

# RECONCILIATION ACTION PLAN FOR DECEMBER 2021- DECEMBER 2023

Institute of Public Administration Australia Victoria: IPAA Victoria

OUR INNOVATE PLAN



RECONCILIATION  
ACTION PLAN

**INNOVATE**





#### STATEMENT ON THE ARTIST:

Simone Thomson is a Melbourne based self-taught artist and descendant of Victoria's Ulupna and Moira Clans of the Yorta-Yorta Tribe, and the Yarra-Yarra Clan of the Wurundjeri Tribe through her mother. She draws inspiration for her art through her deep spiritual connection to country and the rich colours and textures of the earth and sky, the source of many dreaming stories for Aboriginal people. Traditional dance formed an integral component of her childhood and teenage years as she performed throughout Victoria and interstate in cultural dance troupes including Worawa Aboriginal College. It's here she began painting at fifteen later becoming the school's first VCE graduate. Simone credits much of her cultural education to these early years along with the ancestral oral history and knowledge passed down through her mother, grandmother, and aunts – all whom contributed immensely to Aboriginal Affairs both state-wide and federally. In 2017, she remerged after a long hiatus drawing from profound life changing events painting a successful collection of works using abstract themes intertwining impastos and moulding pastes building surfaces on canvas emulating earth, sand and charcoal. Simone's signature use of vibrant colours and detail have produced varied styles of work including portraiture, large scale mural design, woven emu feather hangings, wooden message sticks, geometric wood wall art, welcome shields and a 3D canoe tree. Simone believes creating has great healing powers for the spirit and mind and values the strength she receives from immersing herself.

#### ARTWORK NARRATIVE:

We have a strong relationship to our ancestral spirit guides and the stars in the sky, this is the source of many Dreaming stories past down over thousands of years. We are the oldest astronomers on earth, holders of infinite knowledge. The Evening Star is also known as the Morning Star – Venus. Our people used the sky as maps noticing even the most subtle change in brightness and position. The Evening Star would guide people on their journey tracks and inform us of changing seasons. The position of the stars also tells of animal mating seasons and when food is ready for harvest.

© Simone Thomson, Woi-Wurrung Wurundjeri / Yorta-Yorta, Yeelugna Dutan, Evening Star, 2020



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## Statement from RECONCILIATION AUSTRALIA'S CEO

Reconciliation Australia commends Institute of Public Administration Australia (IPAA) Victoria on the formal endorsement of its third 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. IPAA Victoria continues to be part of a strong network of more than 1,100 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 IPAA Victoria will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to IPAA Victoria 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 IPAA Victoria 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, IPAA Victoria will ensure shared and cooperative success in the long-term.



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

Congratulations IPAA Victoria on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

*Chief Executive Officer  
Reconciliation Australia*



## Message from the Chair of our ABORIGINAL ADVISORY COMMITTEE

This is IPAA Victoria's third Reconciliation Action Plan (RAP), and is evidence of a strong and continuing commitment to work in partnership with Aboriginal and Torres Strait Islander people.

I would like to extend my gratitude to the RAP Working Group and IPAA's Aboriginal Advisory Committee (AAC) for developing IPAA Victoria's RAP. The AAC comprises Aboriginal staff from across the Victorian public service and has an important role in working alongside IPAA Victoria, providing advice, guidance and support on IPAA Victoria's Aboriginal engagement initiatives.

I commend IPAA Victoria on developing its third RAP and look forward to being part of its implementation and monitoring, through the AAC. Reconciliation is an ongoing process that centres on strengthening relationships, partnership and collaboration between Aboriginal and Torres Strait Islander people and non-Indigenous Australians.

This RAP highlights that the best outcomes for Aboriginal and Torres Strait Islander people are achieved when they are led by Aboriginal and Torres Strait Islander people.

It provides an important opportunity to promote stronger partnerships and respectful relationships between the public purpose sector and Aboriginal and Torres Strait Islander communities across Victoria.

Further, the RAP sets up IPAA Victoria to support critical outcomes in Aboriginal self-determination. For the first time, Victoria is progressing nation-leading work on treaty and truth in partnership with Victorian Aboriginal communities, while at the same time, the Commonwealth Government has committed to implementing a Voice to Parliament.

I look forward to supporting the delivery of this RAP and seeing its impact across the public purpose sector.

**Angela Singh**

*Chair  
IPAA Victoria Aboriginal  
Advisory Committee*



## Message from OUR PRESIDENT

It is with great pleasure and renewed commitment that I release IPAA Victoria's third Innovate Reconciliation Action Plan (RAP) 2021-2023. IPAA Victoria developed its Innovate RAP to support reconciliation objectives through the engagement of Aboriginal and Torres Strait Islander peoples who work in or with the public sector.

I would like to congratulate the IPAA Victoria RAP working group and past and present members of the Aboriginal Advisory Committee on their collective determination to progress reconciliation.

This new plan builds on the progress we have made and provides opportunities to strengthen relationships, gain crucial understanding, cultural competence and contribute to meaningful actions which advance reconciliation with Aboriginal and Torres Strait Islander people.

Our vision for reconciliation is that Aboriginal and Torres Strait Islander peoples' unique status, living culture and right to self-determination will be recognised, respected, and empowered across Victoria and Australia. This vision for true self-determination is aligned to the purpose and values of IPAA Victoria as an organisation and the members we serve.

We look forward to leveraging the full commitment of Victoria's public purpose sector as we work together in IPAA Victoria activities on reconciliation. I am excited to see the level of commitment from our organisation, the activities that we will undertake and I encourage everyone to take the time to connect with this plan.

I thank all members of our Aboriginal Advisory Committee for working with our RAP champions to develop and oversee our RAP actions.

We look forward to actively supporting the advancement of rights of Aboriginal and Torres Strait Islander communities at IPAA Victoria.

**John Bradley**

*President, IPAA Victoria*







## Message from IPAA VICTORIA CEO

I am proud to launch IPAA Victoria's third Reconciliation Action Plan and I am excited for the work ahead in strengthening IPAA Victoria as a key ally in advancing the rights and self-determination priorities of Aboriginal and Torres Strait Islander peoples across the public purpose sector.

IPAA Victoria's journey to developing a RAP started in February 2012 with the Aboriginal Advisory Committee (AAC), a sub-committee of the IPAA Victoria Board, led by Terry Garwood PSM, a Yorta Yorta, Wemba Wemba and Wergaia man and Deputy Secretary at the then Department of Transport, Planning and Local Infrastructure. The first RAP, adopting Reconciliation Australia's Framework of 'Respect', 'Relationships', and 'Opportunities' framework, was developed as the centrepiece of IPAA Victoria's efforts in the Aboriginal and Torres Strait Islander space.

From then, IPAA Victoria and the AAC expanded the RAP to the 'Innovate RAP' framework, including events and awards highlighting the role of the public purpose sector to respect and enable Aboriginal self-determination.

The AAC continues to guide and support IPAA Victoria's Aboriginal and Torres Strait Islander engagement initiatives, and I thank all past and present AAC members for their contribution. The AAC will continue to play an important part in overseeing the implementation of the RAP, including the provision of strategic advice to promote cultural awareness, respect and opportunities for Aboriginal and Torres Strait Islander peoples working in the public purpose sector through IPAA Victoria's offerings.

We all have an important role to play in strengthening relationships, promoting respect and progress through treaty and truth telling and increasing opportunities for Aboriginal and Torres Strait Islander peoples.

I look forward to continuing IPAA Victoria's reconciliation journey and working alongside Aboriginal and Torres Strait Islander communities across the public purpose sector.

**Nina Cullen**

*Chief Executive Officer*





# Our Vision for RECONCILIATION

## ACKNOWLEDGEMENT TO COUNTRY

IPAA Victoria acknowledges the Traditional Owners of the lands and waters on which we live and work and pay our respects to Elders past and present. We recognise the ongoing strength, contributions, and leadership of First Nations peoples.

We acknowledge that Indigenous self-determination is a human right as enshrined in the United Nations Declaration on the Rights of Indigenous Peoples.

Our vision for reconciliation is that Aboriginal and Torres Strait Islander peoples' right to self-determination will be recognised, respected, and empowered across Victoria and Australia, particularly through Treaty and truth processes. Better outcomes for Aboriginal and Torres Strait Islander peoples in Victoria can only be achieved when that work is led by Aboriginal and Torres Strait Islander peoples.

In this spirit, IPAA Victoria commits to promoting and supporting Aboriginal self-determination and reconciliation, through strengthening the capability and impact of the public purpose sector in Victoria. This includes:

- Promoting cultural understanding and safety for Aboriginal and Torres Strait Islander peoples, in our organisation and among IPAA Victoria members and stakeholders
- Fostering relationships and links with Aboriginal and Torres Strait Islander peoples working in and with the public sector
- Providing opportunities for Aboriginal and Torres Strait Islander peoples to advance their career development
- Supporting the participation and professional development of Aboriginal and Torres Strait Islander peoples across the public sector
- Supporting the Treaty advancement process and creating opportunities to educate IPAA Victoria members and stakeholders on Treaty
- Building productive and collaborative relationships with our stakeholders, including Aboriginal and Torres Strait Islander communities, the First People's Assembly of Victoria, government departments and public sector agencies, local government, and private organisations who work with the public sector, and ensure these relationships work to achieve reconciliation.





## Our Business

IPAA Victoria is the professional association committed to strengthening the capability and impact of Victoria's public purpose sector. As a professional association, we have a unique ability to bring together all three levels of government in Victoria with relevant sections of the tertiary education, not-for-profit, business and community sectors.

IPAA Victoria is a self-funded, membership-based organisation. Our organisation members employ more than 300,000 people and our Personal members and Fellows include many of Victoria's most senior and respected public administrators. We offer a range of professional development courses and events, tailored to suit the needs of the public purpose sector.

As of December 2021, IPAA Victoria employs a core team of twelve staff. IPAA Victoria currently has no staff members who identify as an Aboriginal and/or Torres Strait Islander person.

IPAA Victoria's office is located in Narmm (Melbourne) on the Traditional lands of the Kulin Nations. We have a connection across local, state and Commonwealth governments operating in Victoria – including private and not-for-profit organisations working with the public sector.



## Our RAP

IPAA Victoria developed its Innovate Reconciliation Action Plan (RAP) to support reconciliation objectives through the engagement of Aboriginal and Torres Strait Islander peoples who work in or with the public sector.

IPAA Victoria's RAP is developed, monitored, and championed by the IPAA Victoria Aboriginal Advisory Committee. As a delegated sub-committee of the IPAA Victoria Board, the Aboriginal Advisory Committee's role is to:

- Provide strategic advice and oversight for the development and implementation of IPAA Victoria's Reconciliation Action Plan.
- Provide strategic advice in relation to promoting cultural awareness and respect for Aboriginal and Torres Strait Islander peoples and issues through the design, marketing and delivery of events and professional learning and development offerings by IPAA Victoria;
- Provide strategic advice in relation to providing opportunities for Aboriginal and Torres Strait Islander peoples working in the public purpose sector to advance their careers and professional development; and
- Leverage public purpose sector knowledge and networks to identify opportunities for strategic partnerships that advance inclusion of Aboriginal and Torres Strait Islander peoples and perspectives across Victoria's public purpose sector.

Internally, the RAP is championed by the IPAA Victoria, CEO, Chief Operating Officer and the Strategic Advisor.

The RAP Working Group includes members of the Aboriginal Advisory Committee and the internal RAP champions. The RAP Working Group involved in the development of the 2021-2023 RAP consists of:

- Angela Singh, Yorta Yorta, strong links to Wemba Wemba and Taungurung, Regional Director, North Western Victoria Region, Schools and Regional Services, Department of Education and Training
- Bonnie Cavanagh, Taungurung, Program Manager, Media & Corporate Communications Department, Victoria Police
- Mason Atkinson, Dja Dja Wurrung and Yorta Yorta, Director, Koori Strategy and Engagement at Magistrates' Court of Victoria (formerly Manager, Aboriginal Employment Unit, Victorian Public Sector Commission)

- Mikala Purton, Palawa, Manager, Aboriginal Engagement, Corporate Services, Department of Health & Human Services
- Ward Garwood, Yorta Yorta, Wemba Wemba and Wergaia, Manager, Aboriginal Strategy and Service Design Unit, Policy and Design Branch, Family Safety Victoria
- David Ali, Chief Executive Officer, IPAA Victoria (former)
- Nina Cullen, Chief Executive Officer, IPAA Victoria (current)
- Karina Posanzini, Chief Operating Officer, IPAA Victoria
- Andrew Beech Jones, Project Officer, IPAA Victoria (until February 2022)
- Karina Lee, Strategic Advisor, IPAA Victoria (since August 2022)



# Summary

## ACHIEVEMENTS

- 2016: 10 graduates completed the Graduate Certificate in Management (Public Sector) program
- 2016-2017: awarded the Young Indigenous Leader Scholarship to Travis Lovett (Department of Environment, Land, Water and Planning)
- 2017: Alick and Merle Jackomos Oration with Tanya Hosch (AFL) as orator
- 2017: IPAA Victoria recognises and celebrates NAIDOC week
- 2017: Encouraging Aboriginal and Torres Strait Islander membership and participation in IPAA Victoria initiatives including the Professional Indigenous Network (PIN) and the Peer-Plus Mentoring program. In 2017, there were three mentors and three mentees of Aboriginal and Torres Strait Islander background.
- 2018: Introduced the Advancing Aboriginal Self-Determination Award to the Leadership in the Public Sector Awards, replacing the Indigenous Employment Award. Award Winners: Aboriginal Children in Aboriginal Care Full Authorisation by Victorian Aboriginal Child Care Agency, Bendigo & District Aboriginal Cooperative, and the Department of Health and Human Services (2019); Budj Bim World Heritage Nomination Project by Department of Premier and Cabinet (2018) and Aboriginal Justice Caucus by Koori Justice Unit, Department of Justice & Regulation (2018)
- 2018: Alick and Merle Jackomos Oration with Jill Gallagher (Victorian Treaty Advancement Commission) as orator
- 2018-2019: awarded the Young Indigenous Leader Scholarship to Bonnie Cavanagh (Victoria Police)
- 2019: Hosted the 'Be Bold, Be Brave: Treaty, self-determination and the public sector' Aboriginal public sector staff conference at the Aboriginal Advancement League, Thornbury.
- 2020: Hosted the online event series Caring for Country in partnership with Victorian Aboriginal Heritage Council, highlighting Traditional Owner voices across Victoria.

## 2014-2016:

### CHALLENGES

- Leveraging sponsorship networks to fund Aboriginal and Torres Strait Islander initiatives
- Leveraging relationships with community organisations
- Monitoring and updating the RAP throughout the year
- Ensuring continuity of the RAP despite organisational changes.

### KEY LEARNINGS

- A need for more stakeholder engagement to ensure that we increase our engagement with Aboriginal and Torres Strait Islander peoples
- A need for more collaboration with Aboriginal and Torres Strait Islander people in meeting the RAP requirements
- Due to IPAA Victoria's turnover in staff, it was challenging to monitor the RAP and ensure goals were met.

## 2018-2020:

### KEY LEARNINGS

- Importance of Aboriginal and Torres Strait Islander people leading and driving the direction of the RAP
- Importance of effective ongoing reporting to the Aboriginal Advisory Committee.

### CHALLENGES

- Ensuring meaningful change rather than just compliance
- Need to broaden the stakeholder group beyond the Victorian Public Service into the public and community sector
- Giving effect to the principle of self-determination and ensure goals were met.

# RELATIONSHIPS

Respectful and reciprocal relationships between the public purpose sector and Aboriginal and Torres Strait Islander peoples and communities are essential to building trust and achieving successful outcomes. IPAA Victoria commits to building and fostering relationships with Aboriginal and Torres Strait Islander peoples and communities and continuing the broadening of our networks to include more Aboriginal and Torres Strait Islander peoples working in, and with, the public purpose sector.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</i>	Establish and maintain 3 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	May 2023	CEO Strategic Advisor
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2022	Chair, Aboriginal Advisory Committee CEO Strategic Advisor
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	August 2022	Chair, Aboriginal Advisory Committee Management lead (COO) Strategic Advisor

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>Promote reconciliation through our sphere of influence.</i>	Ensure IPAA Victoria staff and Board understand IPAA Victoria's commitments to reconciliation and the specific actions are included as an agenda item on team meetings.	May 2022, 2023	CEO Strategic Advisor
	Communicate our commitment to reconciliation publicly.	May 2022, 2023	Management lead (COO) Strategic Advisor Strategic Communications and Marketing Lead Marketing Coordinator
	Engage with the work of the First People's Assembly of Victoria and educate the public purpose sector on the Treaty process in Victoria.	May 2022	Management lead (COO) Strategic Advisor
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2021, 2022, 2023	Chair, Aboriginal Advisory Committee Management lead (COO) Strategic Advisor
	Collaborate with RAP and other likeminded organisations to develop ways to advance reconciliation.	December 2021, 2022, 2023	Strategic Advisor
	Develop at least 2 partnerships with Aboriginal networks in Victorian Government Departments.	December 2023	CEO Head of Innovation, Partnership and Design
	IPAA Victoria to host an oration celebrating the achievements of Aboriginal and Torres Strait Islander peoples in public administration and public life	December 2022	Management lead (COO) Strategic Advisor Events lead
	Invite 20 Aboriginal and Torres Strait Islander leaders to be speakers at IPAA Victoria events that are non-Aboriginal specific events.	May 2023	CEO Strategic Advisor Events Lead



# RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>Build relationships through celebrating National Reconciliation Week (NRW)</i>	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	27 May – 3 June 2022, 2023	Strategic Advisor
	RAP Working Group members to participate in an external National Reconciliation Week event.	27 May – 3 June 2022, 2023	CEO Strategic Advisor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May – 3 June 2022, 2023	Management lead (COO) Strategic Advisor
	Organise at least one National Reconciliation Week event each year.	27 May – 3 June 2022, 2023	Strategic Advisor Events lead
	Register all our National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	May 2022, 2023	Strategic Advisor
<i>Promote positive race relations through anti-discrimination strategies.</i>	Conduct a review of Human Resource policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2021	Management lead (COO) Strategic Advisor
	Develop, implement and communicate an anti-discrimination policy for our organisation.	December 2021	Management lead (COO) Strategic Advisor
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	February 2022	Management lead (COO) Strategic Advisor
	Educate senior IPAA Victoria staff leaders on the effects of racism.	December 2021, 2022, 2023	Management lead (COO) Strategic Advisor





# RESPECT

Respect for Aboriginal and Torres Strait Islander peoples, cultures and histories is essential for reconciliation and for the public purpose sector to work appropriately and effectively alongside Aboriginal and Torres Strait Islander communities. Acknowledgement of our shared past must be the starting point to talk about our shared future. IPAA Victoria commits to promoting respect for Aboriginal and Torres Strait Islander cultures among our staff, members and professional networks.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</i>	Conduct a review of cultural learning needs within our organisation.	December 2021	CEO Management lead (COO) Strategic Advisor
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	February 2022	Management lead (COO) Strategic Advisor
	Develop, implement and communicate a cultural learning strategy for all staff.	August 2022	CEO Management lead (COO) Strategic Advisor
	Conduct internal RAP impact surveys to assess employee awareness and understanding of RAP actions and targets.	August 2022, 2023	Strategic Advisor
	Provide opportunities for RAP Working Group members, managers and other key leadership staff to participate in formal and structured cultural learning.	November 2022	CEO Management lead (COO) Strategic Advisor

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</i>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2022	Strategic Advisor
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	February 2022	Management lead (COO)
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant IPAA Victoria events each year.	January 2022, 2023	Strategic Advisor
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2021	CEO
<i>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</i>	IPAA Victoria to host a public NAIDOC Week event.	First week in July 2022, 2023	Strategic Advisor
	Review Human Resources policies and procedures to remove barriers to staff participating in NAIDOC Week.	December 2021	Management lead (COO)
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2022, 2023	Strategic Advisor
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2022, 2023	Strategic Advisor



# OPPORTUNITIES

IPAA Victoria recognises the importance of equity, inclusivity, and pathways for Aboriginal and Torres Strait Islander peoples within the public purpose sector in Victoria. These opportunities are crucial for delivering culturally safe services, empowering economic independence and ensuring Aboriginal and Torres Strait Islander voices in decision-making. IPAA Victoria commits to provide professional development opportunities and career pathways for Aboriginal and Torres Strait Islander people in the public purpose sector in Victoria by creating specific employment opportunities within the organisation, celebrating Aboriginal and Torres Strait Islander achievement and innovative Aboriginal and Torres Strait Islander initiatives among our members and stakeholders.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</i>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2021	CEO
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development plan.	May 2023	CEO
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander people.	May 2023	COO
	Review Human Resource and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2021	COO
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	May 2023	COO

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</i>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2023	COO
	Investigate Supply Nation membership.	December 2021	Strategic Advisor
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2023	Management lead (COO)
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2022	Strategic Advisor
	Develop 3 commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2023	Management lead (COO)
<i>Encourage Aboriginal and Torres Strait Islander people to attend IPAA Victoria professional development programs and events</i>	Collect voluntary statistics on how many Aboriginal and Torres Strait Islander people attend IPAA Victoria professional development programs, to ensure programs are attractive and meeting professional development needs.	November 2022, 2023	Strategic Advisor Head of Innovation, Partnership and Design
	Ensure that business units responsible for learning and development/Aboriginal Engagement teams in departments know about the IPAA Victoria professional development programs and access allocations accordingly.	June 2022, 2023	Strategic Advisor Program Director
	Increase to 3% Aboriginal and Torres Strait Islander participants in IPAA Victoria professional development programs (from 2% in 2018-2020).	December 2023	Management lead (COO) Strategic Advisor
	Encourage IPAA Victoria members to nominate for Young Aboriginal Leader Scholarship. Aboriginal Scholarship recipients are offered one place in Gain The Policy Edge program or four sponsored places to all professional development programs and events.	June 2022, 2023	Strategic Advisor Program Director
	Ensure that at least four Aboriginal and Torres Strait Islander people participate as mentors and mentees in the IPAA Victoria Peer Plus mentoring program.	December 2023	Strategic Advisor Program Director
	Support delivery of an Aboriginal staff network conference.	December 2023	Strategic Advisor Events lead



# GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</i>	Oversee the development, endorsement and launch of the RAP	December	CEO
	Establish and apply a Terms of Reference for the RWG	2021	Chair, Aboriginal Advisory Committee
	Ensure there are Aboriginal and Torres Strait Islander peoples on the RWG	February 2022	Strategic Advisor
	Meet at least four times per year to monitor and report on RAP implementation	February 2022	Management lead (COO)
<i>Provide appropriate support for effective implementation of RAP commitments.</i>	Define resource needs for RAP implementation.	December 2021	CEO Management lead (COO)
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2022, 2023	CEO Management lead (COO) Strategic Advisor
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2022	Management lead (COO) Strategic Advisor
	Appoint and maintain an internal RAP Champion from senior management.	December 2021	CEO

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<i>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</i>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	Strategic Advisor
	Report RAP progress to all staff, Aboriginal Advisory Committee and senior leaders quarterly.	February, May, August, November 2022, 2023	Management lead (COO) Strategic Advisor
	Publicly report our RAP achievements, challenges and learnings, annually.	November 2022, 2023	Management lead (COO) Strategic Advisor Strategic Communications and Marketing Lead Marketing Coordinator
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Strategic Advisor
<i>Continue our reconciliation journey by developing our next RAP.</i>	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2023	Strategic Advisor





**Contact**

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