

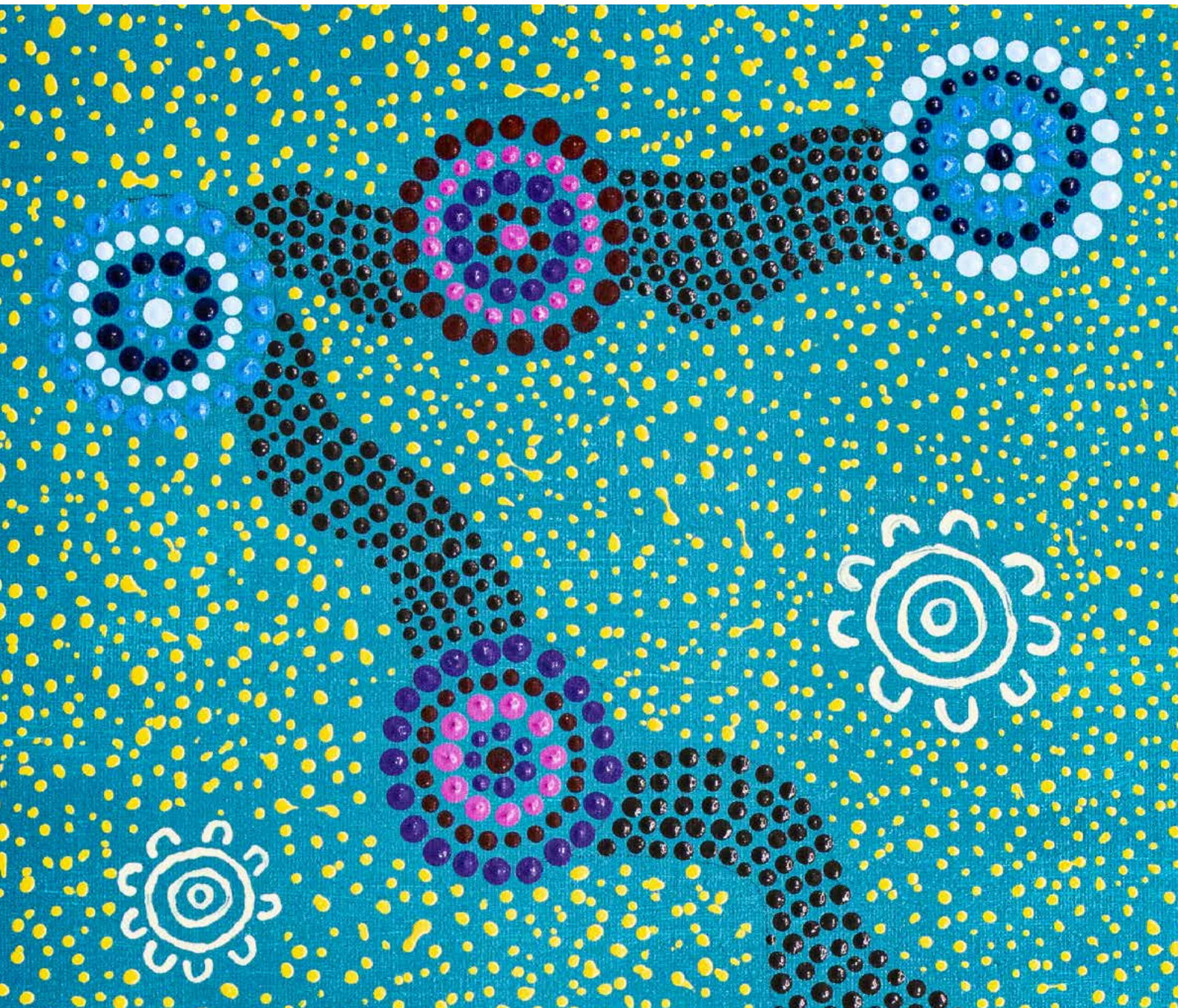
# National Capital Authority Innovate Reconciliation Action Plan

MARCH 2024 – MARCH 2026



RECONCILIATION  
ACTION PLAN

INNOVATE





## NATIONAL CAPITAL AUTHORITY INNOVATE RECONCILIATION ACTION PLAN MARCH 2024 – MARCH 2026

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## Acknowledgement of Country

The National Capital Authority (NCA) acknowledges the Traditional Owners and Custodians of country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past, present and emerging.

## The NCA Innovate RAP Artwork

The NCA Innovate RAP design uses artwork created by Shaenice Miles - A Ngunnawal, Bundjalung and Kamilaroi woman.

## Cultural Disclaimer

Aboriginal and Torres Strait Islander peoples are advised that this document may contain images and content referring to deceased persons. It may also contain words or descriptions that may be deemed culturally sensitive.

## Image Acknowledgement

**Cover Artwork** - *'Knowledge Passed Thru Generations'* Artist: Shaenice Miles

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**Elders at Carillon** - Image: Dominic Northcott | Pictured: Elders are Senior Elder Aunty Agnes Shea and co-chair of the United Ngunnawal Council, Roslyn Brown.

**Stone Artefacts from the Gillespie Collection** - Image: Dominic Northcott.

**Stone Artwork** - Ruby Florence Hammond: Image: Dominic Northcott | *'Munnari'* Artist: John Hammond. Source: Forte, Margaret: *Flight of an Eagle - The Dreaming of Ruby Hammond*, Adelaide SA, Wakefield Press, 1995.



## A Message From

**KAREN MUNDINE**

Reconciliation Australia commends the National Capital Authority on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for the National Capital Authority to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, the National Capital Authority will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The National Capital Authority is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals the National Capital Authority's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations to the National Capital Authority on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
*Chief Executive Officer*  
Reconciliation Australia





## A Message From

### UNITED NGUNNAWAL ELDERS COUNCIL

The Ngunnawal people are the Traditional Custodians of the Canberra region with a continued cultural, spiritual and historical connection to the area.

Evidence of the Ngunnawal's ancestral connection of the Canberra region stretches back over tens of thousands of years where cultural, social, environmental, spiritual and economic connection to these lands and waters has been maintained in a tangible and intangible manner.

Ngunnawal country was defined by the language of the people inhabiting the land, not by lines clearly marked on a map. Generally the borders covered the area from Yass to Boorowa, towards Coolac, the highlands west of the Shoalhaven and back to Goulburn. This is an area of almost 11 000 square kilometres. Ngunnawal is bordered by Wiradjuri, Ngarigo, Gundungurra and Yuin lands.

The word Canberra comes from the Ngunnawal language, meaning meeting place. The Canberra region was a meeting place for when Ngunnawal invited their neighbours for ceremonial purposes, long before the Australian Parliament met here. There is a major lore site at the current site of Parliament House, so our connection to the area now known as the National Capital is strong and timeless.

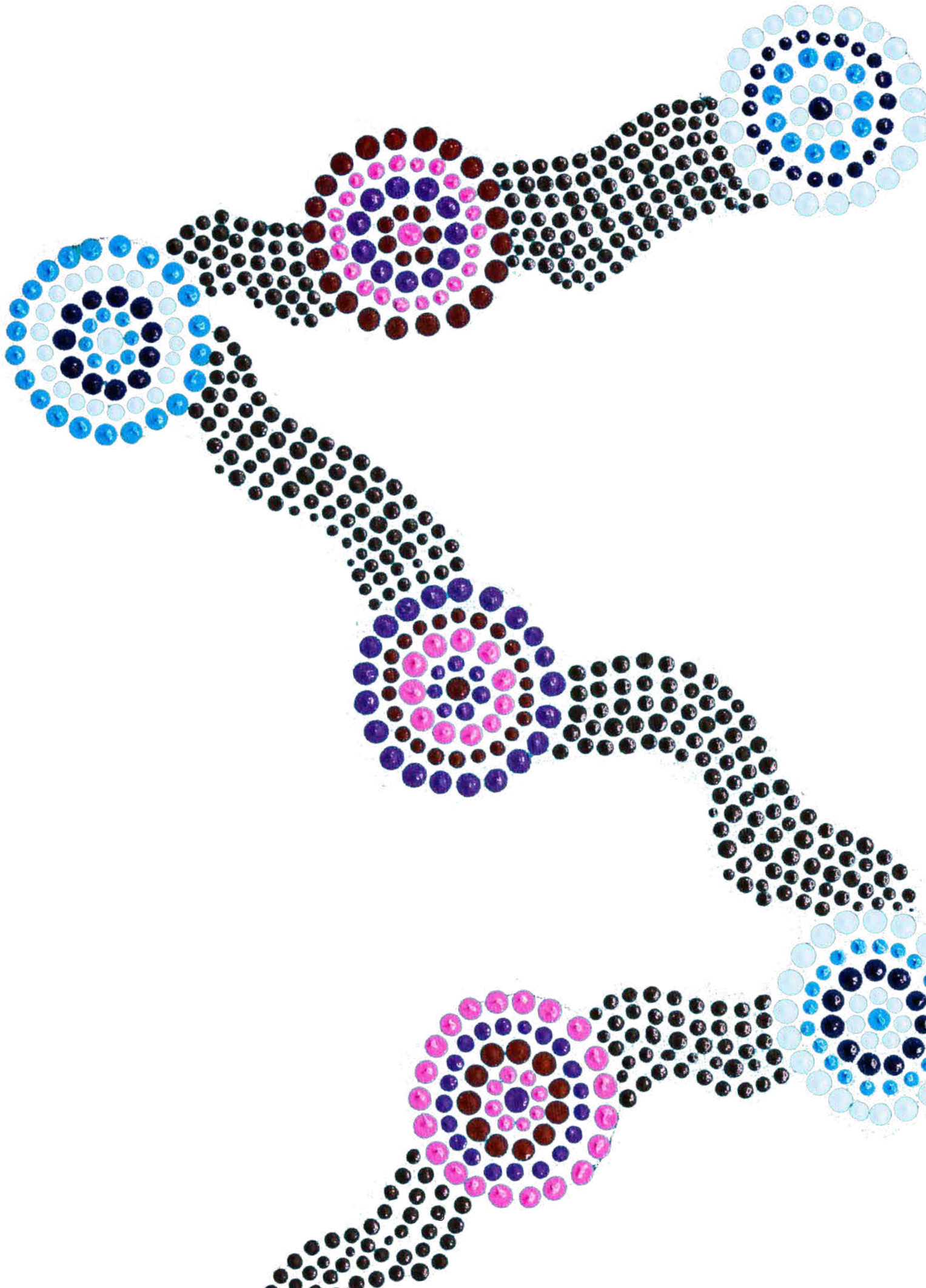
The United Ngunnawal Elders Council is a significant Aboriginal body providing advice in relation to heritage and connection to land matters for the Ngunnawal people. The Council is made up of representatives nominated by each of the Ngunnawal family groups.

Therefore, we are pleased to support the development of this Reconciliation Action Plan by the National Capital Authority. It demonstrates the agency's willingness to develop and strengthen the relationship with the Ngunnawal people and to consider all First Australians in their work. As a Council we commend the National Capital Authority on this step towards Reconciliation.

**United Ngunnawal Elders Council**

*Cochairs Roslyn Brown and Fred Monaghan*





# A Message From

## THE NATIONAL CAPITAL AUTHORITY

On behalf of the Board, the officers and staff, we proudly present to you the National Capital Authority's (NCA) inaugural Reconciliation Action Plan (RAP). This transformative document embodies our unwavering commitment to Reconciliation and our sincere desire to cultivate meaningful partnerships with First Nations peoples.

At the heart of this RAP lies a profound reverence for the rich tapestry of First Nations cultures and heritage, with a deep respect for the Ngunnawal people, the Traditional Custodians of the land we are entrusted to manage.

Our plan is not merely a collection of words; it is a resolute call to action, propelling us on a journey towards inclusion, unity, and understanding. One of our key endeavours is to revitalise Reconciliation Place, transforming it into a powerful centre for Reconciliation by enhancing displays and artworks while preserving its historical significance. Hand in hand with the Ngunnawal people, we will commission a befitting artwork in the National Triangle, celebrating their invaluable contributions and custodianship.

We also recognise the symbolic power of flags in fostering unity and respect. To emphasise our shared commitment, we will reassess flag display policies, ensuring the consistent and prominent presence of the Aboriginal and Torres Strait Islander flags.

These initiatives are just the beginning of the NCA's efforts to weave understanding and unity into the social and cultural fabric of Australia's National Capital, leaving behind a transformative legacy for generations to come.

We extend our gratitude to the entire team and all contributors for their passion and belief in the power of Reconciliation, driving this remarkable journey of change.

Together, with conviction and collaboration, we will pave the way for a more inclusive and harmonious future.

Sincerely,



**Terry Weber**  
*Chair*  
National Capital Authority



**Karen Doran**  
*Chief Executive*  
National Capital Authority

## Our Vision for Reconciliation

Our vision for Reconciliation is an organisational culture at the National Capital Authority that promotes and celebrates Australia's diversity and a particular and powerful respect and understanding among all our people of the contributions, living cultures, and histories of Aboriginal and Torres Strait Islander peoples.

***As managers of the National Land in Canberra, we pay a special tribute to the Ngunnawal People who share and entrust management of their land not only with us at the National Capital Authority, but with all Australians as our National Capital.***

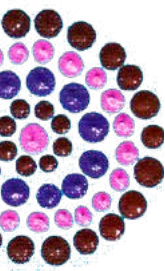
Our Reconciliation Action Plan is underpinned by our vision and commitment to:

- Strengthening relationships with Aboriginal and Torres Strait Islander peoples as the First Australians and Traditional Owners of the land, with a particular emphasis on the Ngunnawal People as the Traditional Owners of our National Capital.
- Celebrating and promoting the oldest continuing living cultures and traditions of the First Australians.
- Working together to offer and promote opportunities to Aboriginal and Torres Strait Islander peoples, with a particular focus on including the Ngunnawal People in managing National Land in Canberra at the National Capital.





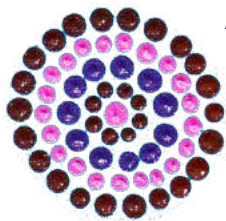




## Our Business

The National Capital Authority (NCA) is a statutory authority based in the heart of Canberra's National Triangle. We have a total of 58 staff, one of whom identifies as First Australian, and five Board members none of whom identify as First Australian. Our overarching goal is to ensure that the National Land in Canberra reflects the city's status as Australia's National Capital. Focusing primarily on the National Triangle, we aim to reflect the intent of the Griffin Plan and to ensure that the National Capital can perform its national and international functions. Although we are a relatively small organisation, we manage assets worth more than \$1 billion including: 37 bridges, 19,000 trees and 175 memorials.

The NCA aims to ensure that Canberra continues to be reflective of Australia's history and is relevant and meaningful to all Australians as it evolves into a modern, mature city that is home to a growing and diverse population. Working closely with the Ngunnawal People as Canberra's Traditional Owners and including stories from across Aboriginal and Torres Strait Islander communities, is essential to achieving this.

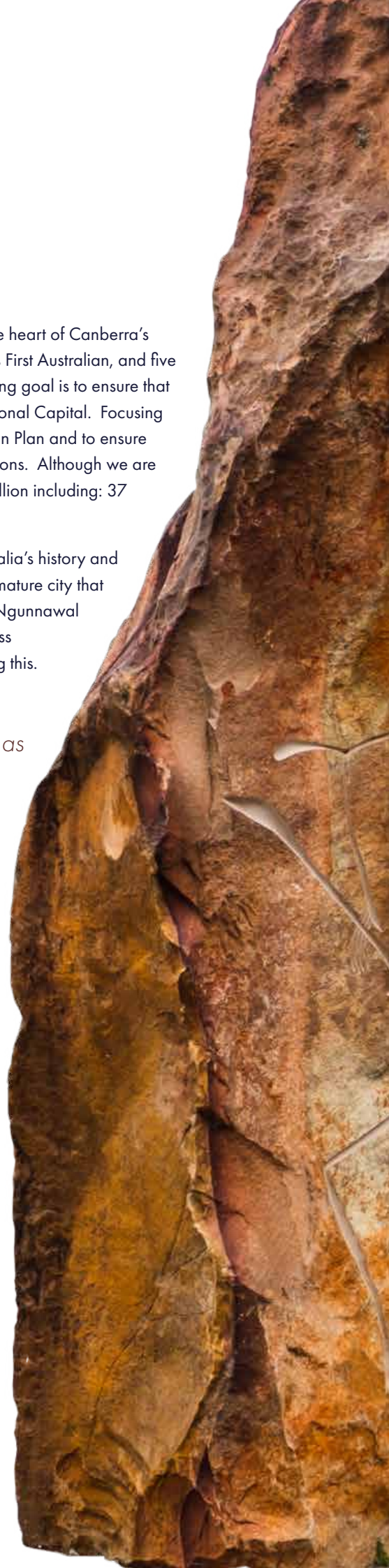
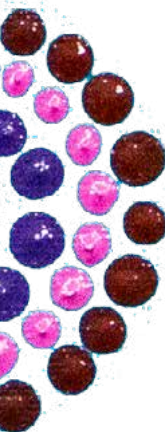


*We engage with, listen to and consult with the Australian community on the evolution of Canberra as Australia's National Capital and assist in telling its history and role as part of the story of Australia.*

We do this in partnership with First Nations' people, national cultural institutions, the ACT Government, and other national and local groups.

An important part of our work is creating and renewing place. We build and maintain symbolic and iconic works and spaces, in accordance with the National Capital Plan and heritage management plans. Reconciliation Place is one of these important spaces. Located in the centre of the National Triangle it runs from the National Library to the High Court. We ensure high quality design and landscaping, heritage and environmental management, protection and enhancement of ecological integrity, and resilience of land, urban areas and waterbodies managed by the NCA in response to climate change

Citizen and visitor experiences are important to us. We create and renew interesting, safe and dynamic precincts that welcome visitors and particularly locals, and provide opportunities for people to enjoy their public places. We collaborate with a range of partners, including First Australians, notably the Ngunnawal people as the Traditional Owners of Canberra, to create and promote experiences and activities that attract people to the National Capital and make it easy for them to plan, explore and enjoy Canberra. As part of this, we focus on visitors' connection to and culturally appropriate knowledge of Ngunnawal Country and the connections of Ngunnawal people to the land managed by the NCA.









## Our RAP

**While this is our first Reconciliation Action Plan (RAP), the National Capital Authority has a strong and proven commitment to Reconciliation.**

Since its announcement in 2000, the NCA has consistently managed Reconciliation Place with respect and in consultation with First Australians. In 2012, we commenced guided tours of Reconciliation Place, professional development was offered for teachers the following year, and in 2014 school tours began.

We work closely and collaboratively with the Ngunnawal Traditional Owners and the custodians of the Aboriginal Tent Embassy. In 2018, for example, we consulted closely with the Ngunnawal Traditional Custodial Group and developed an Aboriginal Cultural Heritage Management Plan for Gurabang Dhawura (Stirling Park). This includes promoting cultural burning and the protection of important sites of the Ngunnawal. When we commission artworks and events, we regularly consult with the Ngunnawal people and invite their participation.


For National Reconciliation Weeks and NAIDOC Weeks we have worked with the Ngunnawal people to project their art onto the National Carillon. In February 2020, we installed a 'G' bell, to improve the musicality of the instrument. This is called the Ngunnawal Bell and Elders agreed to it being imprinted with welcoming words in both Ngunnawal and English.

Acknowledgements of Country have been conducted at the start of every public presentation by the NCA since 2016 and two of our staff members have attended Ngunnawal language workshops to learn how to deliver this acknowledgement in Ngunnawal language. In 2018 when the National Capital Exhibition was redeveloped, the local Aboriginal story was made central.

In starting our formal RAP journey, we are demonstrating our strong commitment to celebrating and building understanding, respect and productive relationships with diverse Aboriginal and Torres Strait Islander peoples across Australia and within the Australian Public Service (APS). Our individual staff, teams, Executive and Board are all committed to working together to implement this RAP. We are united in our commitments and contribution to reconciliation.

This first RAP is based on strong existing relationships with Aboriginal and Torres Strait Islander Australians and important demonstrations of our commitment to reconciliation such as our management of Reconciliation Place in the National Triangle. Indicative of our existing actions, this RAP is based on Reconciliation Australia's Innovate RAP framework.





It provides direction on achieving our vision for reconciliation. The RAP sets out a framework for committing to important new initiatives while also reinforcing existing actions that we take to reinforce and strengthen reconciliation.

This Innovate RAP will guide us in enhancing our relationships with Aboriginal and Torres Strait Islander peoples, particularly the Ngunnawal people on whose land we work. It will provide opportunities to engage staff, other agencies, the general public and broader stakeholders in reconciliation activities. Through implementation of this RAP, we will develop and activate strategies for empowering Aboriginal and Torres Strait Islander peoples.

*Australia's National Capital sits on Ngunnawal Country which has been a meeting place for tens of thousands of years.*

We recognise and celebrate this, and we show particular thanks and recognition to the Ngunnawal people who generously share their land with all Australians as our National Capital.

Our RAP Working Group is led by our RAP Champion who is the Visitor Experience Project Adviser and identifies as a First Nations Australian. With representation from each key area within the National Capital Authority, it includes:

1. **Chief Operations Officer and Indigenous Champion**
2. **RAP Champion and Visitor Experience Project Adviser**
3. **Senior Officer, Diplomatic and Leasing**
4. **Senior Officer, Town Planning**
5. **Project Manager, Capital Works**
6. **Manager, Built Assets**
7. **Contract Officer, Open Space**
8. **Manager, Governance**
9. **Senior Officer, Finance Coordination**
10. **Manager, Human Resources and Business Systems**





## RELATIONSHIPS

*Our relationships with Aboriginal and Torres Strait Islander peoples are essential for the effectiveness of our work.*

We manage the National Land of Canberra as Australia's capital and the National Triangle which is the symbolic heart of Australia as a nation. This includes Reconciliation Place.

To do this effectively, we need to build and maintain strong and productive relationships with First Nations communities.

It is important that the unique position of First Australian peoples' cultures and histories is recognised and integrated in all the work we do, especially the Ngunnawal people who share their land with us and entrust us to manage and share stories about it with them.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement including the Ngunnawal people and other people or families with a connection to the lands of the ACT; the United Ngunnawal Elders Council, the Aboriginal Tent Embassy and Aboriginal and Torres Strait Islander staff at the NCA.</li> </ul>	July 2024	RAP Champion
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	July 2024	Indigenous Champion
	<ul style="list-style-type: none"> <li>Support the work of the United Ngunnawal Elders Council by offering to host at least one of its meetings each year.</li> </ul>	July 2024	Chief Executive
	<ul style="list-style-type: none"> <li>Continue to consult, engage with and support the Aboriginal Tent Embassy to provide electricity, water and sanitation, firewood for cultural purposes, as well as weeding and lawnmowing, and advice about events that affect them in the National Triangle.</li> </ul>	July 2024, January 2025 and 2026	Director Estate Management and Director, Built Assets
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2024 and 2025	RAP Champion
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2024 and 2025	RAP Champion
	<ul style="list-style-type: none"> <li>Encourage and support all staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May – 3 June, 2024 and 2025	Indigenous Champion
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year with a focus on Reconciliation Place given its central focus in the National Triangle.</li> </ul>	27 May – 3 June, 2024 and 2025	Director, Visitor Experience
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	May, 2024 and 2025	RAP Champion
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>	June 2024	Manager, Human Resources and Business Systems
	<ul style="list-style-type: none"> <li>RAP Champion to engage internally and with the Australian Public Service RAP Champions Network to collaborate and contribute to reconciliation initiatives.</li> </ul>	March 2024	Chief Executive
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly including by publishing the RAP in hard copy and on-line.</li> </ul>	March 2024	Chief Executive
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	May 2024	Indigenous Champion
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	September 2024	RAP Champion
	<ul style="list-style-type: none"> <li>Make Aboriginal or Torres Strait Islander designed lanyards available for all NCA staff and contractors.</li> </ul>	March 2024	Manager, Media and Corporate Communication

Action	Deliverable	Timeline	Responsibility
<b>4. Ensure visitor experiences to the National Triangle include Aboriginal and Torres Strait Islander perspectives.</b>	<ul style="list-style-type: none"> <li>Continue to deliver National Capital Exhibition tours that focus on sharing Aboriginal and Torres Strait Islander perspectives and Ngunnawal history with school children.</li> </ul>	April 2024	Director, Visitor Experience
	<ul style="list-style-type: none"> <li>Investigate inclusion of First Australian art, acknowledgement and language in replacement and new signage installed in the National Capital Estate.</li> </ul>	December 2024	Director, Estate Management Director, Design and Construction
	<ul style="list-style-type: none"> <li>Consult with United Ngunnawal Elders Council on options for inclusion of an artwork or other suitable installation in the National Triangle that recognises and celebrates Ngunnawal history and leadership.</li> </ul>	December 2024	Chief Planner
	<ul style="list-style-type: none"> <li>Invite the Ngunnawal and other First Australian communities to hold events on NCA land and facilities particularly of an educational and cultural nature.</li> </ul>	July 2024	Marketing Manager
	<ul style="list-style-type: none"> <li>Engage with local Traditional Custodians to explore joint First Australian naming for animals and plants on signage in parkland.</li> </ul>	August 2024	Director, Estate Management
	<ul style="list-style-type: none"> <li>Ensure that First Australian histories, living cultures and traditional languages are embedded within all external learning programs conducted in the National Triangle.</li> </ul>	July 2024	Senior Education Officer
<b>5. Maintain and improve Reconciliation Place as a national centrepiece for promoting reconciliation.</b>	<ul style="list-style-type: none"> <li>Conduct a review of the functionality and condition of the displays and artworks at Reconciliation Place to identify opportunities for improved maintenance, operability, signage and presentation.</li> </ul>	January 2025	Chief Planner
	<ul style="list-style-type: none"> <li>Engage with and encourage the ACT Government, Australian Parliament House and other agencies to promote the use of Reconciliation Place for events during National Reconciliation Week and NAIDOC week.</li> </ul>	May and July 2024 and 2025	Director, Visitor Experience
	<ul style="list-style-type: none"> <li>Promote availability of Reconciliation Place tours for staff at other departments and institutions, and to the general public, particularly during National Reconciliation Week and NAIDOC week.</li> </ul>	May and July 2024 and 2025	Director, Visitor Experience
	<ul style="list-style-type: none"> <li>Grow the number of NCA staff who can operate as guides and explain and interpret the artworks in Reconciliation Place.</li> </ul>	August 2024	Manager, Attractions
<b>6. Promote positive race relations through anti-discrimination strategies.</b>	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	December 2024	Manager, Human Resources and Business Systems
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> </ul>	May 2024	Manager, Human Resources and Business Systems
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	December 2024	Manager, Human Resources and Business Systems
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	September 2024	Manager, Human Resources and Business Systems









# RESPECT

**Respect between First Australians and non-Indigenous Australians is central to Reconciliation.**

As managers of the National Land of Canberra, the National Triangle and the National Capital Plan, the NCA is uniquely placed to improve and promote respect for and understanding of the histories, cultures and contributions of First Australians.

Our work and leadership at a national level can ensure that First Australian peoples are better understood, appreciated and respected.



Action	Deliverable	Timeline	Responsibility
7. Increase use, visibility and understanding of Aboriginal languages within our work.	<ul style="list-style-type: none"> <li>Consult with the United Ngunnawal Elders Council to train all tour guides to welcome visitors in Ngunnawal language to the National Capital Exhibition and Reconciliation Place.</li> </ul>	July 2024	Director, Visitor Experience
	<ul style="list-style-type: none"> <li>Engage and consult with the United Ngunnawal Elders Council to increase Ngunnawal language on interpretive signs in the National Triangle.</li> </ul>	July 2024	Chief Planner
	<ul style="list-style-type: none"> <li>Review place names in the National Capital with a view to increasing the possibility of using Aboriginal names.</li> </ul>	July 2024	Chief Planner
	<ul style="list-style-type: none"> <li>Investigate the possibility of introducing Aboriginal names for internal NCA venues and meetings rooms.</li> </ul>	July 2024, January 2025 and 2026	Chief Operating Officer
8. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	May 2024 and 2025	Manager, Human Resources and Business Systems
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural learning strategy document for our staff and relevant contractors and encourage major contractors to implement this strategy with their subcontractors.</li> </ul>	27 May - 3 June 2024 and 2025	Manager, Human Resources and Business Systems
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.</li> </ul>	27 May – 3 June, 2024 and 2025	RAP Champion
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR manager and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	27 May – 3 June, 2024 and 2025	Chief Operating Officer
9. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing and promoting cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	May, 2024 and 2025	RAP Champion
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	June 2024	Manager, Media and Corporate Communication
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	March 2024	RAP Champion
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	March 2024	RAP Champion
	<ul style="list-style-type: none"> <li>Encourage all NCA staff to introduce an Acknowledgement of Country as part of email signatures.</li> </ul>	May 2024	Manager, Media and Corporate Communication
	<ul style="list-style-type: none"> <li>Investigate flag display policies across the National Triangle and identify opportunities for more consistent display of Aboriginal and Torres Strait Islander Flags.</li> </ul>	September 2024	Director, Estate Management
	<ul style="list-style-type: none"> <li>Maintain Acknowledgement of Country pop-up screen on the NCA website.</li> </ul>	March 2024	Marketing Manager
	10. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	July 2024
<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>		December 2024	Manager, Human Resources and Business Systems
<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>		December 2024	Indigenous Champion



# OPPORTUNITIES

By creating economic, commercial, employment and cultural opportunities for First Australians, we can contribute to closing the gap on Aboriginal and Torres Strait Islander disadvantage and marginalisation and enhance the diversity and productivity of our workforce.

By creating opportunities for First Australians, we can directly model to visitors of the National Capital and National Triangle the importance and benefits of inclusion.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> <li>Increase representation of Aboriginal and Torres Strait Islander workforce at the NCA.</li> </ul>	January 2025 and 2026	Chief Operating Officer
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	March 2024	Chief Operating Officer
	<ul style="list-style-type: none"> <li>Appoint an Indigenous Champion to promote greater employment, capability and inclusion opportunities for First Australian staff members and to strengthen cultural safety and competency in the workplace.</li> </ul>	March 2024	Chief Executive
	<ul style="list-style-type: none"> <li>Work with the Australian Public Service RAP Champions Network and the Small Agencies Human Resources Network to grow understanding of and potential to apply other agencies' experiences while also sharing NCA learnings on how to generate positive employment outcomes for Aboriginal and Torres Strait Islander staff.</li> </ul>	May 2024	Indigenous Champion and RAP Champion
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on development of our recruitment, retention and professional development strategy.</li> </ul>	July 2024	Chief Operating Officer
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	September 2024	Chief Operating Officer
	<ul style="list-style-type: none"> <li>Advertise all job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and ensure that advertisements encourage Aboriginal and/or Torres Strait Islander people to apply.</li> </ul>	August 2024 and February 2025	Manager, Human Resources and Business Systems
	<ul style="list-style-type: none"> <li>Run special measures recruitment rounds where appropriate and when recruitment opportunities emerge to attract Aboriginal and Torres Strait Islander applicants.</li> </ul>	August 2024 and February 2025	Manager, Human Resources and Business Systems
	<ul style="list-style-type: none"> <li>Review and update HR and recruitment procedures and policies to remove barriers and promote opportunities for Aboriginal and Torres Strait Islander participation in our workplace, for example by allowing Aboriginal and Torres Strait Islander staff to access cultural and ceremonial leave.</li> </ul>	October 2024	Manager, Human Resources and Business Systems
	<ul style="list-style-type: none"> <li>Investigate opportunities to partner with Australian Parliament House and cultural institutions on activities that promote development opportunities and careers of First Nations employees – for example, yarning circles.</li> </ul>	January 2025	Manager, Human Resources and Business Systems
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	October 2024	Director, Procurement and Commercial Operations
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	October 2024	Director, Procurement and Commercial Operations
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	October 2024	Director, Procurement and Commercial Operations

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	September 2024 July 2024, January and July 2025	Director, Procurement and Commercial Operations Chief Operating Officer
13. Increase opportunities for First Australian people to participate in cultural and natural heritage management on the NCA estate.	<ul style="list-style-type: none"> <li>Investigate opportunities to encourage existing NCA contractors and suppliers to increase representation of Aboriginal and Torres Strait Islander subcontractors.</li> <li>Investigate the potential establishment of a local Aboriginal advisory position for the NCA and its Board, to promote inclusion and provide local First Nations guidance to NCA's heritage work.</li> <li>Promote opportunities for Ngunnawal leadership and participation in cultural burning on appropriate locations on the National Capital Estate.</li> </ul>	January 2025 October 2024 October 2024	Chief Operating Officer Chief Operating Officer Director, Estate Management

## GOVERNANCE

Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> <li>Establish and apply a Terms of Reference for the RWG.</li> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	December 2024 and 2025 March 2024 February, May, August and November annually	Indigenous Champion Indigenous Champion Indigenous Champion
15. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> <li>Maintain an internal RAP Champion from senior management.</li> </ul>	May 2024 March 2024 July 2024 July 2024	RAP Champion Indigenous Champion RAP Champion Indigenous Champion
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> <li>Report RAP progress to all staff and senior leaders quarterly.</li> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	June annually 1 August annually 30 September, annually February, May, August, November each year June 2024 and 2025 October 2024 December 2025	RAP Champion RAP Champion RAP Champion Indigenous Champion Indigenous Champion RAP Champion RAP Champion
17. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	July 2025	RAP Champion



## About the Artist

### SHAENICE MILES

A Ngunnawal, Bundjalung and Kamilaroi woman.

I have been fortunate enough to have been raised here on Ngunnawal country which has allowed me to grow up with culture and learn about my heritage.

I have been doing Aboriginal artwork within the last 10 years after I have been sitting with my grandmother who is a Ngunnawal Elder, and my father who is a traditional knowledge holder. After spending valuable time with them I have been able to gather the knowledge about Ngunnawal stories and express them through my artwork.

Growing up here on country in Canberra, we have amazing cultural sites and stories that go along with them, and I love to share that with the rest of the Canberra community.

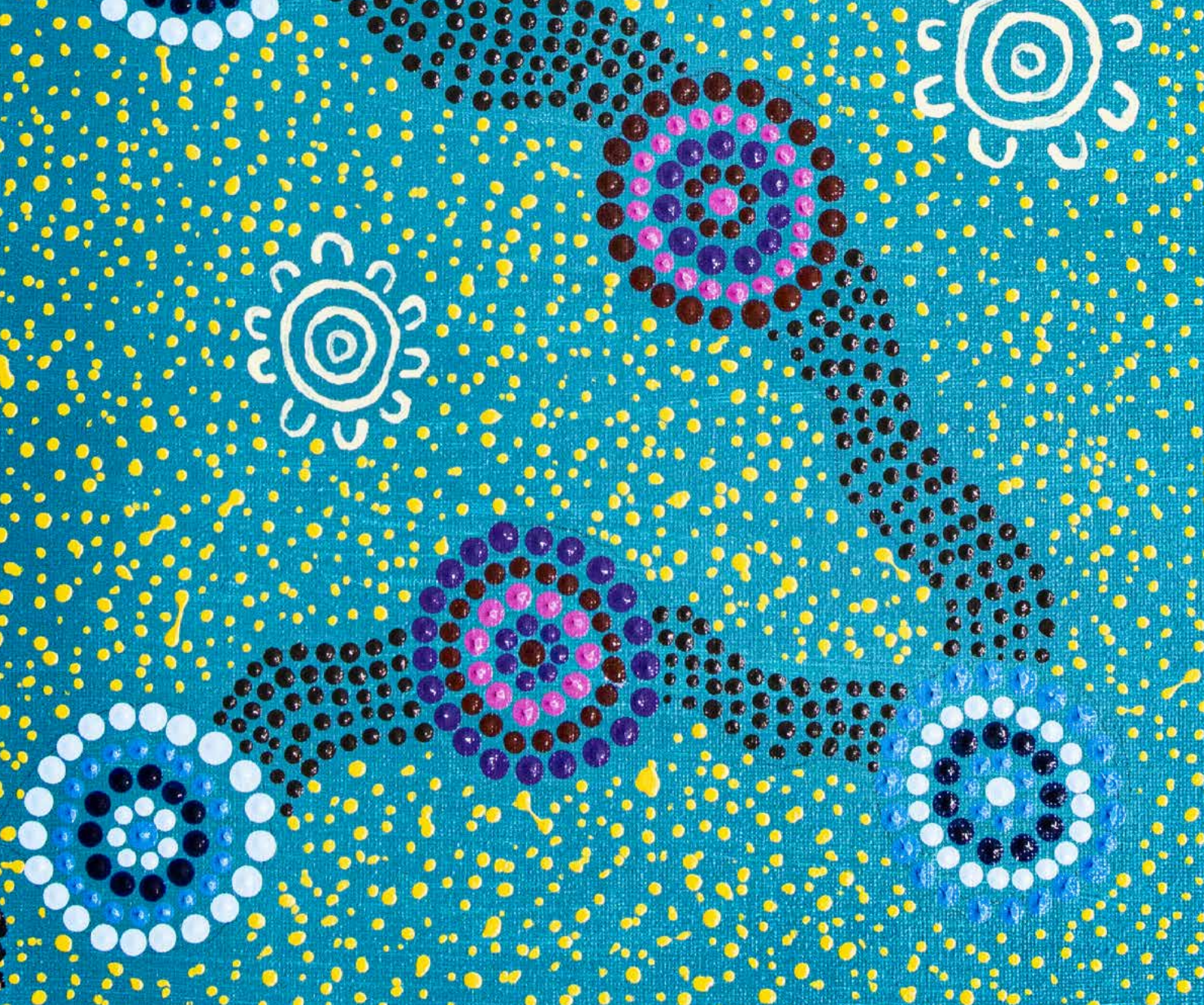
Sharing our culture and knowledge I believe is important as it allows to build relationships and share our heritage, so we can all reconcile together.











**National Capital Authority  
Innovate Reconciliation Action Plan**

MARCH 2024 - MARCH 2026