



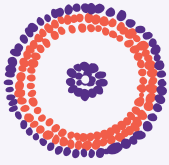
Australian Government
Department of Human Services



Reconciliation Action Plan

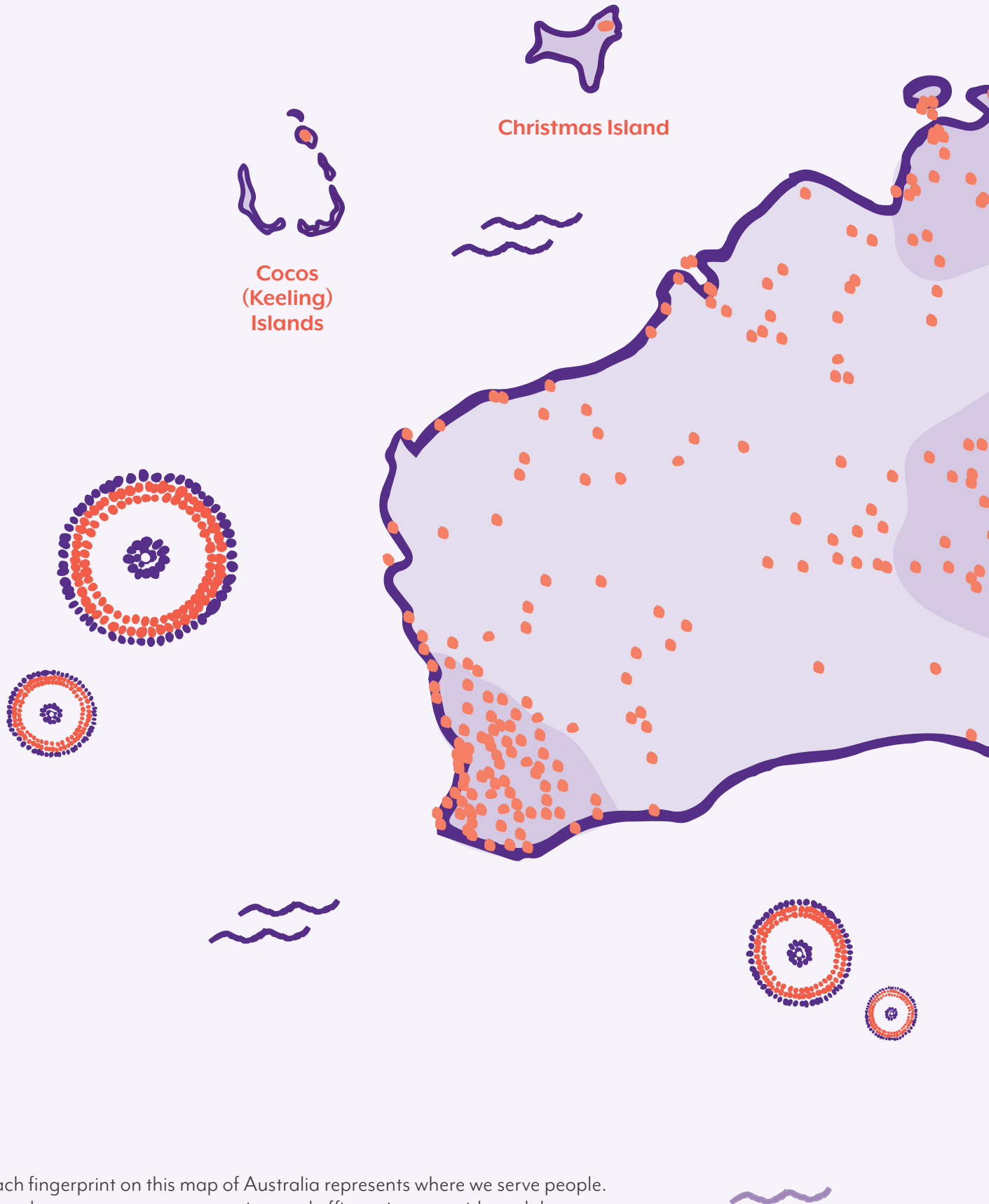
2018–22





Acknowledgement of Country and Traditional Owners

The Department of Human Services acknowledges the Traditional Custodians of the lands we live on. We pay our respects to all Elders, past and present, of all Aboriginal and Torres Strait Islander nations.



Each fingerprint on this map of Australia represents where we serve people. Together, our agents, access points and offices give us a wide and deep footprint across the land.



Torres Strait Islands

Norfolk Island

Acknowledgements

This document has been developed by the Department of Human Services with the assistance of Gilimbaa, a Certified Supply Nation Supplier, which contributed to the design concept of this document.

WARNING: Aboriginal and Torres Strait Islander peoples are warned that this document may contain images of deceased people.



Inspiration behind our design

The colour and style of this plan were inspired by the above artwork, which was created for 2017 National Reconciliation Week. This artwork was done with the help of the gifted artist James Baban, who has been an influential role model for our Indigenous employees working right across Australia.

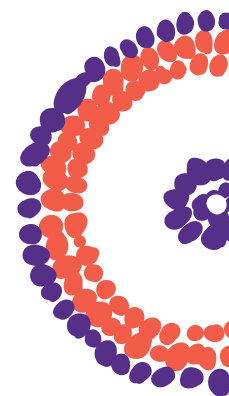
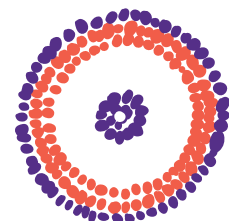
The design involved hundreds of staff showing their commitment to reconciliation by placing their fingerprint on a canvas to create the beautiful concentric circles representing the breadth of support and services provided by the department, and the diversity of its employees and customers.

The feet surrounding the centre were developed by each of our service zones across Australia. They symbolise the department's vast reach and the culturally respectful support it provides to all Australians, from different backgrounds, across the nation.

The centre canvas is permanently displayed at our Caroline Chisholm Centre building in Canberra, while the 16 unique artworks surrounding it are displayed in the service zones that created them. They are visual reminders of what reconciliation can make possible.

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**Our vision is
a better future for all
Australians through
our commitment to
reconciliation**





Foreword from our Secretary

I am delighted to present the fourth Reconciliation Action Plan (RAP) for the Department of Human Services. I am proud of the achievements the department has made in its reconciliation journey and am pleased with the ambition of its next steps.

I am particularly pleased to be reaffirming the department's commitment to reconciliation in a year that marks a decade since the National Apology to the Stolen Generations, a key turning point in drawing the nation closer to reconciliation.

Over the past few years the department has made great strides in its reconciliation journey and, as an Elevate organisation, has been instrumental in shaping the journey of the Australian Public Service (APS).

We have improved career pathways in the APS for Indigenous Australians right across the country. We have increased the size of our work with Indigenous businesses. We have rolled out Indigenous cultural awareness training to more public servants and created more opportunities for them to deepen their understanding and respect for Indigenous culture.

This has only been achieved through our people's tireless efforts who, while being scattered right across Australia, are united in their passion for reconciliation. Together, we are excited about the next steps of our reconciliation journey, which take our commitment to the next level.

Our RAP 2018–22 outlines our actions to progress reconciliation: we want to develop and engage more Indigenous leaders, improve our servicing to Aboriginal and Torres Strait Islander peoples, share more of our capabilities across the APS, help preserve Indigenous languages and help the APS play a greater role in the national conversation about reconciliation.

This plan sets the context for our Aboriginal and Torres Strait Islander Employees Strategy 2018–22 and our Indigenous Servicing Strategy 2018–22, which help ensure we stay on course to deliver on our promises.

It is our firm belief that all Australians have a part to play in bringing the country closer to national reconciliation. Through our leadership, we want to encourage more people to make a contribution to national reconciliation.

Please take time to read this plan thoroughly and consider how you can make a personal commitment and professional contribution to making national reconciliation a reality.

Renée Leon PSM

Secretary of the Department of Human Services





A message from the CEO of Reconciliation Australia

Reconciliation Australia congratulates the Department of Human Services on its past successes and ongoing commitment to advancing reconciliation as it adopts its fourth RAP.

The department was one of the first organisations to develop a RAP following the program's inception over ten years ago. During its extensive reconciliation journey, the department has maintained a strong commitment to its RAP goals, and its excellent track record has seen it implement not one, but two Elevate RAPs.

The RAP program inspires social change in workplaces across Australia, generating economic and behavioural transformation with far-reaching, positive impacts. By raising the bar of its RAP ambitions, the department is setting an example as a leader in reconciliation.

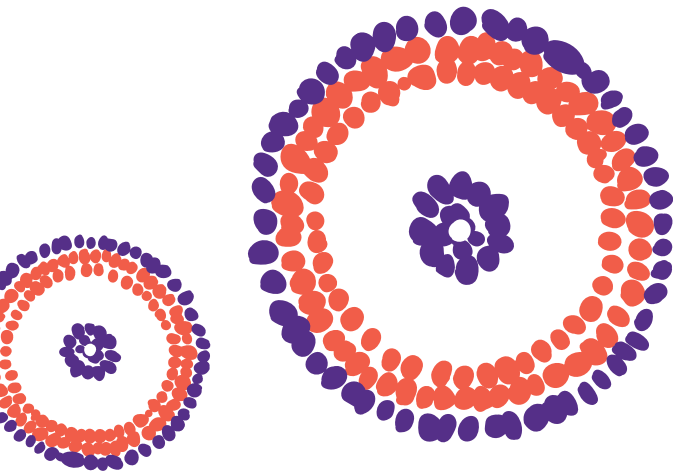
As a government department delivering a broad range of services to people nation-wide, including health and welfare, the department is uniquely placed to communicate the importance of reconciliation, as well as embed it into the core of its business practices.

On its RAP journey, the department has delivered positive outcomes across the key pillars of reconciliation: relationships, respect, and opportunities, and continues to demonstrate its leadership by delivering cultural learning, respectful business practices, and increased Aboriginal and Torres Strait Islander employment. Its commitment to engaging greater numbers of Aboriginal and Torres Strait Islander staff at management and senior leadership positions will have a positive impact on policy decisions and program outcomes that benefit the whole nation.

On behalf of Reconciliation Australia, I congratulate the department on adopting an Elevate RAP and look forward to following its future achievements.

Karen Mundine
CEO, Reconciliation Australia

As a government department delivering a broad range of services to people nation-wide, including health and welfare, the Department of Human Services is uniquely placed to communicate the importance of reconciliation, as well as embed it into the core of its business practices



Our commitment

The Department of Human Services is committed to reconciliation in Australia. We believe that by working with the people we serve, our staff, businesses, non-government organisations and other government agencies, we can make a real difference in people's lives.

We want to build stronger relationships and respect between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. We want to improve the health and economic opportunities for Aboriginal and Torres Strait Islander peoples and their communities which will create a better future for all Australians.

The purpose of this plan

The department has a unique and compelling reconciliation story to tell, a story of transformation.

Unique, because our footprint across Australia is wide, and our reach is far. Nearly every Australian comes into contact with the department at some point in their lives. Each day we interact with hundreds of thousands of people of all ages, backgrounds and circumstances.

Compelling, because we have shown how our reconciliation strategies – promoted through our vast footprint – can make a real difference in people's lives. As an organisation, we are modernising the way we work and do business with Aboriginal and Torres Strait Islander peoples and communities. This plan continues our story of transformation, which we hope will come to reflect a transformation in the wider Australian community. We want to lead the APS in striving for better outcomes for all Aboriginal and Torres Strait Islander peoples.

Our footprint is wide

We deliver health, welfare, child support and other payments and services to almost every Australian. In 2017–18 alone, we made \$173.4 billion in payments to people and healthcare providers across the country.

Our scale, expertise, delivery network and digital services are substantial. The department comprises some 33,000 staff spread across 346 service centres and has 238 access points throughout Australia. Our work underpins the health and welfare of the nation and its economy. We also support people in times of crisis and natural disasters.

We provide services through our service centres, agents and access points across Australia, our call centres and our digital channels. In 2017–18, we managed more than 17.7 million visits to our service centres, some 48 million calls, and more than 730 million self-service transactions.

Our broad footprint across Australia means we play a critical role in the lives of many Aboriginal and Torres Strait Islander peoples living in urban, regional, rural and remote communities – connecting them to Australian Government payments and services.



Why reconciliation matters

All Australians should feel connected to the tens of thousands of years of history of the Australian continent and its surrounding islands. Reconciliation can influence organisations and individuals to reconsider the way they think and work. From the farthest islands to the biggest cities across the country, reconciliation enriches the lives of Australians and strengthens their resolve for a better shared future.

We know that events such as the 1967 referendum, the 1992 Mabo High Court decision and the 2008 National Apology to the Stolen Generations have transformed the landscape of reconciliation in Australia. We acknowledge that while support for reconciliation is growing within the Australian community, we need to do more. We are confident that our vision can be realised and we share the commitment of successive governments to supporting reconciliation and closing the gap in Indigenous disadvantage.

We all have a responsibility to work and live together and in our own ways to bring about change for the better

Luke Eyre, Indigenous Services Officer and Indigenous Apprenticeships Program Alumnus



Our journey

What we have achieved to date

We are very proud of how far we have come. With the release of our RAP 2015–17, we were the first Australian Government department awarded Elevate status by Reconciliation Australia – a status reserved for organisations with a long and successful history in the reconciliation program.

This recognised our history of working closely with Aboriginal and Torres Strait Islander peoples across Australia and our unwavering commitment to employment opportunities for Aboriginal and Torres Strait Islander peoples.

Our achievements include:

- Increasing our percentage of Aboriginal and Torres Strait Islander staff from 3.1 per cent to 5.2 per cent
- Spending more than \$24 million with Aboriginal and Torres Strait Islander businesses
- Recruiting 645 Aboriginal and Torres Strait Islander peoples into the APS through the Indigenous Apprenticeship Program
- Integrating Welcome to Country and Acknowledgement of Country into all official events
- Establishing the APS Indigenous Champions Network
- Having 95 per cent of our staff complete Indigenous Cultural Awareness Training and delivering this training to 16 other APS agencies
- Integrating the Jawun program into our leadership development program
- Embedding Indigenous community engagement principles into the delivery of our services
- Developing an Indigenous Mentoring Program for our Aboriginal and Torres Strait Islander staff
- Developing a National Indigenous Social Worker training package which reflects world's best practice
- Providing access to departmental services in 12 Indigenous languages
- Organising more than 100 events for National Reconciliation Week across Australia each year
- Enlisting Indigenous Champions at the Senior Executive level
- Implementing our Indigenous Servicing Strategy 2016–17, delivering real improvements to services for Aboriginal and Torres Strait Islander peoples
- Implementing our Aboriginal and Torres Strait Islander Employees Plan 2016–17, delivering real improvements to the support provided to departmental Indigenous staff.

These successes provide us with a solid foundation to make further progress over the next four years

Rob Priddin, Director



Indigenous employment milestone

'To begin with, some people doubted whether we could achieve a five per cent Indigenous workforce milestone but we did it. When we are united in our vision and we all work together, anything is possible.'

Craig Leon, Director





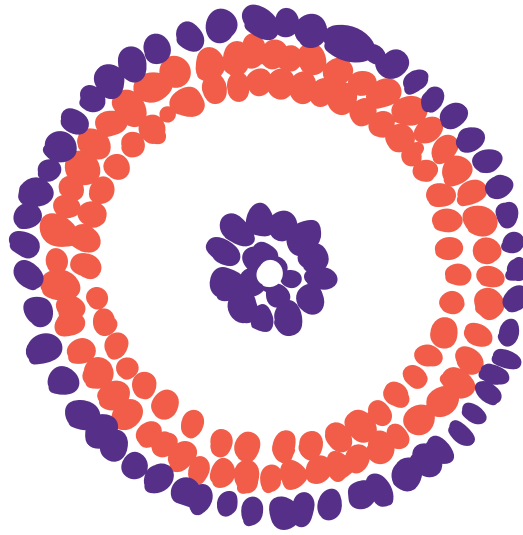
Indigenous Apprenticeship Program

We are here because of the support of our buddies, our mentors, our team leaders, our managers and, most importantly, our families and each other. We have been given great training opportunities. And with this we have been able to become valued team members. Not only in our service centres, but within our zones and the department as a whole.

Our learning and achievements have empowered us to be confident team members and decision-makers. In turn, the department has grown and learned from having the Indigenous Apprenticeships Program and what we can bring to the table.

We have become leaders and role models in our families and our communities. It has given me personally a great sense of pride, obligation and responsibility, not only to myself but to my family and my community, to continue growing and to be a positive role model as an employee of the department.

Duane Blackman, Indigenous Apprenticeship Program graduation speech, 2017



Indigenous Champions

Our dedicated Indigenous Champions are passionate about establishing an environment within the APS that attracts Aboriginal and Torres Strait Islander peoples, nurtures their individual talents and supports Aboriginal and Torres Strait Islander staff to succeed in their chosen careers.

My role as Indigenous Champion has allowed me to connect with Aboriginal and Torres Strait Islander staff across the department to learn more about potential barriers to them thriving in their APS employment. I have deepened my understanding of Indigenous culture and also my understanding of the different skills we need as managers and different approaches we need to take to ensure Indigenous Australians feel culturally safe, valued and supported in the workplace.

As the APS Indigenous Champions Network chair of the Regional Presence Working Group, I have seen how we can help Indigenous Australians right across the country flourish in their careers through networking and career guidance. I find it personally rewarding knowing that in some small way I have helped to make this happen.

Michelle Lees, Indigenous Champion

What we have learned

Our journey has taught us a number of valuable lessons. Some of these lessons are shared below.



Reconciliation takes a long-term commitment

The past few years have highlighted that it's best to work with time and not against it. Every one of our staff has a diverse range of experiences that we need to include in our reconciliation journey. As a result, we dedicated more time to developing this plan.



Understanding through storytelling

We have found storytelling to be helpful in improving staff understanding and appreciation of Indigenous culture, history and the challenges faced by Aboriginal and Torres Strait Islander peoples. As a result, we invite Aboriginal and Torres Strait Islander peoples to share their stories at key events in the department.



Listening is learning

Our journey so far has shown us how important it is to listen to our people, especially the department's National Indigenous Coalition, which provides valuable input into how we can improve reconciliation. As a result, we encourage our staff to shape our reconciliation journey.



We help the Australian Public Service

We have found that the APS values our staff who are experienced in working with Aboriginal and Torres Strait Islander communities. Our people have proven that they can apply their skills in numerous roles to improve service delivery to Aboriginal and Torres Strait Islander communities. As a result, we will continue to support our people progressing their careers across the APS.



Our actions deliver broader benefits

Our staff have gained skills through working with Aboriginal and Torres Strait Islander peoples which enable them to better serve people from diverse cultural and linguistic backgrounds. As a result, we are better able to serve the diverse Australian public.



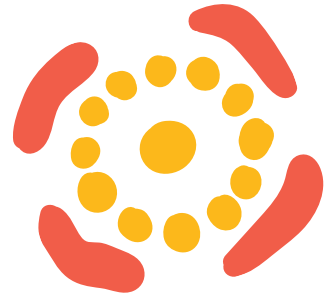
Together we find solutions

Our footprint across Australia has given us opportunities to connect with many different organisations, businesses and people. We have found that being open about issues and solutions allows us to establish more meaningful partnerships.

Storytelling and sharing culture

We have an Acknowledgement or a Welcome to Country ceremony in official events to recognise and pay respect to Aboriginal and Torres Strait Islander peoples' cultures and heritage. We developed protocols and information sheets to help our people understand what is appropriate.





What we will achieve over the next four years

We are excited about our continuing reconciliation journey. We have set ourselves a number of ambitious targets across four focus areas, which we are going to work hard to meet within four years. The past several years of our journey have shown us what can be achieved with commitment and a shared purpose.

Our areas of focus

Our key areas over the next four years:

- Our leadership
- Our people
- Our relationships
- Our services.

The national conversation

The national conversation focuses on race relations, unity, equality and equity, institutional integrity and historical acceptance, and our actions will:

- promote understanding and acceptance of our shared past
- help our APS partners recruit Aboriginal and Torres Strait Islander peoples and make them feel valued and welcome within the APS
- build more respectful and sustainable APS governance arrangements that promote respectful engagement with Aboriginal and Torres Strait Islander peoples
- draw upon a vast footprint across Australia to connect our subject matter expertise to our APS partners
- help support our APS partners on their own reconciliation journeys.



National Indigenous Coalition and listening

The National Indigenous Coalition (NIC) is the department's peak strategic and advisory forum on the delivery of payments, services and products for Aboriginal and Torres Strait Islander peoples. The NIC provides opportunities for the department's Indigenous servicing network to engage with business areas across the department on issues affecting Aboriginal and Torres Strait Islander customers, communities and employees.

'The NIC's high level of sponsorship within the department ensures that Aboriginal and Torres Strait Islander voices are heard and incorporated into the work we do for all Australians. Consultation coupled with action in this manner provides a solid platform for ongoing reconciliation.'

Anthony Creek, Service Manager





Our leadership commitments

Leadership is about inspiring people to do their very best for reconciliation. Our leadership commitments distinguish us within the APS. We have become pioneers by innovating and challenging ourselves to continually improve how we do things.

Sharing our story with the nation

We believe we can do more for national reconciliation by reflecting on our shared history and giving the general public more information about it. The APS has held a unique position in our nation's history. We have supported governments from both sides of politics and have witnessed key moments in reconciliation history. The department's footprint has also given us the privilege of working with many passionate people who have brought their own stories about who they are, what they have overcome and why reconciliation is important.

Our marquee activity over the next four years will involve creating a digital collection to share with the nation. 'Our history with Indigenous Australia' will be a digital collection of records and interviews that will give the general public and future generations access to archival records, documents and interviews with key people who have been there as the nation's reconciliation journey has evolved.

This will help the general public learn more about the attitudes to and injustices experienced by Aboriginal and Torres Strait Islander peoples from the past so that they are not repeated. We will also encourage and support our APS partners to follow our lead by undertaking similar projects. This will help make records about historic injustices available to the public. The 'State of Reconciliation in Australia Report' states that many Australians are unsure of details of our shared history but agree that it's important to learn about them. We will work over the next four years to address this.

We will:

- play a leadership role within the Australian Government by progressing reconciliation across the APS
- actively lead Whole-of-Government Indigenous workforce initiatives
- publicly report progress against our reconciliation actions through our Corporate Plan and Annual Report
- develop a digital collection 'Our history with Indigenous Australia' for the benefit of the general public
- share our knowledge across the APS and with Elevate organisations
- give our Aboriginal and Torres Strait Islander staff leadership opportunities
- help more APS agencies recruit Indigenous apprentices.

Our actions over the next four years include:

ACTION	TARGET				LEAD
	Jun 2019	Jun 2020	Jun 2021	Jun 2022	
1. Drive the development of a digital collection to the theme 'Our history with Indigenous Australia'.	Planning and engagement	Archive retrieval and interviews	Digitisation of collection	Achieved	Chief Operating Officer Corporate Enabling
2. Publicly reporting progress against our reconciliation actions through our Corporate Plan and Annual Report.	Investigated	Achieved	Achieved	Achieved	Chief Operating Officer Corporate Enabling
3. Be represented at the annual Garma gathering each year.	Senior Executive representation achieved	Senior Executive representation achieved	Senior Executive representation achieved	Senior Executive representation achieved	Chief Operating Officer Corporate Enabling
4. Create a reconciliation talking circle with Elevate organisations.	Two meetings per annum	Two meetings per annum	Two meetings per annum	Two meetings per annum	Chief Operating Officer Corporate Enabling
5. Broaden our Indigenous Apprenticeship Program from 13 government agencies.	Expanded to at least one more government agency	Expanded to at least one more government agency	Expanded to at least one more government agency	Expanded to at least one more government agency	Chief Operating Officer Corporate Enabling
6. Expand our Indigenous Cultural Awareness Training across the APS on a fee-for-service basis from three agencies.	Expanded to at least one more government agency	Expanded to at least one more government agency	Expanded to at least one more government agency	Expanded to at least one more government agency	Chief Operating Officer Corporate Enabling
7. Pilot a local place-based approach with other RAP organisations.	Investigated	Investigated	Developed	Achieved	Chief Operating Officer Corporate Enabling
8. Offer leadership training to our Aboriginal and Torres Strait Islander workforce.	Improved level of participation from previous year	Improved level of participation from previous year	Improved level of participation from previous year	Improved level of participation from previous year	Chief Operating Officer Corporate Enabling



Owning our past

'People need to know more about our shared history. We are in a position to help people tell their stories and also learn more. This can help us work towards a better future.'

Andrei Leschev, Assistant Director



Our people commitments

Reconciliation is something that all our people can embrace. Our people are our most valuable asset and we want them to be active in the next steps of our reconciliation journey. We will provide them with opportunities to deepen their knowledge and time to reflect upon the past and celebrate the present.

We will continue to be a major employer of Aboriginal and Torres Strait Islander peoples in the APS. We commit to welcoming Aboriginal and Torres Strait Islander peoples to our workforce, nurturing their individual talents and helping them apply their skills for the benefit of all Australians.

Our Aboriginal and Torres Strait Islander Employees Strategy 2018–22 builds on the success of the previous plans and seeks to improve the employment circumstances and future prospects for all Aboriginal and Torres Strait Islander peoples. We have a presence in most towns and cities throughout Australia and in small and remote communities.

There is a significant gap between Aboriginal and Torres Strait Islander peoples and other Australians in relation to employment outcomes and this strategy helps reduce this gap.

We will:

- be more visible in our reconciliation journey by supporting our people to further embrace and participate in the celebration of Aboriginal and Torres Strait Islander cultures
- have a culturally capable workforce and create opportunities for them to deepen their knowledge of Aboriginal and Torres Strait Islander cultures
- position our Aboriginal and Torres Strait Islander Employees Strategy 2018–22 to play a greater role in shaping our future workforce
- grow our Aboriginal and Torres Strait Islander workforce and empower them to achieve their career potential.

Our actions over the next four years include:

ACTION	TARGET				LEAD
	Jun 2019	Jun 2020	Jun 2021	Jun 2022	
9. Celebrate National Reconciliation Week and NAIDOC Week nationally.	At least one national event held	At least one national event held	At least one national event held	At least one national event held	Chief Operating Officer Corporate Enabling
10. Embrace and celebrate National Reconciliation Week at the local level.	Promote connections with Aboriginal and Torres Strait Islander Nations	Promote connections with Aboriginal and Torres Strait Islander Nations and Elevate partners	Promote connections with Aboriginal and Torres Strait Islander Nations and RAP partners	Promote connections with Aboriginal and Torres Strait Islander Nations and RAP partners	Chief Operating Officer Corporate Enabling
11. Deliver refreshed Indigenous Cultural Awareness Training to our workforce regularly.	Training material refreshed	Indigenous cultural awareness training completed by 95% of our workforce	Training material refreshed	Indigenous cultural awareness training completed by 95% of our workforce	Chief Operating Officer Corporate Enabling
12. Provide more opportunities to experience Indigenous culture through Jawun, facilitated Indigenous Cultural Awareness Training learning and Graduate Remote Placements.	Increased number of placements from previous year	Increased number of placements from previous year	Increased number of placements from previous year	Increased number of placements from previous year	Chief Operating Officer Corporate Enabling
13. Share practices for the recruitment and retention of Aboriginal and Torres Strait Islander peoples across the APS.	Review APS strategies and develop better practice	Share results with APS agencies	Review APS strategies and develop better practice	Share results with APS agencies	Chief Operating Officer Corporate Enabling
14. Grow our Aboriginal and Torres Strait Islander workforce.	≥5% of our total workforce	≥5% of our total workforce	≥5% of our total workforce	≥6% of our total workforce	Chief Operating Officer Corporate Enabling
15. Grow our Aboriginal and Torres Strait Islander workforce at APS6 – SES levels.	≥2% of people at each level	≥2% of people at each level	≥2.5% of people at each level	≥3% of people at each level	Chief Operating Officer Corporate Enabling
16. Develop more Aboriginal and Torres Strait Islander role models from within our workforce.	Increased participation in the Indigenous mentorship program	Increased participation in the Indigenous mentorship program	Increased participation in the Indigenous mentorship program	Increased participation in the Indigenous mentorship program	Chief Operating Officer Corporate Enabling
17. Helping our Aboriginal and Torres Strait Islander workforce remain connected to their communities.	Ceremonial leave reminders and manager discussions by September	Ceremonial leave reminders and manager discussions by September	Ceremonial leave reminders and manager discussions by September	Ceremonial leave reminders and manager discussions by September	Chief Operating Officer Corporate Enabling



Our relationship commitments

Our service footprint across Australia means that we can support, connect and grow a wide range of relationships. We can help Indigenous businesses, organisations and people thrive and be more prosperous.

Our relationships are based on wanting to learn and improve. We share our knowledge with our partners and encourage them to set in place their own steps towards reconciliation. We are working more with businesses, other government agencies, Supply Nation and Reconciliation Australia to help establish stronger and mutually beneficial partnerships.

We will:

- support Indigenous networks across the APS by providing access to a wide network of people working across Australia
- create new and strengthen existing relationships by sharing knowledge and learning opportunities
- explore ways to connect our people to Indigenous not-for-profit organisations
- grow our spending with Aboriginal and Torres Strait Islander businesses
- increase the number of Indigenous businesses we contract.



Our work with Indigenous businesses

'I meet with Indigenous suppliers to learn about the services they provide and to share information about the department's procurement practices. At these meetings, I acknowledge the traditional owners of the land we meet on and pay my respect to Indigenous elders when we meet. When preparing for a meeting like this, I take time to reflect on what is important to Indigenous Australians and not just my own agenda.'

One Indigenous business woman I met with had travelled from Northern Queensland to meet with a number of Commonwealth agencies in Canberra. Her meeting with me was the last one on her itinerary and when I acknowledged the traditional owners of the land and paid my respect to elders past and present, she was very moved and appreciative. She told me that no other agency or group she met with here in Canberra had done the same. I am glad the department has the protocols and information to help me connect with Indigenous suppliers.'

Susie Gill, Supplier Diversity Officer

Our actions over the next four years include:

ACTION	TARGET				LEAD
	Jun 2019	Jun 2020	Jun 2021	Jun 2022	
18. Open up access to our network of people working across Australia for Indigenous networks across the APS.	Investigated	Developed	Implemented	Achieved	Chief Operating Officer Corporate Enabling
19. Create secondments with Reconciliation Australia, partner agencies and/or Indigenous organisations.	Investigated	Developed	Implemented	Achieved	Chief Operating Officer Corporate Enabling
20. Build a network for alumni who have been on Indigenous placements across the country.	Investigated	Developed	Implemented	Achieved	Chief Operating Officer Corporate Enabling
21. Explore ways for staff to volunteer to help Indigenous not-for-profit organisations.	Investigated	Developed	Implemented	Achieved	Indigenous Champions
22. Increase spending into Aboriginal and Torres Strait Islander businesses.	\$6m	\$7m	\$8m	\$9m	Chief Operating Officer Corporate Enabling
23. Increase the number of Aboriginal and Torres Strait Islander businesses that we contract with from 90.	95 businesses	Increase from previous year	Increase from previous year	Increase from previous year	Chief Operating Officer Corporate Enabling
24. Share our experiences with procuring Aboriginal and Torres Strait Islander businesses.	Present or host at least one forum	Present or host at least one forum	Present or host at least one forum	Present or host at least one forum	Chief Operating Officer Corporate Enabling

There is a significant gap between Aboriginal and Torres Strait Islander peoples and other Australians in relation to employment outcomes and this strategy helps reduce this gap.

Jenny Adams, Director



Our service commitments

We provide services to almost every Australian. This includes Aboriginal and Torres Strait Islander peoples living in urban, regional, rural and remote areas across Australia.

Our service commitments are about improving our services to Aboriginal and Torres Strait Islander peoples and walking with them on our service transformation journey.

Indigenous service design standards

The Indigenous Servicing Strategy 2018–22 has introduced a set of service design standards to guide the way we design and deliver services to Aboriginal and Torres Strait Islander peoples. These ensure appropriate outcomes are considered and cultural best practice is applied. They also strengthen our commitment to improve service delivery to Aboriginal and Torres Strait Islander peoples. To ensure the Indigenous service design standards are applied consistently, departmental subject matter experts will review new initiatives and projects and provide advice and support about the service needs of Aboriginal and Torres Strait Islander peoples. We will also apply the Indigenous service design standards to all new budget initiatives and departmental registered projects using existing departmental project management processes and frameworks.

Citizen-centric design and experience

We will also be applying a citizen-centric approach to designing and refining our services more broadly. This will help Aboriginal and Torres Strait Islander peoples influence the way services are delivered to them and give us more insight into what we can do to improve their end-to-end service experience.

We will:

- explore new ways to improve Indigenous servicing
- make our Indigenous Servicing Strategy 2018–22 the standard for designing services to Aboriginal and Torres Strait Islander peoples
- design digital services to better meet the needs of Aboriginal and Torres Strait Islander peoples in urban, regional, rural and remote areas
- ensure our online services and mobile apps are culturally appropriate and supportive of our Aboriginal and Torres Strait Islander customers
- help more Aboriginal and Torres Strait Islander peoples receive the ongoing healthcare they need and to which they are entitled
- offer more Indigenous languages and assist in their preservation.

Our actions over the next four years include:

ACTION	TARGET				LEAD
	Jun 2019	Jun 2020	Jun 2021	Jun 2022	
25. Apply an Indigenous Service Design Standard to all Budget initiatives.	Achieved	Achieved	Achieved	Achieved	Deputy Secretary Service Delivery Operations
26. Undertake trials into improving Indigenous servicing.	Investigated	Developed	Implemented	Achieved	Deputy Secretary Service Delivery Operations
27. Ensure the department's digital strategy considers the needs of Aboriginal and Torres Strait Islander peoples.	Achieved	Achieved	Achieved	Achieved	Deputy Secretary Payments Reform
28. Ensure our online services and mobile apps are culturally appropriate and supportive of our Aboriginal and Torres Strait Islander customers.	Achieved	Achieved	Achieved	Achieved	Deputy Secretary Payments Reform
29. Promote the health servicing benefits of maintaining ongoing relationships with Aboriginal and Torres Strait Islander Peoples.	Increased engagement with practices and clinics to promote services that contribute to better health outcomes	Maintain or improve from previous year.	Maintain or improve from previous year.	Maintain or improve from previous year.	Deputy Secretary Health and Aged Care
30. Improve the APS health servicing capability by leveraging the department's service footprint across Australia.	Investigated	Developed	Implemented	Achieved	Deputy Secretary Health and Aged Care
31. Expanding the number of our regularly offered Indigenous languages from 12.	At least 13 languages	At least 14 languages	At least 15 languages	At least 16 languages	Deputy Secretary Service Delivery Operations
32. Developing digital content to help preserve Indigenous languages.	At least four language groups	At least four new language groups	At least four new language groups	At least four new language groups	Deputy Secretary Service Delivery Operations



Indigenous languages

Indigenous interpreters assist Aboriginal and Torres Strait Islander peoples to access our services, improve the accuracy of the information we collect and help to preserve Indigenous languages and cultures. We work with our partners to ensure there are interpreting services for approximately 100 of the Indigenous languages spoken in Australia today. We also have our own interpreters to cover 12 Indigenous languages where there is a need for regular interpreting services. These are: Alywawarr, Arrernte (eastern–central and western), Kriol (top end), Pitjantjatjara, Pintupi–Luritja, Yumpla Tok (also known as Torres Strait Creole), Meriam Mir, Kala Lagaw Ya, Kala Kawaw Ya, Warlpiri and Yol u Matha (including Djambarruyngu). We aim to expand our regular interpreting services to capture more languages.

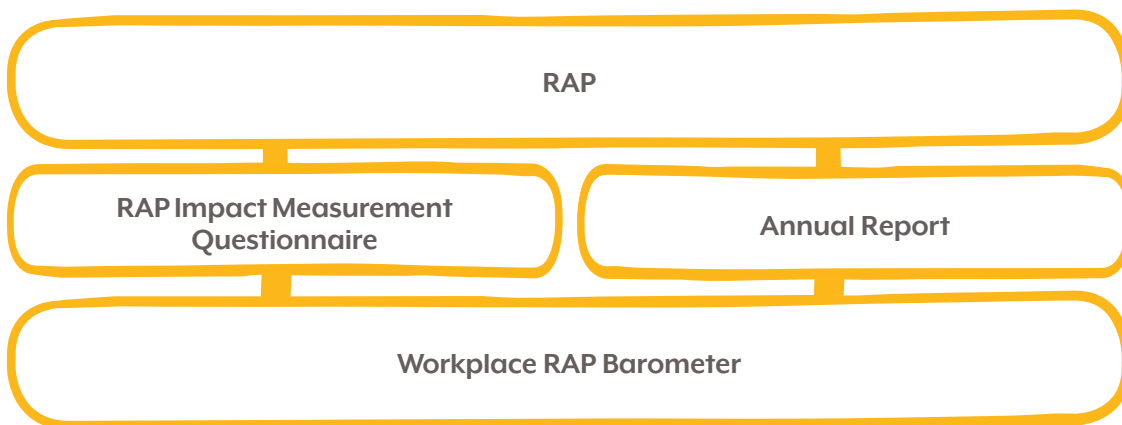


Reporting and governance

We will be role models in managing and reporting on our progress with our reconciliation actions.

Reporting

We will publicly report progress against our reconciliation actions through our Annual Report. Our progress against our reconciliation actions will also be made available to the general public on the department's webpage humanservices.gov.au. We will also participate in Reconciliation Australia's annual Reconciliation Impact Measurement questionnaire and its two-yearly Workplace RAP Barometer report.



Health services

'I value the opportunity I have been given in the role of a Medicare Liaison Officer. Advocating, being the voice for the community, and seeking changes in service delivery and processes gives me a great sense of pride. Change can be made to improve access and make it easier for our community members.'

Elaine Baker, Medicare Liaison Officer

Governance

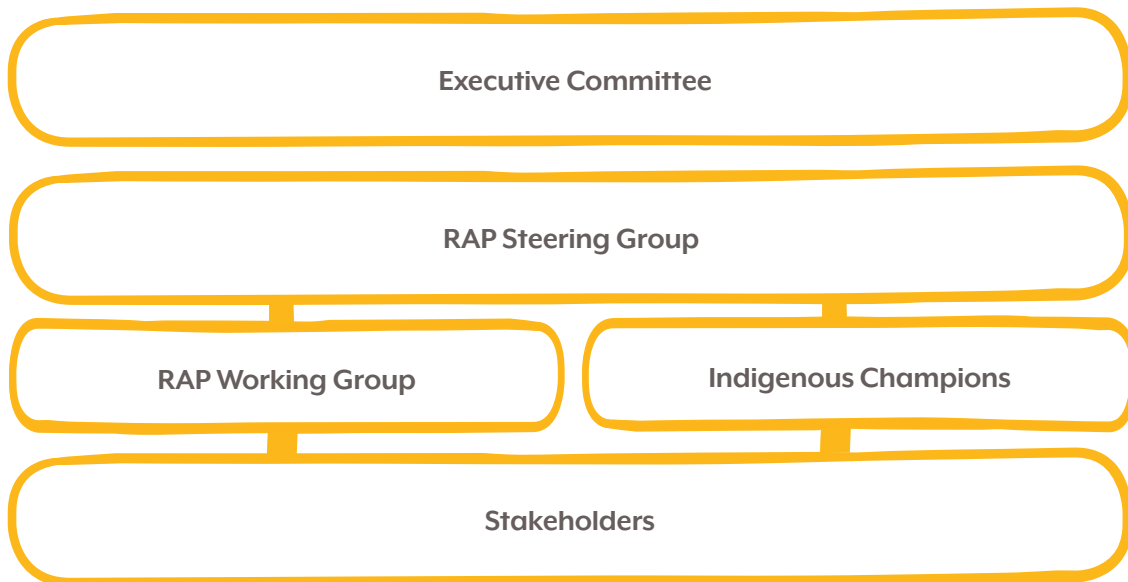
We will have sustainable governance arrangements in the pursuit of reconciliation by incorporating the following structure.

Executive Committee – responsible for monitoring the implementation of the department’s reconciliation actions.

RAP Steering Group – a group of Senior Executives that meets, at a minimum, six times per year who oversee and monitor the RAP.

RAP Working Group – a group made up of subject matter experts that meets four times per year, and is given specific tasks by the RAP Steering Group to progress reconciliation.

Indigenous Champions – a group of selected leaders within the department who are responsible for advocating for improved recruitment, retention and developmental outcomes for Aboriginal and Torres Strait Islander staff. The department’s Indigenous Champions are committed to engaging with employees to ensure priorities are understood and their ideas for making improvements are captured, considered and progressed.



Would you like to learn more?

**Our RAP 2018–22 and RAP 2015–17 are available
on our website: humanservices.gov.au**

If you would like more information about our plan
and programs we are making available to other
Australian Government agencies please email us at:
recon.action.plan@humanservices.gov.au





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