



Australian
Communications
and Media Authority



eSafety
Commissioner



Innovate Reconciliation Action Plan July 2023–July 2025

The ACMA Reconciliation Action Plan 2023–2025 applies to all officials of the ACMA including Authority and Associate Members, the eSafety Commissioner and all ACMA staff including staff that assist the eSafety Commissioner in eSafety roles and functions.

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Acknowledgement of Country

We, the Australian Communications and Media Authority, acknowledge First Nations peoples as the Traditional Owners and Custodians of Australia. We respect and celebrate First Nations peoples as the original storytellers and content creators of the lands on which we work and honour the enduring strength and commitment of Aboriginal and Torres Strait Islander peoples to the land, waters and their communities. We pay our respects to Elders past, present, and emerging.

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Featured artwork

‘Connected and United’

© Amy Allerton

‘Connected and United’ is a story built on strong relationships and unbreakable connections. Positive relationships allow us to achieve unity in our communities and Country, where we are grounded and held together by historical acceptance, equality, equity and institutional integrity.

We are continuously connected to the world around us. Our connections allow us to be entertained and inspired; our connections allow us to engage in proactive and creative ways with our communities and industry; our connections allow us to embrace diversity and inclusion so that we can share with each other generously; and our connections allow us to be educated and informed, and to find safety with those who work to protect us from harm.

Chair's foreword

As Chair of the Australian Communications and Media Authority (ACMA), it is my great pleasure to introduce our inaugural Reconciliation Action Plan (RAP).

As an organisation, the ACMA is committed to reconciliation and acknowledges the important role that First Nations peoples play in our nation's culture, history and future. Our RAP is a key step in our ongoing journey towards reconciliation and we are excited to start implementing the initiatives set out in this plan.

This RAP builds on existing ACMA initiatives and has been developed by a passionate and engaged Reconciliation Action Plan Working Group (Working Group) with contributions from across the ACMA. Through this RAP we will work to strengthen our relationships with First Nations peoples and create opportunities for cultural understanding and meaningful engagement.

The RAP sets out a series of actions that we will take to support reconciliation, including initiatives that focus on improving Indigenous representation within our organisation, strengthening cultural awareness and understanding, and developing partnerships with Indigenous communities and organisations.

We recognise that reconciliation is an ongoing journey and that this RAP is just the beginning. We are committed to taking tangible steps towards reconciliation and I look forward to working with our stakeholders to achieve this important goal.

The ACMA RAP is ambitious but achievable and turns our focus towards taking action. I encourage all of our staff and stakeholders to read our RAP and consider how they can be involved on this shared path towards reconciliation. There will be no shortage of opportunities to engage with RAP initiatives and I invite everyone to volunteer where and when they can.

My sincere thanks to our Senior Reconciliation Champion, Carole Rowe and our Working Group for developing our first RAP and my thanks to all of our staff who contributed and will no doubt help us achieve its goals.



Nerida O'Loughlin PSM
Chair
ACMA

Message from the CEO of Reconciliation Australia

Reconciliation Australia commends Australian Communications and Media Authority (ACMA) 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 ACMA 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, ACMA 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. ACMA 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 ACMA'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 ACMA on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

Our vision for reconciliation is one of unity grounded in historical acceptance, equality, equity, institutional integrity, and positive relationships. We seek to build a strong reconciliation platform to grow through promoting a positive inclusive culture, committed to reconciliation that also provides further employment opportunities for First Nations employees within the ACMA. Through our actions, roles, and responsibilities we are committed to improving communications and media outcomes for First Nations peoples and empowering Aboriginal and Torres Strait Islander peoples through online safety and participation.



Our business



The Australian Communications and Media Authority (the ACMA) contributes to maximising the economic and social benefits of communications infrastructure, content, and services for Australia. The ACMA is responsible for the regulation of broadcasting, radiocommunications, telecommunications and some online content. The ACMA also supports the eSafety Commissioner (eSafety), which helps safeguard all Australians, from online harms and promotes safer, more positive online experiences. eSafety understands that First Nations communities experience disproportionate rates of online harm and is focused on supporting these communities to feel safer online. Throughout this document when referring to the ACMA, this includes eSafety.

The ACMA employs approximately 630 people, including Australian Public Servants (APS), labour hire contractors and statutory office holders. Of this 630, 517 are APS employees. As of 31 December 2022, the ACMA employed 6 staff who identify as Aboriginal and/or Torres Strait Islander within the 517 APS staff members. This amounts to less than 1% of the agency and is an area of focus for us. Diversity information is currently not captured for contractors but will be implemented as part of this RAP.

The ACMA's sphere of influence includes all staff as internal stakeholders, and by extension their families and communities. The ACMA's external stakeholders are numerous, beginning with the millions of Australians who use and rely on communications and media networks, and the businesses that supply them. More broadly, the ACMA's sphere of influence extends to international communications regulators and international telecommunications businesses. eSafety's stakeholders includes all Australians who are accessing the internet, international online content regulators, the technology sector and the legal sector. This RAP will help the ACMA focus and utilise its broad reach to help advance reconciliation in Australia.

The ACMA's primary geographic reach is national, covering all of Australia, but extends internationally through strong international engagement activities to build co-operative relationships and partnerships, promote, and protect Australian interests and support broader government policies and activities. The ACMA has three primary offices on Ngunawal country in Canberra, Eora country in Sydney and Woiworung country in Melbourne. We also have staff working on Nuenonne country in Hobart, Tharawal country in Lucas Heights and Yuggera country in Brisbane.

Our RAP

Although the ACMA has several existing initiatives that work to provide meaningful opportunities for Aboriginal and Torres Strait Islander peoples, these initiatives are generally undertaken in isolation and not captured under a dedicated governance framework and lack a centralised approach to coordination. The ACMA's Human Resources and Communications Branch has recently undertaken a period of reform with a renewed focus on diversity and inclusion. This reform, along with overwhelming feedback from staff, has ignited energy and investment in developing the ACMA's first RAP. The RAP is the ACMA's first formal step to establishing the best approach for advancing reconciliation within the ACMA and to effectively implement reconciliation strategies and initiatives.

To date, the ACMA's informal initiatives include participating in the Jawun secondment program, hosting National Reconciliation Week and NAIDOC Week events, employing staff through the Indigenous Australian Government Development Program, partnering with Clothing the Gap for an exercise challenge and aligning to the Commonwealth Indigenous Procurement Policy. These initiatives have laid the groundwork of our reconciliation journey, which will now be continued and built upon through this RAP.

Carole Rowe, Executive Manager, Human Resources and Communications (HRC) is the ACMA's Senior Reconciliation Champion, and co-chair of the ACMA's RAP Working Group. The role of Executive Manager HRC is best positioned to elicit success and is responsible for the ACMA's diversity, equity, and inclusion uplift.

The ACMA's RAP Working Group currently consists of internal members with the following job titles of which three have identified as Aboriginal and/or Torres Strait Islander people:

Decision making members:

- Executive Manager, Human Resources and Communications, Corporate and Research Division
- Manager, Human Resources Operations, Corporate and Research Division
- Manager, Spectrum Licensing Policy, Communications Infrastructure Division
- Senior Advisor, National Plan Implementation, Education, Prevention and Inclusion
- Assistant Manager, Human Resources Operations, Corporate and Research Division

Supporting members:

- Manager, Women's Programs, Education, Prevention and Inclusion
- Manager, National Interests, Telecommunications Safeguards, Content and Consumer Division
- Editorial and Production Manager, Human Resources and Communications, Corporate and Research Division
- First Nations Program Manager, Education, Prevention and Inclusion
- Senior Licensing and Compliance Officer, Content Safeguards, Communications Infrastructure Division
- Internal Communications Manager, Human Resources and Communications, Corporate and Research Division
- Assistant Manager, Licensing and Infrastructure Safeguards, Communications Infrastructure Division
- Licensing and Compliance Officer, Content Safeguards, Content and Consumer Division
- Indigenous Australian Government Develop Program Officer, Content Safeguards, Content and Consumer Division
- Compliance Analyst, Licensing and Infrastructure Safeguards, Communications Infrastructure Division
- HR Officer, Human Resources and Communications, Corporate and Research Division
- HR Contractor, Human Resources and Communications, Corporate and Research Division

Message from our Senior Reconciliation Champion

I am honoured to introduce the ACMA's inaugural RAP, which outlines our commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.

As the ACMA's Senior Reconciliation Champion, I am proud to lead our organisation's efforts to promote a greater understanding and respect for Indigenous cultures and histories. The RAP is developed through Reconciliation Australia's framework through which we progress race relations, historical acceptance, unity, equality and equity, and institutional integrity.

Through the development and implementation of this RAP, the ACMA is committed to taking meaningful steps towards reconciliation and making positive changes in our organisation, industry and community. We are dedicated to building respectful and mutually beneficial relationships with Indigenous peoples and communities, and to promote their participation and inclusion in the communication and media industries.

This RAP is a significant milestone for the ACMA, and we are committed to fulfilling our obligations under it. We are proud to stand alongside our Aboriginal and Torres Strait Islander colleagues, stakeholders, and partners in working towards a shared future of reconciliation, equity, and respect.

I invite all staff and stakeholders to join us in this important journey and to support the ACMA in implementing this RAP and in promoting reconciliation in our workplaces and communities.



Carole Rowe
Senior Reconciliation Champion
Executive Manager, Human Resources and Communications

RAP pillars legend:

Reconciliation Australia mandatory initiative

ACMA initiative

Relationships

Building and nurturing relationships between the ACMA and Aboriginal and Torres Strait Islander peoples and organisations is important in fulfilling our role as Australia's media and communications regulator and eSafety Commissioner. It is also a core facet of one of our organisational values – to be collaborative. Building relationships and collaborating with Aboriginal and Torres Strait Islander communities and organisations will help us to broaden our influence and to better understand our stakeholders and how our work impacts Aboriginal and Torres Strait Islander peoples. It will also raise our understanding of Aboriginal and Torres Strait Islanders cultures, languages, and histories.

Focus area: Relationships are integral to the ACMA's ability to be an effective regulator and this RAP will help us to better understand and strengthen our relationships with First Nations peoples which will in turn improve our effectiveness as a regulator.

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement and to understand how our regulatory functions impact First Nations peoples.	June 2024	Lead: Executive Manager, Human Resources and Communications; Support: Manager, Human Resources Operations
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2023	Lead: Editorial and Production Manager, Human Resources and Communications; Support: Executive Manager, Human Resources and Communications
Incorporate Aboriginal and Torres Strait Islander charities in workplace giving activities.	December 2023	Lead: Executive Manager, Finance, Reporting and Operations; Support: Executive Manager, Human Resources and Communications
Analyse our relationships with key First Nations media and communications organisations, online content regulators, educators, representative groups, and academic and research bodies to better understand how our regulatory functions impact First Nations peoples and incorporate these findings into our engagement plan	June 2025	Lead: Manager, Spectrum Licensing Policy, Manager, National Interests; Support: Executive Manager, Human Resources and Communications
Encourage and support staff to volunteer in local Aboriginal and Torres Strait Islander communities or not-for-profit organisations.	June 2024	Lead: Internal Communications Manager, Human Resources and Communications; Support: Assistant Manager, Human Resources Operations
Sponsor Jawun secondments as business as usual.	July 2023	Lead: Manager, Human Resources Strategy; Support: Internal Communications Manager, Human Resources and Communications

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 2: Build relationships through celebrating National Reconciliation Week (NRW).		
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May to 3 June 2024 and 2025	Lead: Internal Communications Manager, Human Resources and Communications; Support: HR Officer, Human Resources and Communications
RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2024 and 2025	Lead: Manager, Human Resources Operations; Support: Assistant Manager, Human Resources Operations
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2024 and 2025	Lead: Internal Communications Manager, Human Resources and Communications; Support: Assistant Manager, Human Resources Operations
Organise at least one NRW event each year.	27 May to 3 June 2024 and 2025	Lead: Manager, Human Resources Strategy; Support: Internal Communications Manager, Human Resources and Communications
Register all our NRW events on Reconciliation Australia's NRW website.	May 2024 and 2025	Lead: Manager, Human Resources Strategy; Support: Assistant Manager, Human Resources Operations
ACTION 3: Promote reconciliation through our sphere of influence.		
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2023	Lead: Internal Communications, Manager, Human Resources and Communications; Support: Manager, Human Resources Operations
Communicate our commitment to reconciliation publicly by sharing our RAP on social media, sending it to external stakeholders and providing a template to employees to include a link to the RAP in their signature block.	December 2023	Lead: Editorial and Production Manager, Human Resources and Communications; Support: Manager, Human Resources Operations
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes by examining ways in which we can focus on and contribute to supporting First Nations Australians in the ACMA's areas of responsibility, including through our priority compliance areas in 2023–2024.	December 2024	Lead: Executive Manager, Human Resources and Communications; Support: Manager, Human Resources Operations
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2024	Lead: Executive Manager, Human Resources and Communications; Support: Editorial and Production Manager, Human Resources and Communications

DELIVERABLE	TIMELINE	RESPONSIBILITY
Introduce an ACMA excellence award category to recognise efforts towards reconciliation and provide Indigenous artwork as a prize.	December 2023	Lead: Manager, Human Resources Strategy; Support: Executive Manager, Human Resources and Communications
Seek to modify the ACMA Consumer Consultative Forum's Terms of Reference to ensure that there is always at least one consumer organisation member appointed to specifically represent Aboriginal and Torres Strait Islander consumers.	December 2024	Lead: Manager National Interests; Support: Executive Manager, Human Resources and Communications
Create an intranet page and external page to host the RAP and information relating to its initiatives.	July 2023	Lead: Manager, Human Resources Strategy; Support: Manager, Human Resources Operations
ACTION 4: Promote positive race relations through anti-discrimination strategies.		
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2023	Lead: Manager National Interests; Support: Executive Manager, Human Resources and Communications
Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2023	Lead: Manager, Human Resources Strategy; Support: Manager, Human Resources Operations
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2024	Lead: Manager, Human Resources Strategy; Support: Manager, Human Resources Operations
Educate senior leaders on the effects of racism.	June 2024	Lead: Executive Manager, Human Resources and Communications; Support: Manager, Human Resources Strategy, Manager, Human Resources Operations
ACTION 5: Strengthen the ACMA's Aboriginal and Torres Strait Islander peoples voices.		
Establish a formal ACMA Aboriginal and Torres Strait Islander network or link into the networks of other agencies that may be of a similar size.	December 2023	Lead: Manager, Human Resources Strategy; Support: Internal Communications Manager, Human Resources and Communications
Explore establishing an Aboriginal and Torres Strait Islander Advisory Group or linking into another agency's Advisory Group.	June 2024	Lead: Manager, Human Resources Operations; Support: Executive Manager, Human Resources and Communications
Include consideration of Aboriginal and Torres Strait Islander people's issues (for example an Acknowledgement of Country) and the Reconciliation Action Plan in the ACMA's 2023–2027 corporate plan.	December 2023	Lead: Executive Manager, Human Resources and Communications; Support: Manager, Research, Data, Regulation and Governance



The ACMA is committed to being an employer of choice that respects and celebrates diversity through a rich and inclusive workplace culture. All staff are encouraged to model our organisational value of being curious and questioning to engage with our reconciliation journey and build their knowledge of Aboriginal and Torres Strait Islander cultures and histories. This will help provide an environment where Aboriginal and Torres Strait Islander staff can thrive and be respected for their contributions and perspectives.

Focus area: To facilitate positive relationships with our stakeholders, we need to come from a place of understanding and respect. The initiatives in this section of our RAP will help us achieve this by raising the cultural understanding within our organisation so that we can more effectively engage with First Nations peoples and organisations.

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 6: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.		
Conduct a review of cultural learning needs within our organisation.	July 2024	Lead: Manager, Human Resources Strategy; Support: Manager, Human Resources Operations
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	December 2024	Lead: Editorial and Production Manager, Human Resources and Communications; Support: Manager, Human Resources Strategy
Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2025	Lead: Manager, Human Resources Strategy; Support: Licensing and Compliance Officer, Content Safeguards, Internal Communications Manager, Human Resources and Communications
Provide opportunities for RAP Working Group members, HR Managers and other key leadership staff to participate in formal and structured cultural learning.	December 2023	Lead: Executive Manager, Human Resources and Communications; Support: Manager, Human Resources Strategy
Incorporate Aboriginal and Torres Strait Islander artworks in ACMA offices and explore options to physically embed Aboriginal and Torres Strait Islander artwork and representative elements into new and/or refurbished office spaces.	December 2023	Lead: Manager, Facilities, Procurement and Security; Support: Executive Manager, Human Resources and Communications
Incorporate Aboriginal and Torres Strait Islander artworks on external websites and intranets.	December 2023	Lead: Editorial and Production Manager, Human Resources and Communications, Internal Communications Manager, Human Resources and Communications; Support: Assistant Manager, Human Resources Operations

DELIVERABLE	TIMELINE	RESPONSIBILITY
Implement a process, in consultation with Aboriginal and Torres Strait Islander stakeholders, to give the new Canberra office's meeting rooms Indigenous names.	December 2023	Lead: Manager, Facilities, Procurement and Security; Support: Executive Manager, Human Resources and Communications
Include information about the RAP and cultural competency training in all new staff inductions to demonstrate our commitment to culturally safe work practices.	December 2023	Lead: Manager, Human Resources Strategy; Support: Manager, Human Resources Operations
Provide all staff with formal and structured cultural learning.	June 2024	Lead: Manager, Human Resources Strategy; Support: Manager, Human Resources Operations
ACTION 7: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols for internal and external use.	December 2023	Lead: Internal Communications Manager, Human Resources and Communications; Support: Assistant Manager, Human Resources Operations
Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country for internal and external use.	December 2023	Lead: Internal Communications Manager, Human Resources and Communications; Support: Editorial and Production Manager, Human Resources and Communications, Manager, Human Resources Strategy
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant agency-wide events each year. Significant agency-wide events include important all staff events, particularly in person events and events with external stakeholders.	December 2023	Lead: Executive Manager, Human Resources and Communications; Support: Manager, Human Resources Strategy, Internal Communications Manager, Human Resources and Communications, Editorial and Production Manager, Human Resources and Communications
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and in our offices. This will be guided by the cultural protocol document.	December 2023	Lead: Executive Manager, Human Resources and Communications; Support: Internal Communications Manager, Human Resources and Communications
Provide staff with lanyards and other materials showcasing Aboriginal and Torres Strait Islander artworks and standard wording to be used for an Acknowledgement of Country.	December 2023	Lead: Manager, Human Resources Strategy; Support: HR Officer, Human Resources and Communications

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 8: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023 and 2024	Lead: Manager, Human Resources Operations; Support: Executive Manager, Human Resources and Communications
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024, 2025	Lead: Manager, Human Resources Operations; Support: HR Contractor, Human Resources and Communications, Executive Manager, Human Resources and Communications
Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023 and 2024	Lead: Internal Communications Manager, Human Resources and Communications; Support: Manager, Human Resources Strategy



Opportunities

The ACMA will be purposeful in focusing on employment attraction, development, and retention opportunities for Aboriginal and Torres Strait Islander peoples and for increased partnership with Aboriginal and Torres Strait Islander stakeholders. This will help our employee profile reflect the cultural diversity of our stakeholders and widen our sphere of influence to identify more opportunities to undertake our role more effectively.

Focus area: Through relationships and respect, the ACMA has an opportunity to increase its efficacy as Australia's communications and media regulator by better connecting to and servicing its stakeholders. The opportunities domain supports this direction through its focus on raising the Aboriginal and Torres Strait Islander peoples' representation within the ACMA employee profile. This has cyclical benefits that flow through to benefit relationships with external First Nations stakeholders and improving this profile will be an area of focus for this RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 9: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.		
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2023	Lead: Manager, Human Resources Operations; Support: Manager, Human Resources Strategy
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	June 2024	Lead: Manager, Human Resources Operations; Support: Internal Communications Manager, Human Resources and Communications
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	December 2024	Lead: Manager, Human Resources Operations; Support: Executive Manager, Human Resources and Communications
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January 2025	Lead: Manager, Human Resources Operations; Support: HR Officer, Human Resources and Communications
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2024	Lead: Manager, Human Resources Operations; Support: HR Contractor, Human Resources and Communications
Review and refine onboarding of Aboriginal and Torres Strait Islander staff to improve levels of cultural safety.	January 2025	Lead: Manager, Human Resources Operations; Support: Executive Manager, Human Resources and Communications
Capture diversity information for contractors by adding an opt-in function in Employee Self Service to enable contractors to add diversity information.	December 2024	Lead: Manager, Human Resources Strategy; Support: Manager, Human Resources Operations

DELIVERABLE	TIMELINE	RESPONSIBILITY
Begin participating in employment programs specifically designed to create job opportunities for Aboriginal and Torres Strait Islander peoples as business as usual through targeted affirmative measure rounds, career trackers and engaging Indigenous-owned recruitment companies.	December 2024	Lead: Manager, Human Resources Operations; Support: Executive Manager, Human Resources and Communications
Identify potential secondments/interchanges to and/or from partner organisations by identifying First Nations specific roles (identified and/or affirmative measure) and running expression of interest rounds targeted at specific employees.	December 2024	Lead: Manager, Human Resources Operations; Support: Executive Manager, Human Resources and Communications
Implement enhancements to HR policy and processes to support First Nations employees through enhanced study assistance for Aboriginal and Torres Strait Islander studies.	June 2024	Lead: Manager, Human Resources Operations; Support: HR Contractor, Human Resources and Communications
Implement enhancements to HR policy and processes to support First Nations employees through enhanced ceremonial leave, bereavement leave and Indigenous Community Volunteer leave.	December 2024	Lead: Manager, Human Resources Operations; Support: HR Contractor, Human Resources and Communications, Executive Manager, Human Resources and Communications
Implement enhancements to HR recruitment policy and processes to establish dedicated affirmative measures recruitment rounds for Indigenous peoples as business as usual.	June 2025	Lead: Manager, Human Resources and Communications; Support: Executive Manager, Human Resources and Communications
ACTION 10: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2024	Lead: Manager, Facilities, Procurement and Security; Support: Assistant Manager, Human Resources Operations
Explore viability of Supply Nation corporate membership.	December 2023	Lead: Manager, Finance Reporting and Operations; Support: Manager, Human Resources Operations
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2023	Lead: Manager, Facilities, Procurement and Security; Support: Manager, Human Resources Operations, Internal Communications Manager, Human Resources and Communications
Review and update procurement practices to remove any potential barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2024	Lead: Manager, Facilities, Procurement and Security; Support: Manager, Human Resources Operations
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2025	Lead: Manager, Finance Reporting and Operations; Support: Manager, Human Resources Operations

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 11: Establish and maintain an effective RAP Working Group to drive governance of the RAP.		
Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	March, June, September and December 2023, 2024 and 2025	Lead: Manager, Human Resources Operations; Support: Executive Manager, Human Resources and Communications
Establish and apply a Terms of Reference for the RAP Working Group.	December 2023	Lead: Executive Manager, Human Resources and Communications; Support: Manager, Human Resources Operations
Meet at least four times per year to drive and monitor RAP implementation.	March, June, September and December 2023, 2024 and 2025	Lead: Executive Manager, Human Resources and Communications; Support: Manager, Human Resources Operations
ACTION 12: Provide appropriate support for effective implementation of RAP commitments.		
Define resource needs for RAP implementation.	July 2023	Lead: Executive Manager, Human Resources and Communications; Support: Manager, Human Resources Operations
Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2023	Lead: Executive Manager, Human Resources and Communications; Support: Manager, Human Resources Operations, Internal Communications Manager, Human Resources and Communications
Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2023	Lead: Manager, Human Resources Operations; Support: Executive Manager, Human Resources and Communications
Appoint and maintain an internal RAP Champion from senior management.	July 2023	Lead: Executive Manager, Human Resources and Communications; Support: Manager, Human Resources Operations

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 13: Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.		
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.	June annually	Lead: Manager, Human Resources Operations; Support: Assistant Manager, Human Resources Operations
Request our unique link to access the annual RAP Impact Measurement Questionnaire.	1 August, annually	Lead: Manager, Human Resources Operations; Support: Assistant Manager, Human Resources Operations
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Lead: Manager, Human Resources Operations; Support: Executive Manager, Human Resources and Communications
Report RAP progress to all staff and senior leaders quarterly.	March, June, September and December 2023, 2024 and 2025	Lead: Executive Manager, Human Resources and Communications; Support: Internal Communications Manager, Human Resources and Communications
Publicly report our RAP achievements, challenges and learnings, annually.	July 2024 and 2025	Lead: Executive Manager, Human Resources and Communications; Support: Editorial and Production Manager, Human Resources and Communications
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Lead: Manager, Human Resources Operations; Support: Assistant Manager, Human Resources Operations
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2025	Lead: Executive Manager, Human Resources and Communications; Support: Manager, Human Resources Operations
ACTION 14: Continue our reconciliation journey by developing our next RAP.		
Register via Reconciliation Australia's website to begin developing our next RAP.	January 2025	Lead: Manager, Human Resources Operations; Support: Assistant Manager, Human Resources Operations

About the artist: Amy Allerton

Amy Allerton is the founder and Director of Indigico Creative, a graphic designer, photographer and contemporary Aboriginal artist. Amy is a Gumbaynggirr and Bundjalung woman whose family's traditional land is located in the Clarence Valley in a rural area called Cangai in NSW. Amy's identity is strongly grounded in Gomerioi culture, history, dreaming, art and language having been born and raised in Tamworth, NSW, where she still lives with her husband and two children.

Amy first started her business journey as a graphic designer in 2014 and has since been collaborating with businesses and partnering with communities Australia-wide to creatively communicate the stories that bring us together. After reconnecting with her artistic roots, Amy merged her skills in digital communication design with her art expression to deliver a modern approach to Aboriginal storytelling in the form of digital art. Amy's artworks are an extension from her journey of exploring her own cultural identity, bringing her unique ability to speak in colour and imagery to create visual representations of the journeys and values of organisations and communities.





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