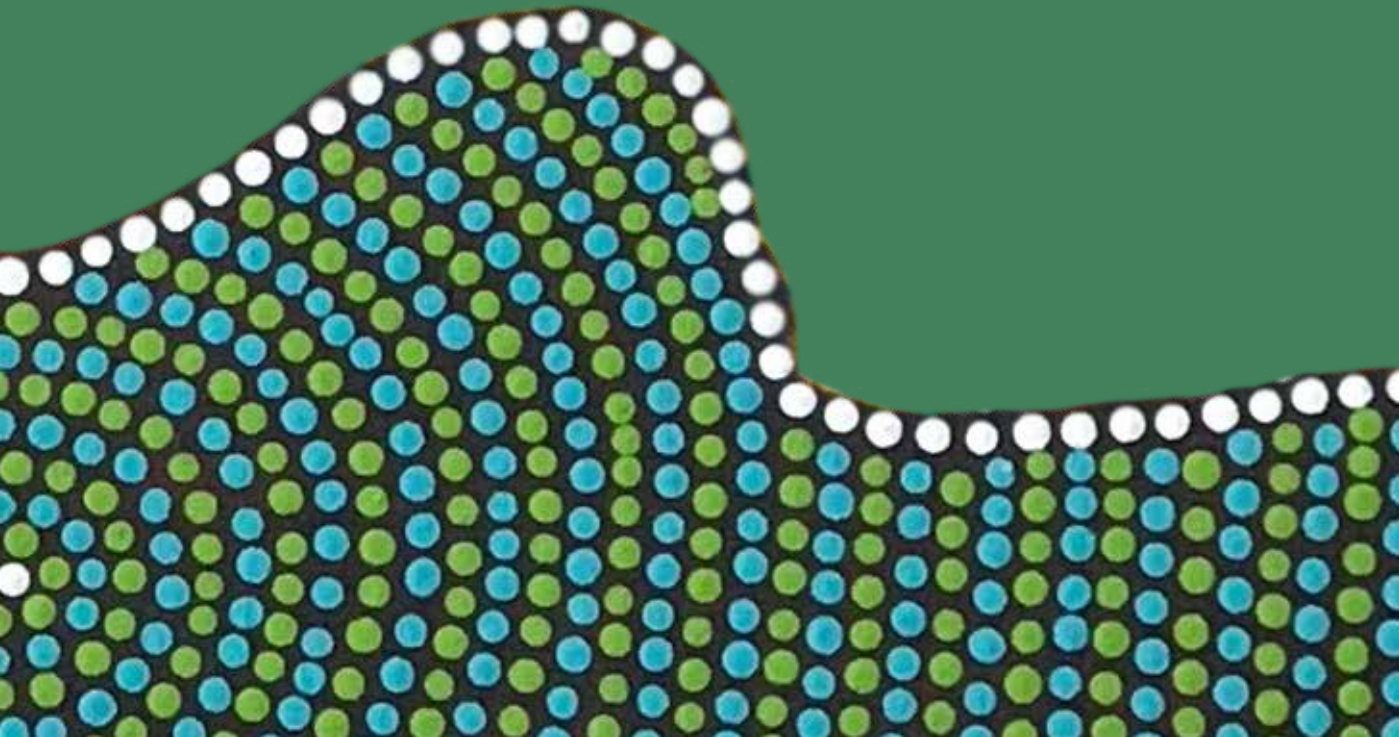
Australian Institute of
Health and Welfare

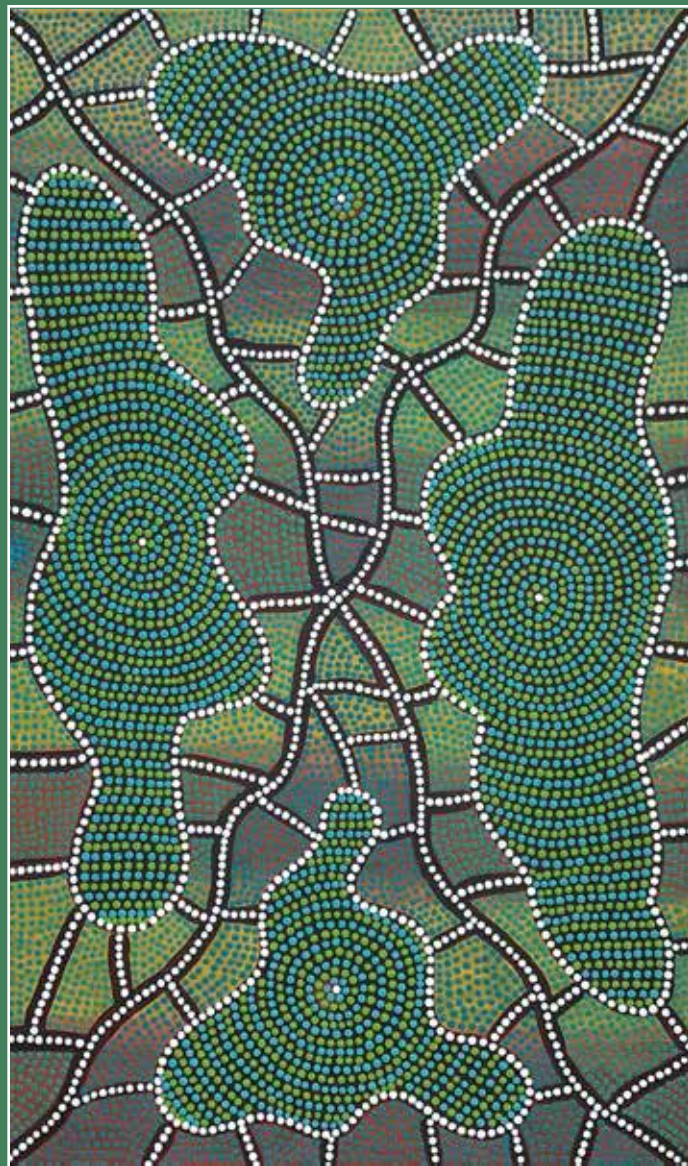


RECONCILIATION
ACTION PLAN
INNOVATE

Reconciliation Action Plan

June 2023–June 2025





About the artist

Delvene Napangardi Langdon was born in 1988 in Alice Springs, the closest hospital to Yuendumu, a remote Aboriginal community 290 km north-west of Alice Springs. She grew up with her family in Yuendumu. Her family belong to the Baptist church, and they are all keen gospel singers. This is Delvene's favourite pastime when she is not looking after her young daughter. Delvene has been painting for Warlukurlangu Artists Aboriginal Corporation, an Aboriginal owned and governed art centre in Yuendumu, since she was thirteen years old. She paints her Jukurrpa stories, Dreamings from Mt. Theo, a sacred mountain of which her family are traditional owners. For thousands of years this dreaming story has been handed down through the generations, and relates to the creation of this land, the mountain, the surrounding trees and animals and fresh water sources. When it rains in Yuendumu, Delvene takes her daughter, Nangali, out hunting for Yurrumbi (Honey Ants).

About the artwork

The Wanakiji Jukurrpa (bush tomato '*Solanum chippendalei*' Dreaming) travels through Yaturlu (near Mount Theo, north of Yuendumu). "Wanakiji" grows in open spinifex country and is a small, prickly plant with purple flowers that bears green fleshy fruit with many small black seeds. After collecting the fruit the seeds are removed with a small wooden spoon called 'kajalarra'. The fruit then can be eaten raw or threaded onto skewers called 'turlturpa' and then cooked over a fire.

'Wanakiji' can also be skewered and left to dry. When they are prepared in this way it is called 'turlturpa' and the fruit can be kept for a long time. In contemporary Warlpiri paintings traditional iconography is used to represent the Jukurrpa, particular sites and other elements. The Wanakiji Jukurrpa belongs to Napanangka/Napangardi women and Japanangka/Japangardi men.

Message from Reconciliation Australia Chief Executive Officer



Reconciliation Australia commends the Australian Institute of Health and Welfare on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).


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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Australian Institute of Health and Welfare continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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



These learnings extend to the Australian Institute of Health and Welfare using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

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

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

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of the Australian Institute of Health and Welfare's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations to the Australian Institute of Health and Welfare on your fifth RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

July 2023

Message from AIHW Acting Board Chair and Chief Executive Officer



We are proud to introduce the fifth Reconciliation Action Plan (RAP) of the Australian Institute of Health and Welfare. Our Innovate Reconciliation Action Plan June 2023–June 2025 is built on the knowledge and experience gained since our first RAP was launched in 2009. We believe that every staff member's actions and efforts bring about change.

This new RAP continues our commitment to building and maintaining respectful relationships with First Nations people, and our dedication to reconciliation has only grown stronger. As Australia's leading health and welfare data and information agency, we will continue to provide policymakers and the community with the latest statistics, information, and evidence on crucial health and welfare outcomes.

We acknowledge and pay tribute to the traditional owners of the lands on which we operate and reside. We are committed to working in collaboration with First Nations communities, organisations, and service providers to ensure our reports and data benefits decision-making and improved outcomes for First Nations people.



Our efforts also include enhancing our capacity to provide employment, work experience, and training opportunities for First Nations people within the AIHW. We promote awareness of First Nations people's cultures and are committed to integrating our support of the principles of reconciliation in all aspects of our work.

We thank all staff who made significant contributions to the development of this Innovate RAP. We especially thank our Reconciliation Action Plan Working Group, which includes First Nations staff and representatives from all our business groups, for overseeing our RAP actions under the guidance of our RAP champion.

We look forward to the implementation of our fifth RAP and actively advancing reconciliation at the Institute.

Dr Erin Lalor

Board Chair (acting)

Mr Rob Heferen

Chief Executive Officer

July 2023



Our vision for reconciliation

The Australian Institute of Health and Welfare (AIHW) vision is to provide strong evidence that drives better decisions to improve the health and welfare outcomes for all Australians. Our dedication to translating data into dependable evidence supports government agencies, policymakers, researchers and the wider community in making informed decisions regarding policy and service delivery. Our commitment to independence and reliability has earned us the trust and respect of stakeholders. To ensure data integrity, we have established robust data governance, stringent privacy measures, and strict confidentiality protocols.

We are committed to reconciliation with First Nations people and have a crucial role to play in providing better data, information and evidence that can support the 2020 National Agreement on Closing the Gap for First Nations people. Our role in reconciliation extends beyond data, information and evidence to actively develop and cultivate meaningful relationships and partnerships with First Nations people, communities, organisations and businesses, to ensure that their insights and perspectives can shape our products and services.

We strive for a workplace that embraces people of all cultures, especially the unique cultures, experiences, and rights of First Nations people. We aim to ensure understanding, acceptance and celebration of our shared histories. Central to our reconciliation commitment is to build our workplace cultural capability to improve the support, training and participation of First Nations people in our workforce. By doing so, we aim to create a more enriching learning experience for our workforce.



We are also committed to the implementation of the 4 Priority Reforms that underpin the 2020 National Agreement on Closing the Gap. These Priority Reforms articulate the system changes required to close the gap in outcomes between First Nations people and non-Indigenous Australians. Each priority reform includes a target and an outcome. These focus on measuring the change governments are making in the way they work with First Nations people. The Priority Reforms will strengthen and establish formal partnerships and shared decision-making, build the First Nations community-controlled sector, transform government organisations so they work better for First Nations people and improve and share access to data and information to enable First Nations communities make informed decisions.

Strategic goals



Inform and shape policy, service delivery and community debate by highlighting key health and welfare aspirations, priorities and needs of First Nations people, through providing statistics, information and evidence.



Enhance the accessibility of data and evidence to First Nations communities and service providers.



Enhance awareness of First Nations, cultures and histories at the AIHW.



Strengthen the AIHW's capacity to provide employment, work experience and training opportunities for First Nations people.



Our business

The AIHW is a corporate Commonwealth entity, which has provided high-quality, objective evidence on health and welfare in Australia for more than 35 years.

We are focused on turning data into useful information and evidence. We:

- collect data and produce information and statistics to create insights on a range of health and welfare topics
- are supported by numerous data holdings and unmatched knowledge of data and information related to the Australian health and welfare sectors
- release more than 250 products each year, including many focused on First Nations people, providing a holistic picture of health and welfare in Australia
- provide governments, stakeholders and the broader community with valuable evidence to inform and support better research, policy and service delivery, leading to better health and wellbeing for Australians
- work with our partners to continue to improve the availability and quality of health and welfare data, building the capability of those we work with
- innovate and produce targeted data sets and analyses that are useful to our stakeholders, and which enable them to improve their advice and decision-making



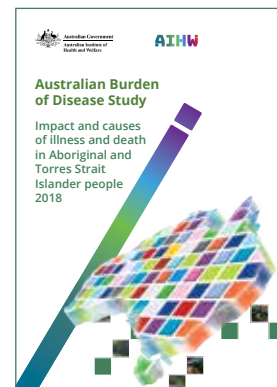
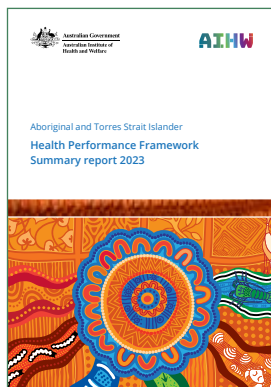
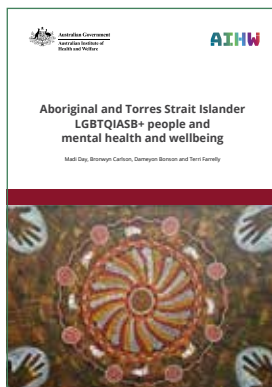
Our business (continued)


- are committed to making data and information available in response to requests from researchers, non-government organisations, frontline service providers, journalists, educators, consumers and government policymakers with strict privacy, confidentiality and security requirements
- engage with our partners to proactively identify opportunities to provide them with value-added data and analysis
- link data from multiple sources to deliver new insights and better understand complex interactions Australians have with health and welfare services
- manage controlled access to Australia's most comprehensive collection of health and welfare data
- deliver a full range of data services from requests and access, through to analysis and linkage.



The AIHW is a major provider of analyses, reporting and information on a range of commitments under the 2020 National Agreement on Closing the Gap. Our contributions support reporting on socioeconomic targets in the National Agreement which include life expectancy, healthy birth weight, early childhood development, access to early childhood education, educational achievement, employment outcomes, justice outcomes, affordable and appropriate housing, safe families, high levels of social and emotional wellbeing, flourishing languages and culture and connection to land and waters. In addition, our AIHW work supports the 4 Priority Reforms, and other commitments under the National Agreement such as policy and place-based partnerships, and data development.

We provide timely, accurate and authoritative statistical reporting on the health and welfare improvements and challenges experienced by First Nations people. We work in partnership with the Coalition of Aboriginal and Torres Strait Islander Peak Organisations members and other organisations to provide data-related advice on the Closing the Gap targets across all its data holdings.





First Nations people are members of AIHW steering committees, expert panels and advisory groups. This representation extends to the AIHW Board and AIHW ethics committee who oversee the governance of the AIHW and advise on ethical matters relating to the use of First Nations data. We also work with First Nations businesses including artists, designers and photographers to improve the accessibility, cultural relevance and appropriateness of our reports and other products. We liaise with many First Nations organisations and researchers to provide data-related advice and respond to data requests and keep building capability in data and evidence for those who we work with. This includes students and employees of Aboriginal community controlled organisations, researchers and other First Nations organisations.

Our Executive Committee drives change across the agency in line with commitments under the 2020 National Agreement on Closing the Gap Agreement by ensuring that all our reporting includes analyses relating to First Nations people where data availability and quality permit. We also devote considerable energy and resources to improve the quality of data and provide guidance on analysis and writing on First Nations people and outcomes.

We are based in Canberra, with a small office in Sydney and an increasing number of staff that work remotely. At 1 April 2023, of our 632 staff, 9 identified as First Nations people (1.4%).


Our Reconciliation Action Plan



Our vision is to deliver stronger evidence that leads to better decisions and improved health and welfare outcomes for all Australians. We strive to foster genuine relationships and partnerships with First Nations communities and organisations, encouraging shared decision-making in our work and projects. We establish formal partnerships and actively engage and collaborate with First Nations people and communities, and with health and welfare service providers to provide better data, information and evidence that supports the aspirations, priorities and needs of First Nations people.

Our fifth RAP, which spans from June 2023 to June 2025, has been developed to ensure that we celebrate First Nations people, cultures and histories. The AIHW Innovate RAP June 2023–June 2025 builds on the successes of our previous RAPs and aims to continue providing training opportunities for First Nations students and those employed in the community-controlled sector. We are also committed to fostering culturally respectful relationships between all staff and continuing our journey of learning and development of cultural safety and cultural competency in the workplace.

The Chief Executive Officer and the AIHW Executive Committee hold overall responsibility for the RAP, and performance responsibilities have been identified for all actions to monitor implementation. The head of the Indigenous Group, who is also Chair of the RAP Working Group, is our RAP Champion.




We have created a workplace that embraces and celebrates people of all cultures. We build respect for First Nations people, cultures and histories through celebrating significant events each year including NAIDOC Week, Mabo Day, National Sorry Day and National Reconciliation Week. Staff are encouraged to attend these events, which are promoted through the AIHW intranet, and First Nations staff are supported through paid leave allowances to participate in external cultural and ceremonial events.

Since our first RAP, we have released over 250 reports focusing on First Nations people. We also continue to provide extensive data to governments, community groups, researchers and the public. First Nations people are invited to participate in AIHW project advisory committees to provide insights and perspective to strengthen our reports in the health and welfare areas.

Following changes to the Australian Health Ministers' Advisory Council committee structures, we established the Indigenous Statistical and Information Advisory Group (ISIAG). The main purpose of ISIAG is to provide expert advice and guidance on national information and statistics, relevance and accessibility to First Nations people. Our First Nations people Advisor position works within the AIHW to improve the cultural appropriateness of content, promote products and community engagement, work with our RAP Working Group on implementing the RAP related actions and provide advice on training and employment of First Nations staff.

We also build strong relationships with First Nations people, organisations and businesses, and provide pro bono support for small-scale data needs. In addition, through our Supply Nation membership, we promote diversity and inclusion by sourcing products and services from First Nations businesses. We showcase the work of First Nations artists on



our publications and websites, contract local caterers for special corporate events and conferences and support charities through our workplace-giving programs. This leads to greater cultural understanding and capability within our organisation and supports Indigenous businesses to thrive and grow.

Over the next 2 years we will continue to identify and enhance training and employment opportunities for First Nations people. Our senior leaders are committed to leadership in building capability of First Nations individuals and organisations in health and welfare data and evidence. This includes a commitment to working in partnership with First Nations health and welfare organisations, the Empowered Communities Program participants, the Indigenous Data Network and service providers, to enhance their skills and expertise in understanding and using their data for decision-making and improved outcomes. This will include regional community data projects funded by the Australian Government. Concentrating our efforts in these areas also supports the government's targets for STEM-based training.

We are aligned with the *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24*, which aims to achieve 5% of the APS workforce to be First Nations people by 2024. The work undertaken by the AIHW generally requires specialist skills and we continue to endeavour to attract First Nations students with skills and capabilities relevant to our work. We are confident that our participation in the Aurora Project internship program will increase our profile among First Nations students across Australia. This national program places students and graduates in 4 to 6 week full-time internships. We have had 6 Aurora interns so far, and more placements are planned for future years. We were also successful in securing 5 placements for staff in the first round of the 2023 Jawun Secondment Program and will continue to promote this opportunity within the AIHW.



RAP Working Group

The AIHW's RAP Working Group reports to the AIHW Executive Committee through the Chair of the RAP Working Group. The RAP Working Group is chaired and championed by the Head of the Indigenous Group with the Deputy Chair being the Head of the People and Facilities Unit. It has 15 other members, including 3 First Nations staff members, and is supported by a secretariat. The members are volunteers, who are connected by their aim of helping to build an inclusive workplace. Current members are data analysts, project managers and administrative staff, and represent our 10 operational groups as follows:

- Head, Indigenous Group
- Head, People and Facilities Unit, Business and Communications Group
- Parliamentary and Engagement Officer, Business and Communications Group
- Library and Information Officer, Metadata, Information Management and Classifications Unit, Data Governance Group
- Data analyst, Perinatal Data Unit, Data Strategies and Discovery Group
- Head, Ageing and Aged Care Unit, Community Services Group
- Team Lead, Housing and homelessness Reporting and Developing Unit, Housing and Specialised Services Group



- Analyst, Burden of Disease and Mortality Unit, Population Health Group
- Project Manager, Dementia Unit, Population Health Group
- Analyst, Performance Analysis and Reporting, Health Systems Group
- Head, Indigenous Mental Health and Suicide Prevention Unit, Indigenous Group
- SharePoint/Database Administrator, Operations and Platforms Unit, Information and Communication Technology Group
- Centrelink Team Lead, Centrelink Strategies Unit, Deputy CEO Group.

The Working Group will continue to meet every quarter to monitor progress against the RAP commitments and promote the RAP. A progress report will be prepared each financial year.

The RAP is available on the AIHW website at www.aihw.gov.au as well as on the Reconciliation Australia website at www.reconciliation.org.au

Relationships

Engagement and collaborating with First Nations services and organisations on data and evidence is central to improving health and welfare service delivery. Our staff strive to develop and maintain strong, sustainable, and mutually respectful relationships with the broad range of people, communities and organisations with whom we work. Strengthening these relationships will increase our understanding of issues and challenges facing First Nations people, and will improve the dissemination, quality and interpretation of data. This in turn can lead to improved service delivery for communities.

Focus area: Respecting all people, including their rights and their heritage, is one of the 5 core values in the AIHW strategic directions for 2022–26.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations people and organisations.	1.1 Meet with key First Nations stakeholders and organisations to develop guiding principles for future engagement.	December 2023 and 2024	CEO
	1.2 Review and update the engagement plan to work with First Nations stakeholders and organisations.	October 2023	Head, Communications and Engagement Unit
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	May 2024 and 2025	CEO
	2.2 Encourage participation in external NRW events to our staff by promoting localised events through our internal communications channels.	May 2024 and 2025	RAP Working Group Chair
	2.3 Members of Senior Leadership Group and RAP Working Group to participate in an external NRW event.	May 2024 and 2025	CEO
	2.4 Organise at least one NRW event each year at our offices where our staff and stakeholders are invited.	May 2024 and 2025	RAP Working Group Chair
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2024 and 2025	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Implement strategies to engage our staff in reconciliation.	December 2023 and 2024	Head of People and Facilities Unit
	3.2 Continue to publicly communicate our commitment to reconciliation.	August 2023	RAP Working Group Chair
	3.3 Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2023 and 2024	RAP Working Group Chair
	3.4 Collaborate with other organisations to develop ways to advance reconciliation.	December 2023 and 2024	RAP Working Group Chair
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to ensure anti-discrimination provisions support positive race relations and future needs.	April 2024 and 2025	Head, People and Facilities Unit
	4.2 Review, update, and communicate an anti-discrimination policy for our organisation that builds on the existing APS policies followed at the AIHW.	December 2023 and 2024	Head, People and Facilities Unit
	4.3 Engage with our First Nations staff and First Nations People Advisor on our anti-discrimination policy.	December 2023	Head, People and Facilities Unit
	4.4 Educate our staff on the effects of racism to improve understanding and knowledge of racism and its impact and take appropriate actions to address in a systemic way.	December 2023	CEO

Respect

We recognise and respect the uniqueness of First Nations cultures and the importance of land and history to First Nations people. We will continue to strive to promote and celebrate this rich history to achieve a greater awareness and understanding within the AIHW of the diversity of First Nations cultures and histories. This is crucial if we are to develop and maintain mutually beneficial relationships with First Nations people, communities and organisations into the future.

Focus area: Respecting all people, including their rights and their heritage, is one of the 5 core values in our strategic directions for 2022–2026.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within the AIHW and continue to provide cultural immersion opportunities for staff.	August 2023 and 2024	Head, People and Facilities Unit
	5.2 Consult local Traditional Owners and our First Nations People Advisor to improve our cultural learning strategy.	August 2023 and 2024	Head, People and Facilities Unit
	5.3 Ensure identified cultural learning objectives are embedded in the AIHW's Learning & Development Strategy.	August 2023 and 2024	Head, People and Facilities Unit
	5.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	April 2024 and 2025	CEO and all Group Heads

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to First Nations people by observing cultural protocols.	6.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2023 and 2024	RAP Working Group Chair
	6.2 Review, update and communicate cultural protocols on the RAP intranet site including protocols for Welcome to Country and Acknowledgement of Country.	August 2023 and 2024	RAP Working Group Chair
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2023–2025	Head, Communications and Engagement Unit
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2023–2025	CEO and all Group Heads
7. Build respect for First Nations people, cultures, and histories through celebrating significant events (for example NAIDOC Week, NRW, National Sorry Day and Mabo Day).	7.1 Members of the Board, Senior Leadership Group and RAP Working Group to participate in external NAIDOC Week events.	July 2023–2025	CEO
	7.2 Review HR policies and procedures to ensure they support staff participation in NAIDOC Week.	February 2024 and 2025.	Head, People and Facilities Unit
	7.3 Promote and encourage our staff to participate in external NAIDOC week and other events by promoting localised events through our internal communications channels.	July 2023–2025	CEO
	7.4 Organise at least one NAIDOC Week event each year at AIHW offices where staff and stakeholders are invited.	July 2023–2025	RAP Working Group Chair



Opportunities

We recognise that developing innovative employment pathways for First Nations people is crucial if we are to meet our goal of an employment target of 5% of staff within our organisation. We also want to broaden our knowledge and skills base so that our products become more relevant to First Nations people, communities and organisations. By building employment opportunities that focus on offering specialist skills in data analysis, information management, project management, finance, human resources, administration, communications and information technology, we will maximise opportunities for long-term employment of First Nations people.

We also provide opportunities for local First Nations owned businesses and artists to supply goods and services and will continue to build on these commercial relationships. In addition, through our Supply Nation membership we aim to promote diversity and inclusion by sourcing products and services from First Nations businesses. This will lead to greater cultural understanding and awareness within our organisation and can also help support First Nations businesses to grow and thrive.

We will also continue to develop statistical literacy skills within First Nations people and communities, and work with communities and service providers to improve access to data. We want to show leadership in increasing the data awareness and capability of First Nations organisations through our training and capability-building programs.

Focus area: Providing development opportunities for First Nations staff will enable us to continue to strengthen its capabilities and deliver on one of its core strategic goals – to be a leader in health and welfare data.

Improving statistical literacy and access to data within First Nations people and communities aligns with our strategic priorities: to foster strategic partnerships and support these partners in making their data accessible.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	8.1 Contribute to the professional development of First Nations staff through pathways using entry level, graduate and professional development programs to inform future employment and professional development opportunities.	October 2023 and 2025	Head, People and Facilities Unit
	8.2 Consult with First Nations staff on our implementation of the <i>Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024</i> .	August 2023 and 2024	Head, People and Facilities Unit
	8.3 Implement relevant actions from the <i>Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024</i> .	October 2023 and 2024	Head, People and Facilities Unit
	8.4 Advertise job vacancies to effectively reach First Nations stakeholders.	October 2023 and 2024	Head, People and Facilities Unit
	8.5 Review HR and recruitment procedures and policies to ensure there are no barriers to First Nations participation in our workplace.	December 2023 and 2024	Head, People and Facilities Unit
	8.6 Provide training opportunities for Group Heads and Unit Heads to ensure awareness of the importance of diversity in the workplace with a focus on First Nations employees.	December 2023 and 2024	Head, People and Facilities Unit
	8.7 Provide training opportunities for First Nations staff through collaborative secondments or other similar arrangements to share and reciprocate knowledge.	December 2023 and 2024	Head, People and Facilities Unit
9. Improve networks to support our First Nations staff.	9.1 Support and encourage formal mentoring and informal peer support for our First Nations staff.	November 2024	CEO and all Group Heads
	9.2 Continue membership of the Indigenous Champions Network to ensure cross agency collaboration to improve opportunities for First Nations staff in the APS.	November 2023	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
10. Ensure that appropriate First Nations businesses are engaged for cultural services and other cultural activities.	10.1 Consult with or directly engage the relevant First Nations stakeholders to deliver cultural services and activities.	April 2024	Head, People and Facilities Unit
	10.2 Provide yearly cultural awareness training, language courses and other cultural activities for staff using appropriate local First Nations businesses.	June 2024	Head, People and Facilities Unit
11. Increase First Nations supplier diversity to support improved economic and social outcomes.	11.1 Ensure our staff are aware of First Nations procurement strategy.	October 2023	Head, Business and Communications Group
	11.2 Communicate opportunities for procurement of goods and services from First Nations businesses to staff.	June 2024 and 2025	Head, Business and Communications Group
	11.3 Through membership of Supply Nation, monitoring and reporting on value and volume of procurements commitment to goods and services.	June 2024 and 2025	Head, Business and Communications Group
	11.4 Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	December 2023 and 2024	Head, Business and Communications Group
	11.5 Develop commercial relationships with First Nations businesses.	October 2023 and 2024	All Group Heads
	11.6 Continue working with communities and service providers to improve access to First Nations data so that communities and service providers can benefit from their data, and data can be used to inform their decisions and processes.	October 2023 and 2024	Heads of the AIHW statistical groups

Governance

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	12.1 Maintain First Nations staff representation on the RWG.	January 2024 and 2025	RAP Working Group Chair
	12.2 Review the RAP Terms of Reference to align with each RAP.	January 2025	RAP Working Group Chair
	12.3 Meet at least four times per year to drive and monitor RAP implementation.	December 2023	RAP Working Group Secretariat
13. Provide appropriate support for effective implementation of RAP commitments.	13.1 Define resource needs for RAP implementation.	August 2023 and 2024	RAP Working Group Chair
	13.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	August 2023 and 2024	RAP Working Group Chair
	13.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2023	RAP Working Group Chair
	13.4 Engage with ExCo regarding each group commitment under our RAP.	6 monthly	RAP Champion
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	14.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September annually	RAP Working Group Chair
	14.2 Report RAP progress to all staff and senior leaders.	December 2023 and 2024	RAP Working Group Chair
	14.3 Report our RAP achievements, challenges and learnings, annually.	December 2023 and 2024	RAP Working Group Chair
	14.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2024	RAP Working Group Chair
	14.5 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2024	RAP Working Group Chair
15. Continue our reconciliation journey by developing our next RAP.	15.1 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2025	RAP Working Group Chair

The AIHW is a Corporate Commonwealth entity producing authoritative and accessible information and statistics to inform and support better policy and service delivery decisions, leading to better health and wellbeing for all Australians.

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