



OFFICE OF THE COMMONWEALTH OMBUDSMAN  
INNOVATE RECONCILIATION ACTION PLAN

2020-22

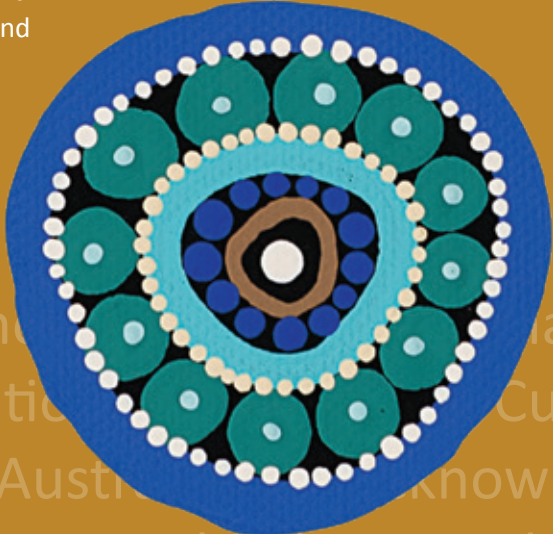






# Acknowledgement of Country

The Office of the Commonwealth Ombudsman acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, sea and community. We recognise the continuation of cultural and spiritual education practices of Aboriginal and Torres Strait Islander peoples. We pay our respects to the people and their Elders past, present and emerging.



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# Foreword



I am proud to present the Office of the Commonwealth Ombudsman Innovate Reconciliation Action Plan (RAP) 2020–22. This RAP is a vital part of our continued commitment for improving our services to Aboriginal and Torres Strait Islander peoples and creating opportunities for our staff to grow, learn and practice innovative reconciliation measures across our Office.

My Office is committed to ensuring we deliver culturally competent complaint handling services to Aboriginal and Torres Strait Islander peoples that are equal, open and transparent.

My Office will support and develop our Aboriginal and Torres Strait Islander staff, delivering internal cultural awareness training, strengthening relationships with community organisations and supporting Aboriginal and Torres Strait Islander businesses through the procurement of goods and services.

This work will further enhance access to our complaints systems and build our cultural accountability across the Office.

The COVID–19 pandemic has brought both challenges and opportunities to how we engage with Aboriginal and Torres Strait Islander peoples. On one hand, our ability to engage face-to-face with stakeholders have been impacted by the pandemic, however with the help of technology our staff have been able to participate in reconciliation activities in their own space and time. A recent highlight was our 2020 virtual National Reconciliation Week, which involved a series of online events, home and office activities. Staff and their families actively participated during the week including our virtual ‘Sea of Hands’ tribute, sharing their reconciliation thoughts, messages and creative images.

I look forward to working closely with my staff to develop new ways of doing business and providing services to Aboriginal and Torres Strait Islander peoples and communities over the life of this RAP.

I thank all our staff who contributed to the development of this RAP and look forward to delivering further cultural change through innovative reconciliation activities.

**Michael Manthorpe PSM**  
Commonwealth Ombudsman

# Our vision for reconciliation

Our vision for reconciliation is to provide open, transparent, fair and accessible complaint services to Aboriginal and Torres Strait Islander peoples, better engagement with Aboriginal and Torres Strait Islander communities and service providers, cultivate culturally competent staff across all work functions and locations, and support career development opportunities for our Aboriginal and Torres Strait Islander staff.

In National Reconciliation Week 2019, the Office created a 'Sea of Hands' and asked staff to write a message on a paper cut out of their hand about what reconciliation meant to them. Our staff believed that 'reconciliation is learning and acknowledging our shared history, connecting to country and learning about Aboriginal and Torres Strait Islander cultures. It involves respect, truth telling, shared learning, knowledge, reflection, challenging assumptions and creating a culturally safe environment for our staff and the Aboriginal and Torres Strait Islander people who use our services'.

## Our Office

The Office of the Commonwealth Ombudsman (the Office) was established by the *Ombudsman Act 1976* and commenced operations on 1 July 1977. The Office has a national presence, with staff in Canberra, Sydney, Brisbane, Melbourne, Adelaide and Perth.

Our Office considers and investigates complaints from and on behalf of people who believe they have been treated unfairly or unreasonably by an Australian Government department/agency. We also receive complaints about prescribed private sector organisations including complaints about private health insurance, postal industry, VET Student Loans and overseas students complaints with their education providers. We also handle complaints about the Australian Defence Force and administer the Public Interest Disclosure scheme.

The Commonwealth Ombudsman is also the ACT Ombudsman and has a variety of specialist functions which he performs on behalf of the ACT Government including administering the Reportable Conduct Scheme, Freedom of Information, overseeing ACT Policing, Inspector of the ACT Integrity Commission and Public Interest Disclosures.





Our Office aims to:

- influence Australian and ACT Government entities to improve public administration and complaint handling systems through public reports, recommendations and direct engagement
- provide an efficient, effective and accessible government complaint handling service
- undertake oversight and assurance activities relating to the integrity of Australian Government entities, ACT Government entities and prescribed private sector organisations
- provide effective and impartial industry complaint handling services and provision of consumer information
- deliver capacity building programs under the Australian Aid arrangements to support Ombudsmen and allied integrity bodies improve governance and accountability.

The Office has dedicated Aboriginal and Torres Strait Islander staff working in strategy, complaints and industry teams who manage complaints from Aboriginal and Torres Strait Islander peoples and communities, while providing advice to staff about Commonwealth and ACT Government services.

As at 1 July 2020, our Office employed 231 staff (excluding contractors) including eight staff members who have self-identified as Aboriginal and/or Torres Strait Islander employees, comprising 3 per cent of the workforce. In 2019 and 2020, we increased our Aboriginal and/or Torres Strait Islander staff workforce through the employment of two graduates from the Australian Public Service Indigenous Graduate Employment Program.



# Our RAP

Our RAP provides a public commitment to continuing reconciliation. It includes practical steps to build relationships with Aboriginal and Torres Strait Islander peoples and communities, while increasing our understanding of Aboriginal and Torres Strait Islander cultures and histories. The RAP is part of our work to make our services more accessible to Aboriginal and Torres Strait Islander peoples.

**Our RAP includes the following objectives for the Office:**

1

## Leadership and Office commitment

Demonstrating the Office's commitment to reconciliation and encouraging staff members' understanding and awareness of the reconciliation process.

2

## Engagement and service delivery

Continuing to raise awareness of our services and ensure they are accessible for Aboriginal and Torres Strait Islander peoples, regardless of location.

3

## Capability and understanding

Continuing to build our capacity to provide respectful and culturally appropriate services to Aboriginal and Torres Strait Islander peoples.

4

## Opportunities

Implementing strategies to support and develop our Aboriginal and Torres Strait Islander staff and a culturally safe workplace, supporting a workforce that reflects the diverse population we serve.





# RAP governance

The 2020 RAP Working Group governance arrangements provide a higher level of accountability across the Office, with all business areas involved in implementing RAP actions. Our RAP governance includes:

**Senior Leadership Group**—The Senior Leadership Group is comprised of the Office Executives, who provide the overall strategic governance and direction for the Office, including approving the annual RAP activities and budget.

**RAP Champion**—This role is fulfilled by a Senior Assistant Ombudsman (also a member of the Senior Leadership Group). The role of the RAP Champion is to support and advocate for Aboriginal and Torres Strait Islander staff, as well as RAP activities across the Office. The RAP Champion chairs all RAP meetings, provides strategic support and direction to the RAP Working Group.

**RAP Working Group**—The RAP Working Group consists of fifteen members from all business areas, including the Senior Leadership Group. The role of the RAP Working Group is to advocate and champion the RAP, drive implementation of RAP actions and commitments, report on RAP progress to the Senior Leadership Group and relevant external stakeholders, including Reconciliation Australia. The Working Group will also develop a new RAP before the current plan expires in consultation with staff and the Senior Leadership Group. All members of the Aboriginal and Torres Strait Islander Employee Network members are offered the opportunity to participate in the RAP Working Group. Four Aboriginal and Torres Strait Islander staff are members of the RAP Working Group.

**Manager, Indigenous Coordination**—This is a designated position held by an Aboriginal and Torres Strait Islander person. The Manager, Indigenous Coordination provides the role of the RAP Secretariat.

**RAP Secretariat**—This position is held by the Manager, Indigenous Coordination. The role of the secretariat is to schedule meetings including booking appropriate venues and issuing attendance invitations, maintain a register of Working Group actions including the progress of RAP deliverables and annual revision of the RAP Working Group Terms of Reference. The secretariat facilitates staff participation in office events including National Reconciliation Week, Mabo Day, NAIDOC Week and cultural training activities, with assistance of the RAP Working Group and RAP Ambassadors. The secretariat works closely with the RAP Champion to arrange RAP Working Group meetings and facilitate the quarterly progress reports for the Senior Leadership Group.

**RAP Ambassadors**—The role of RAP Ambassadors is to assist with activities such as across the six Office locations with National Reconciliation Week, NAIDOC Week and cultural training activities.

## Rachelle Kelly—ACT Ombudsman Team, reflection from the Office

I am a Barkindji Wimpitja Noongu on my mother's side. My country is Wilcannia, far west NSW, a remote Aboriginal community located between Cobar and Broken Hill. I started at the Commonwealth Ombudsman's Office in November 2016 with the ACT Strategy Team. Since my time here, I have seen lots of progress in this space, including increased community outreach and engagement, the development of our RAP's Indigenous complaints data and Aboriginal Language Interpreter Policies, Indigenous accessibility reviews, increase in employment opportunities for Aboriginal and Torres Strait Islander people, the implementation of our Aboriginal and Torres Strait Islander Employee Network, Indigenous Graduate Program and the Indigenous Staff Mentoring Program. There is still more our Office can do in this space and I have enjoyed being part of the journey.



# Our Current Activities

In 2019, the Office invested time and resources in further developing accessible complaint systems, celebrating significant events, increasing employment opportunities and developing business relationships with Aboriginal and Torres Strait Islander peoples.

## 1. Increased Accessibility

We completed implementing our 2017 Indigenous Accessibility Review and took further steps to remove barriers and make our service more accessible to Aboriginal and Torres Strait Islander peoples. As part of the implementation, the Office:

- raised awareness of our dedicated Indigenous call line with Aboriginal and Torres Strait Islander stakeholder groups across Australia
- introduced face-to-face Aboriginal and Torres Strait Islander Cultural Awareness Training, promoted our compulsory online Aboriginal and Torres Strait Islander Cultural Awareness Training and trained relevant staff in the use of Aboriginal and Torres Strait Islander language interpreters
- distributed two rounds of our 'Your Story Matters' communications material to over 400 Aboriginal and Torres Strait Islander communities and organisations across Australia



- continued our commitment to reconciliation by implementing the actions of our 2019 Reflect RAP to progress to the 2020–22 Innovate RAP
- implemented the Commonwealth Indigenous Language Interpreter Protocol to support all members of the community to access our services
- initiated the Aboriginal and Torres Strait Islander Staff Network.

## 2019 Outreach to Ballarat, Victoria



**YOUR  
STORY  
MATTERS**

# Got a problem with an Australian Government service?

You can tell us about anything that seems wrong or unfair.



CALL OUR INDIGENOUS LINE  
**1800 060 789**  
ombudsman.gov.au/making-a-complaint

COMMONWEALTH  
**OMBUDSMAN**



Brisbane staff celebrate 2019 National Reconciliation Week



Torres Strait coconut weaving class



## 2. Celebrated Aboriginal and Torres Strait Islander cultures and days of significance

The Office welcomed people to events and significant meetings with a Welcome to Country or Acknowledgement of Country and is now displaying Aboriginal, Australian and Torres Strait Islander flags in meeting rooms.

In May and July of 2019, the Office celebrated National Reconciliation Week and NAIDOC Week with each of our offices holding local events including, Welcome to Country ceremonies, guest speakers and cultural art activities. In National Reconciliation Week and NAIDOC Week 2019, the Office nominated a team of 'RAP ambassadors' who were responsible for organising localised events at each office to allow staff to engage with activities relevant to places and cultures where they live and work.

To celebrate the International Year of Indigenous Languages, our Senior Executives and RAP Working Group members attended a workshop by Ngunnawal Traditional Owner, Mr Tyrone Bell to learn how to deliver an Acknowledgement of Country in Ngunnawal language. The Ombudsman then opened National Reconciliation Week with an Acknowledgement of Country in Ngunnawal language.

In September 2019, the Office wrote to Traditional Owners in the location of each of our offices seeking feedback to incorporate into our Welcome to Country and Acknowledgement of Country protocols. The Office has now updated our Welcome to Country and Acknowledgement of Country Protocols to reflect the feedback from Traditional Owners.



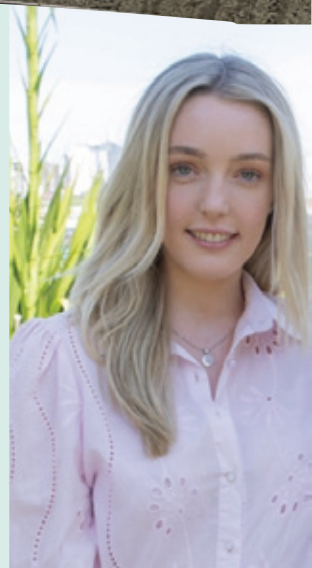
### Charles Turner — 2020 National Reconciliation Week reflection

My mob is the Sagigi, Namok and Sorogo family from western Torres Strait including Badu, Mabuiag and Naghi Islands. National Reconciliation Week means a lot to me as both an employee and as a Torres Strait Islander man. The 2020 theme of 'in this together' for me means that we can grow and develop Australia together knowing and understanding the good and bad history and develop a vibrant future together as a society of people living and working on Aboriginal and Torres Strait Islander land and sea.



### Shinead Burton—Indigenous Graduate 2020 National Reconciliation Week reflection

I am a proud Wiradjuri woman, my grandparents lived in Orange before moving to Sydney. For me, Reconciliation Week is a time to pause and reflect on my ancestors and the achievements they have made as a community. This is a time to remember the importance of coming together and empowering one another. Reflecting on the past gives me the motivation to continue to build upon the relationships formed between Indigenous communities and wider Australia. It is a time to pass on stories and ensure future generations understand the work that must continue in this space.



### 3. Built relationships with Aboriginal and Torres Strait Islander people and communities

The Office facilitates the Australian and New Zealand Ombudsman Association (ANZOA) Indigenous Engagement Interest Group, which provides opportunities to share information, resources and experiences with a view to improving complaint handling practices and procedures for Indigenous peoples in the ANZOA region. The group meets quarterly and includes participants from the parliamentary and industry ombudsman offices from Australia and New Zealand.

As part of the Office's outreach program in 2019 we visited Aboriginal and Torres Strait Islander communities and community organisations including

- Canberra and Jervis Bay, Australian Capital Territory
- Logan and Stradbroke Island, Queensland
- Western Sydney, New South Wales
- Alice Springs, Ampilawatja, Ali Curang, Arlparra, Wilora and Ti Tree, Northern Territory
- Perth, Mandurah, Kalgoorlie and Leonora, Western Australia
- Northern Adelaide, South Australia
- Melbourne and Ballarat, Victoria.

The purpose of our outreach was to raise awareness of the role of the Office, provide complaint handling workshops, build relationships with Aboriginal and Torres Strait Islander organisations and increase access to our services.

#### 2019 Outreach to Arlparra, Northern Territory





## Fiona Sawyers—RAP Champion 2017 to 2020

Since I joined the Office in 2017 and took on the role of RAP Champion, I have been part of the Office's journey to improve the service we offer Aboriginal and Torres Strait Islander communities and organisations, raise awareness of Aboriginal and Torres Strait Islander cultures and histories, and increase employment opportunities for Aboriginal and Torres Strait Islander peoples. We have delivered training to our frontline staff on working respectfully with Aboriginal and Torres Strait Islander complainants and we now collect data on these complainants to help us target our outreach, promotion and training activities. Staff across all of our offices have participated in workshops and cultural activities, learning about traditional painting and dancing and we have been privileged to learn from guest speakers about Aboriginal and Torres Strait Islander histories and cultures. We have seen the number of Aboriginal and Torres Strait Islander staff grow from two non-going staff in July 2017, to eight permanent staff in July 2020, both through affirmative measures recruitment and participation in the APSC Indigenous Graduate Program. I am incredibly proud of how far the Office has come over the last three years and look forward to the achievements to come through our first Innovate RAP.



Alison Gibson WA Ombudsman  
and Charles Turner,  
Commonwealth Ombudsman



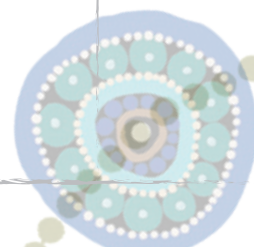
# Relationships



Positive relationships between Aboriginal and Torres Strait Islander peoples and other Australians are important to our Office because they enhance the way we do our business, assist us to build trust and respect and subsequently enable us to increase the uptake of our services and improve the quality of outcomes for Aboriginal and Torres Strait Islander people and stakeholders.

**Good relationships are based on trust, understanding, communication and mutual respect.**

Action	Deliverable	Timeline	Responsibility
<b>1.</b> <b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	1.1 Meet with local, regional and national stakeholders outlined in the Aboriginal and Torres Strait Islander Engagement Strategy.	By June 2021 By June 2022	Director International and Internal Projects supported by Director ACT Strategy
	1.2 Review and update our Aboriginal and Torres Strait Islander Outreach and Engagement Strategy and annual outreach schedule.	June 2021 June 2022	Director International and Internal Projects supported by Director ACT Strategy
	1.3 Develop best practice principles for engagement, building relationships, raising awareness, developing on-behalf-of processes and identifying systemic issues facing Aboriginal and Torres Strait Islander peoples, communities and organisations.	December 2020	Director International and Internal Projects





Action	Deliverable	Timeline	Responsibility
<b>2.</b> <b>Build relationships through celebrating National Reconciliation Week (NRW)</b>	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May to June 2021 May to June 2022	RAP Secretariat
	2.2 RAP Working Group members to participate in an external NRW event.		RAP Champion
	2.3 Encourage and support staff and senior leaders to participate in at least one external NRW event.		RAP Champion
	2.4 Organise at least one NRW event each year.		RAP Secretariat
	2.5 Register our NRW events on Reconciliation Australia's NRW website.		RAP Secretariat
<b>3.</b> <b>Promote reconciliation through our sphere of influence</b>	3.1 Develop an Aboriginal and Torres Strait Islander days of significance poster and promote to all staff.	January 2021 January 2022	RAP Secretariat
	3.2 Engage our staff in reconciliation activities through encouraging participation in our annual Aboriginal and Torres Strait Islander dates of significance activities and raising awareness through our staff intranet and social media channels.	December 2020 December 2021 September 2022	RAP Champion
	3.3 Promote our commitment to reconciliation publicly through our social media channels and annual report.	December 2020 June 2021 December 2021 June 2022	Director Governance and Communications

Action	Deliverable	Timeline	Responsibility
	3.4 Explore opportunities to influence our external stakeholders to drive reconciliation outcomes. For example, working collaboratively with Indigenous portfolio agencies and non-government organisations to develop best practice and on-behalf-of complaint handling processes for Aboriginal and Torres Strait Islander complaints.	December 2021	Director International and Internal Projects supported by Director ACT Strategy
	3.5 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	December 2021	Director International and Internal Projects supported by Director ACT Strategy
<b>4.</b> <b>Promote positive race relations through anti-discrimination strategies</b>	4.1 Promote our Diversity and Inclusion Strategy 2018 to 2021, APS Values and Principles, Bullying and Harassment Guidelines to all staff.	April 2021	Director Human Resources
	4.2 Consult with the Aboriginal and Torres Strait Islander Employee Network on our Workplace Discrimination, Bullying and Harassment Induction Guidelines.	June 2021	Director Human Resources
	4.3 Educate senior leaders on the effects of racism.	June 2021 June 2022	Director Human Resources
	4.4 Organise annual screenings of <i>The Final Quarter</i> for all staff during National Reconciliation Week.	May to June 2021 May to June 2022	RAP Secretariat
	4.5 Research APS race relations and anti-discrimination polices for internal promotion.	July 2022	Director International and Internal Projects



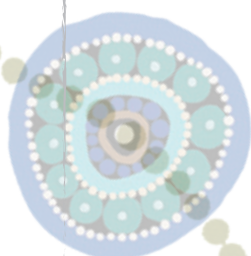


# Respect

Mutual respect between Aboriginal and Torres Strait Islander peoples and other Australians is important to our Office, because it helps us build positive relationships, enables us to show consideration, appreciation, and subsequently provides us with a greater understanding of Aboriginal and Torres Strait Islander peoples’ cultural beliefs and needs.

**Pride in the cultures that have existed in this country for tens of thousands of years and the contribution of Aboriginal and Torres Strait Islander peoples to Australia’s development.**

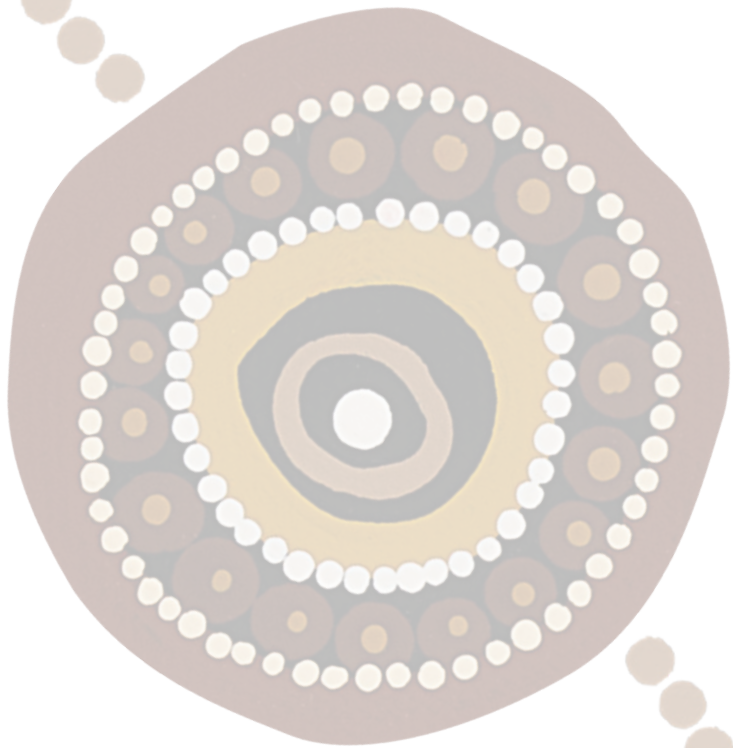
Action	Deliverable	Timeline	Responsibility
<b>5.</b> <b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>	5.1 Provide opportunities for RAP Working Group members, human resource managers and other key leadership staff to participate in formal and structured cultural learning.	June 2021 June 2022	RAP Champion
	5.2 Conduct a review of the cultural learning needs for the Office	December 2020	Director Human Resources
	5.3 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy	June 2021	Director Human Resources
	5.4 Develop, implement and communicate a cultural learning strategy in line with the APSC Aboriginal and Torres Strait Islander Cultural Capability Framework, and include in the Office’s Learning and Development Strategy.	June 2022	Director Human Resources



Action	Deliverable	Timeline	Responsibility
	5.5 Conduct a series of lunchtime screenings/ conversations of documentaries about Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	December 2020 December 2021	RAP Secretariat
	5.6 Provide staff training opportunities through the Australian Public Service Commission Indigenous Programs including the Indigenous Pathways Program, Jawun and excELerate Program.	By June 2021 By June 2022	RAP Champion supported by the Chief Operating Officer
<b>6.</b> <b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	6.1 Promote the use of our <i>Welcome to and Acknowledgement of Country Protocols</i> to all staff for opening address at all internal meetings, forums and external events.	October 2020 October 2021	RAP Champion
	6.2 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocols at significant events each year, such as NRW, NAIDOC and any other key events.	November 2020 July 2021 July 2022	RAP Secretariat
	6.3 Develop and display an Acknowledgement of Country plaque at the entry at each of our office locations.	May 2021	RAP Champion
	6.4 Review and maintain a list of key contacts for Welcome to Country ceremonies for each office location.	December 2020	RAP Secretariat



Action	Deliverable	Timeline	Responsibility
<b>7.</b> <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	7.1 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	November 2020	Director Human Resources
	7.2 Facilitate the NAIDOC Week activities program, promote and encourage all-staff to participate in internal events.	November 2020 July 2021 July 2022	RAP Secretariat
	7.3 Coordinate Senior Leadership Group, RAP Working Group and staff participation in an external NAIDOC Week event.	November 2020 July 2021 July 2022	RAP Champion



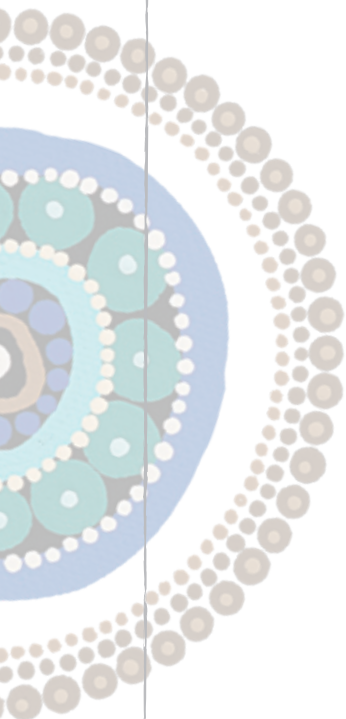


# Opportunities

Our Office is committed to providing career development opportunities for Aboriginal and Torres Strait Islander staff, building and maintaining a culturally safe, accessible and respectful workplace, and supporting Aboriginal and Torres Strait Islander businesses in the procurement of goods and services. We are committed to ensuring that our services are accessible, open and transparent to all Aboriginal and Torres Strait Islander peoples and service providers across Australia.

## Creating opportunities that will support equality in life expectancy, education, employment and economic development opportunities.

Action	Deliverable	Timeline	Responsibility
<b>8.</b> <b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>	8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2021	Director Human Resources
	8.2 Conduct an annual review on the effectiveness of our job advertising strategies to reach Aboriginal and Torres Strait Islander peoples and labour market stakeholders.	June 2021 June 2022	Director Human Resources
	8.3 Review human resource recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2021	Director Human Resources
	8.4 Promote the new Commonwealth Aboriginal and Torres Strait Islander Employment Strategy.	January 2021	Director Human Resources



Action	Deliverable	Timeline	Responsibility
	<p>8.5 Consult with the Aboriginal and Torres Strait Islander Staff Network in the development of the Office's new Diversity and Inclusion Strategy to outline actions for improving Aboriginal and Torres Strait Islander participation in our workplace.</p>	<p>August 2021</p>	<p>Director Human Resources</p>
	<p>8.6 Continue human resource actions for the recruitment, retention and professional development of Aboriginal and Torres Strait Islander staff including career development opportunities for the Aboriginal and Torres Strait Islander Staff Network, participating in the APSC Indigenous Graduate Program and leadership opportunities through the Aboriginal and Torres Strait Islander Staff Mentor Program.</p>	<p>August 2021 August 2022</p>	<p>Director Human Resources</p>
	<p>8.7 Increase the number of Aboriginal and Torres Strait Islander staff in our workforce in line with the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy.</p>	<p>June 2021</p>	<p>Director Human Resources</p>
	<p>8.8 Actively support and promote the Aboriginal and Torres Strait Islander Employee Network as a source of advice, support and networking for all staff.</p>	<p>December 2020</p>	<p>RAP Champion</p>



Action	Deliverable	Timeline	Responsibility
<b>9.</b> <b>Improve Aboriginal and Torres Strait Islander peoples access to our services</b>	9.1 Review and update our internet communication on working with Aboriginal and Torres Strait Islander communities.	October 2021 September 2022	Director International and Internal Projects
	9.2 Promote reflective practice through reviewing case studies and sharing of best-practice complaint handling to ensure continuous improvement in Aboriginal and Torres Strait Islander peoples access to our services.	April 2021 April 2022	Director International and Internal Projects
<b>10.</b> <b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	10.1 Investigate eligibility for Supply Nation membership.	November 2020	Director Finance
	10.2 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2021	Director Finance
	10.3 Promote the Commonwealth Indigenous Procurement Policy to all-staff.	June 2021	Director Finance
	10.4 Inform staff about how the Commonwealth Indigenous Procurement Policy enhances procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2021	Director Finance
	10.5 Continue to build commercial relationships with Aboriginal and Torres Strait Islander businesses.	June 2021	Director Finance
	10.6 Increase our procurement volume target to 3 per cent awarded to Aboriginal and Torres Strait Islander enterprises.	June 2021	Director Finance

# Governance



Action	Deliverable	Timeline	Responsibility
<b>11.</b> <b>Establish and maintain an effective RAP Working Group to drive governance of the RAP</b>	11.1 Maintain Aboriginal and Torres Strait Islander staff representation on the RAP Working Group.	September 2022	RAP Champion
	11.2 Review and refresh RAP Working Group Terms of Reference.	October 2020	RAP Secretariat
	11.3 Hold at least four RAP Working Group meetings a year to drive and monitor implementation of RAP deliverables.	November 2020 February 2021 May 2021 August 2021 November 2021 February 2022 May 2022 August 2022	RAP Secretariat
<b>12.</b> <b>Provide appropriate support for effective implementation of RAP commitments</b>	12.1 Identify and bid for financial and human resources for RAP implementation.	June 2021 June 2022	RAP Champion
	12.2 Engage our senior leaders and all staff in the delivery of RAP commitments.	September 2022	RAP Champion
	12.3 Maintain appropriate systems to track, measure and report on RAP commitments.	September 2022	RAP Secretariat
	12.4 Appoint and maintain an internal RAP Champion from Senior Leadership Group.	October 2020	Deputy Ombudsman

Action	Deliverable	Timeline	Responsibility
<b>13.</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	13.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021 September 2022	RAP Secretariat
	13.2 Present quarterly RAP progress report to Senior Leadership Group and all-staff.	December 2020 March 2021 June 2021 September 2021 December 2021 March 2022 June 2022	RAP Secretariat
	13.3 Publicly report our RAP achievements, challenges and learnings.	October 2020 October 2021	RAP Secretariat
	13.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	RAP Secretariat
<b>14.</b> Continue our reconciliation journey by developing our next RAP	14.1 Register on Reconciliation Australia's website to begin developing our next RAP.	February 2022	RAP Secretariat



# Contact details

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# Artist



**Leah Brideson**

Title: Community Together





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