

# INNOVATE RECONCILIATION ACTION PLAN



AUSTRALIAN  
**CRIMINAL  
INTELLIGENCE  
COMMISSION**

FEBRUARY 2018–DECEMBER 2020



RECONCILIATION  
ACTION PLAN

**INNOVATE**



## ACKNOWLEDGEMENT OF COUNTRY AND TRADITIONAL OWNERS

The Australian Criminal Intelligence Commission (ACIC) would like to acknowledge the Traditional Owners and custodians of this land. We pay our respects to their Elders both past and present and acknowledge their continuing culture in our country. We would also like to acknowledge our Aboriginal and Torres Strait Islander employees.



## OUR ARTWORK

Our beautiful Reconciliation Action Plan (RAP) artwork aligns with our agency's mission to *make Australia safer through improved national ability to discover, understand and respond to current and emerging crime threats and criminal justice issues, including the ability to connect police and law enforcement to essential policing knowledge and information.*

The artist was commissioned to create a piece of work which encompassed the connections of information that flows in and out of our agency.

The artwork reflects our commitment to fostering relationships, opportunities and reconciliation between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander peoples. The central circle represents the ACIC and the four other large circles represent the stakeholder engagement and outreach the agency undertakes—covering four directions of north, east, south and west. The central circle is connected to each of these four circles and the wavy lines indicate that at times, communication and external stakeholder engagement is not straightforward. There are a number of half circles which represent the protection provided to society at large through the business this agency undertakes. This protection covers the ACIC's outreach to the four directions.

The two half circles with a line in the middle represent how we engage and communicate internally and externally. The five large circles also represent the Five Eyes intelligence community of Australia, Canada, New Zealand, the United Kingdom and the United States. The surrounding circles and lines represent the wider population and key law enforcement agencies internationally and the overall business of the ACIC.

### The artist—James Baban

James is an Aboriginal man born in Darwin in the Northern Territory (NT). His mother's country is Mutburra/Tjingili (NT), his father's country is Limingan (NT) and his skin name is Janama.

James has been walking his spiritual and artistic path since 1986. He predominantly paints using a dot style which he inherited from his mother's country. His artwork often displays a one dimensional painting with three dimensional animals.

Inspiration for James' art is received from insights and experiences from his own personal spiritual journey, Aboriginal culture and the many wonderful plants and animals of the nature kingdom. All of his art emanates healing energies as each painting has been blessed by his totem animals, spirit helpers and the Creator. Many of these works are specifically purchased for their healing qualities.

James Baban,  
the artist.





## OUR COMMITMENT

Our commitment is to build on our diverse and talented teams, which are dedicated to delivering innovative solutions to achieve our vision of a safer Australia that is better connected, informed and capable of responding to crime and criminal justice issues. Our RAP complements how we currently do business and what we plan to achieve in the future.

Diversity is a key driver of innovation, which is critical when responding to crime impacting Australia. We are committed to creating an environment where everyone feels respected, valued and empowered to be themselves and bring their best self to work—an inclusive, equitable and accessible workplace that reflects the Australian community.

## FOREWORD

We are delighted to present our 'Innovate' Reconciliation Action Plan for the Australian Criminal Intelligence Commission.

The RAP acknowledges what our agency will do to achieve real and sustainable outcomes for all our employees, including Aboriginal and Torres Strait Islander peoples.

Our agency recognises that many Aboriginal and Torres Strait Islander peoples still experience unacceptable disadvantages in living standards, life expectancy, education, health and employment in comparison to the average Australian. We are committed to addressing this imbalance, as well as progressing reconciliation between Aboriginal and Torres Strait Islander groups and non-Indigenous Australians through our implementation of the RAP.

As Chief Executive Officer, Indigenous Champion and Deputy Indigenous Champion we will work closely with our RAP working group to promote and support cultural understanding and respect in our workplace and oversee the implementation of the RAP.

Through our RAP, we will put in place new practices that foster respectful and productive relationships with Aboriginal and Torres Strait Islander peoples in all aspects of our business. We will continue to provide access to employment opportunities and support, and encourage Indigenous employees in their development and contribution to our agency. We will focus on enhancing the level of awareness and acknowledgement of Indigenous peoples and culture across our agency, with a goal that all employees will understand and appreciate the contribution that Aboriginal and Torres Strait Islanders make to our community and the safety of Australia.

We encourage all employees to participate in the implementation of our RAP and thank everyone involved in its development.



**Michael Phelan APM**

Chief Executive Officer  
Australian Criminal Intelligence Commission

**David Richardson**  
Indigenous Champion  
State Manager Northern Territory

**Nick Wolanin**  
Deputy Indigenous Champion  
National Manager Operational Capability





## A MESSAGE FROM THE INDIGENOUS CHAMPION DAVID RICHARDSON

Reconciliation for me is about restoring respect, equity and dignity to all Aboriginal and Torres Strait Islander people of this country. As the Indigenous Champion, I implore all employees to ensure our agency genuinely engages, supports and encourages the involvement of Aboriginal and Torres Strait Islander people. We can work as one to achieve our aim of protecting Australia.



## A MESSAGE FROM THE DEPUTY INDIGENOUS CHAMPION NICK WOLANIN

My personal goal as Deputy Indigenous Champion is to help make the ACIC workplace more welcoming for Indigenous colleagues. We should continue to work toward an ever more welcoming workplace for our Indigenous colleagues because that's our obligation as citizens to our sisters and brothers. No one has to bear personal responsibility for the deeds of generations past but we all bear the responsibility to make the future right.

## OUR RECONCILIATION VISION

Our vision for reconciliation is a nation where everyone feels welcomed, recognised for their diverse backgrounds and provided equal opportunities for themselves, families and communities.

We respect, value and celebrate inclusion of our Aboriginal and Torres Strait Islander peoples as the First Australians. We understand, to the best of our ability, their culture, customs and history.

## OUR BUSINESS

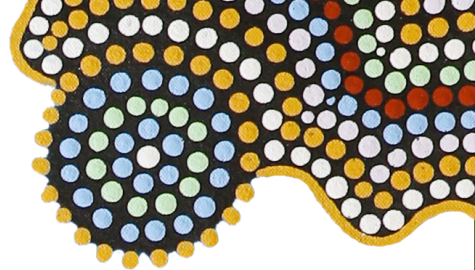
The ACIC was formed to strengthen our response to crime affecting Australia. Through our investigative, research and information delivery services, we work with our law enforcement partners to stop criminals exploiting emerging opportunities and perceived gaps in law enforcement information. We provide specialist advice to government on a range of topics that intersect with organised crime, information sharing for law enforcement as well as criminal justice research.

Our Indigenous Champion, Deputy Champion and RAP working group provide strategic direction and oversight of cultural advice and workplace issues and the working group continue to challenge the ACIC to continually review and improve processes for creating an inclusive and accessible organisational culture for everyone to enjoy. Our members come from across the ACIC business with the Diversity team providing secretariat and program implementation assistance.

The ACIC employs over 800 employees and statutory office holders supplemented by 218 secondees from Commonwealth, state and territory law enforcement agencies. We have 11 employees who identify as Aboriginal and/or Torres Strait Islander.

The ACIC participates in the Indigenous Australian Government Development Program (IAGDP) facilitated by the Australian Public Service Commission (APSC). We have had eight employees participate in the program. Of those, six people are still employed with the ACIC.





## OUR RECONCILIATION ACTION PLAN 2018–20

Through our *Reconciliation Action Plan 2018–2020*, we will make a meaningful contribution to reconciliation with practical actions and goals to drive greater equality and understanding of Aboriginal and Torres Strait Islander culture. We recognise Aboriginal and Torres Strait Islander history and cultures are inseparable from Australia's collective history and culture and are something we can all be proud of and celebrate.

State Manager Northern Territory Operations Mr David Richardson is our Indigenous Champion and represents our agency at the Australian Public Service Indigenous Champions forums. Mr Richardson works with our Deputy Champion, National Manager Operational Capability Mr Nick Wolanin to actively promote reconciliation within our agency and works closely with the RAP working group and Diversity team to ensure our agency is an employer of choice for Aboriginal and Torres Strait Islander peoples. We would also like to acknowledge the wonderful work of the previous Indigenous Champion, Mr Charlie Carver, who played a key role in development of this RAP.

Our RAP is our commitment to building relationships with, and providing opportunities for, Aboriginal and Torres Strait Islander employees, and the broader community. We are dedicated to developing mutual respect between Indigenous and non-Indigenous employees through a work environment which challenges perceptions, assumptions and beliefs—together we will embrace a respectful and cultural journey together.

Our RAP has been developed by the RAP working group, which is made up of Indigenous and non-Indigenous employees from across Australia with a diverse mix of both professional and personal experience. Members have a strong interest in reconciliation and how it can be a positive force for changing the culture, work practices and core business of our organisation. New employees are invited to join, and membership continues to be reviewed every 12 months, ensuring the working group has new ideas as well as continuity.

Under the leadership and guidance of our Executive and Indigenous Champions, the RAP working group continue to achieve results in our journey to reconciliation. Our previous achievements include:

- implementing protocols for Welcome and Acknowledgement of Country
- commissioning ACIC specific Aboriginal and Torres Strait Islander artwork
- arranging for the Aboriginal, Torres Strait Islander and Australian flags to be displayed in all offices
- hosting events across our offices to recognise NAIDOC and National Reconciliation Week and providing opportunities for all employees to participate through the provision of miscellaneous leave with pay
- facilitating the secondment of employees through the Jawun APS Secondment Program
- supporting Indigenous Australian Government Development Program candidates into our workforce.

Development of this RAP would not have been possible without contributions from our former and current Indigenous Champions, RAP working group, Diversity team and Reconciliation Australia.



Melissa



## MY RAP STORY—AYSHA

Quandamooka woman from Minjerribah (Stradbroke Island) and Moorgumpin (Moreton Island)

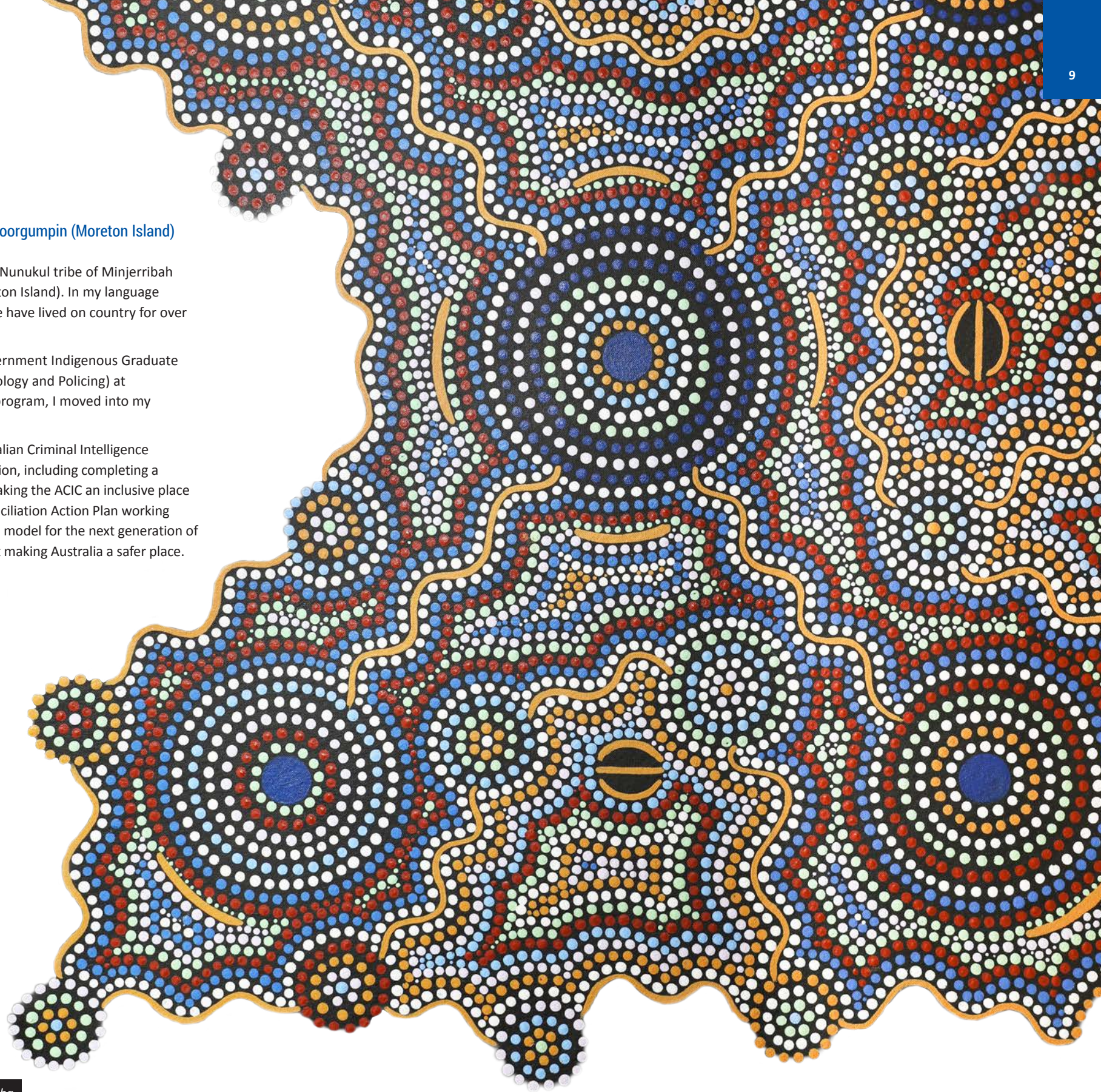
My name is Aysha and I am a proud Quandamooka woman from the Nunukul tribe of Minjerribah (North Stradbroke Island) and the Ngugi tribe of Moorgumpin (Moreton Island). In my language 'Jandai', Quandamooka means people of the land and sea. My people have lived on country for over 25,000 years and continue to share our rich culture.

I started working for the agency in 2016 through the Australian Government Indigenous Graduate Recruitment Program after completing a Bachelor of Justice (Criminology and Policing) at Queensland University of Technology. Shortly after completing this program, I moved into my current role in cybercrime.

The continued support and opportunities I have received at the Australian Criminal Intelligence Commission have significantly enhanced my skills and career progression, including completing a Certificate IV in Indigenous Leadership. I am proud to contribute to making the ACIC an inclusive place for Aboriginal and Torres Strait Islander people by sitting on the Reconciliation Action Plan working group. As an Indigenous employee in the ACIC, I also hope to be a role model for the next generation of Aboriginal and Torres Strait Islander leaders who are passionate about making Australia a safer place.



Aysha





## RELATIONSHIPS

We will continue to build lasting relationships with Aboriginal and Torres Strait Islander peoples based on trust, respect and understanding of their culture and history. We will foster our relationships and pursue open dialogue to listen, learn and deliver on our commitments to strengthen our response to crime affecting Australia.

Action	Responsibility	Timeline	Target
1. Oversee the implementation, promotion, monitoring and reporting of our Reconciliation Action Plan.	CEO	December 2020	The working group oversees the development, endorsement and launch of our RAP 2019–2020.
	Chair		
	RAP working group	Quarterly 2018–2020	Implementation progress reports provided to the ACIC executives and the Diversity and Inclusion Sub Committee.
	Chair		
	RAP working group	Monthly February 2018–December 2020	RAP working group meet monthly via video conference to discuss and develop inclusive and culturally appropriate strategies, initiatives and programs.
	Chair		Provide adequate resources and secretariat support to the RAP working group.
	RAP working group		All Aboriginal and Torres Strait Islander employees are invited to participate in RAP working group with a focus on seeking participation from employees in Adelaide, Perth and Hobart.
	Team Leader Diversity		Establish terms of reference for the RAP working group.
2. Continue to promote our Reconciliation Action Plan to our stakeholders and provide guidance to employees about how they can participate.	Chair	Monthly February 2018–December 2020	Develop a communication plan for the RAP launch which includes a CEO message and intranet page. The intranet page will include:
	RAP working group		
	Team Leader Diversity		
	Communication and Media		
	CEO	February 2018–December 2020	<ul style="list-style-type: none"> <li>employee stories</li> <li>news and success stories</li> <li>promote upcoming events</li> <li>RAP progress</li> <li>RAP meeting agenda and minutes</li> <li>other relevant communication.</li> </ul>
	Indigenous Champions		
	Chair		
	RAP working group		
	Team Leader Diversity	May 2018–May 2020	Promote reconciliation through ongoing active stakeholder engagement.
			Engage speakers to discuss reconciliation topics and actions for significant events.

Action	Responsibility	Timeline	Target
3. Celebrate and promote National Reconciliation Week by providing opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships.	Chair	May 2018–June 2020	Promote and celebrate a minimum of one internal event to recognise National Reconciliation Week.
	RAP working group		Register all National Reconciliation Week events via the Reconciliation Australia Website as private.
	Team Leader Diversity		Promote and support an external National Reconciliation Week event and encourage RAP working group members to participate in external events.
4. Encourage attendance at APS wide Aboriginal and Torres Strait Islander initiatives.	RAP working group	June 2018–June 2020	Monitor, advertise and inform employees of APS Aboriginal and Torres Strait Islander events—monitor employee attendance.
	Team Leader Diversity	February 2018–December 2020	Monitor and advertise new APS programs as outlined in the APSC Indigenous Employment Program.
5. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes internally and externally.	RAP working group	March 2018–December 2020	Meet with local Aboriginal and Torres Strait Islander stakeholders to develop guiding principles.
	Team Leader Learning and Development		
	Communication and Media		
6. Participate in Aboriginal and Torres Strait Islander immersion secondment opportunities available to APS employees such as the Jawun program.	Team Leader Learning and Development	February 2018–September 2020	Continue to participate in the Jawun APS Secondment Program.
	Team Leader Diversity		Promote participants' stories and benefits of the program to the agency.





Damien, Melissa and Aysha



## RESPECT

We foster a supportive, respectful and inclusive workplace environment where all employees have an opportunity to gain an understanding of and celebrate the heritage, values and beliefs of Aboriginal and Torres Strait Islander people.

Action	Responsibility	Timeline	Target
1. Engage employees in understanding and active use of the Acknowledgement of Country and Welcome to Country ceremonies to ensure there is shared meaning behind the ceremonies.	Chair RAP working group	October 2018–December 2020	Include communication protocols and guidelines on Acknowledgement of Country and Welcome to Country ceremonies at meetings and events.
	National Manager People Security and Integrity	November 2018	Brief the Executive Leadership Group on their responsibilities and encourage use of the Acknowledgement of Country at the commencement of meetings with external representation.
	Team Leader Diversity Communication and Media	February 2018	Include an Acknowledgement of Country at the commencement of all important internal and external meetings. Add an Acknowledgement of Country to meeting templates where available.
	Chair RAP working group Communication and Media	February, June, July and August 2018–2020	Publish news articles on the intranet explaining Acknowledgement of Country and Welcome to Country ceremonies protocols.
		May 2018	Communicate the ACIC endorsed Acknowledgement of Country to be used by employees in their signature blocks, publications, meetings and events.
		June 2018	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships within the Aboriginal and Torres Strait Islander communities in which we operate.
2. Reflect Aboriginal and Torres Strait Islander cultures in all ACIC premises.	Chair RAP working group Team Leader Diversity	May–July 2018–2020	Invite a Traditional Owner to provide a Welcome to Country at significant events, including internal National Reconciliation Week and NAIDOC events.
	Business Support Chair RAP working group Team Leader Diversity	March 2018	Place all Aboriginal and Torres Strait Islander artwork in prominent locations to celebrate and promote the artists and the artwork story.
	Chair RAP working group Team Leader Business Support	March 2019	Consider naming office meeting rooms as per Aboriginal and Torres Strait Islander cultural protocol. Aboriginal, Torres Strait Islander and Australian flags are displayed in our offices as per property owner and Business Support protocol.



Action	Responsibility	Timeline	Target
3. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Team Leader Diversity	January 2019	Develop and implement a cultural awareness training strategy for employees which defines cultural learning needs in all areas of our business.
	Team Leader Learning and Development		Consider various cultural learning platforms most suitable to our workplace: online, face to face workshops or cultural immersion.
			Investigate local cultural experiences and immersion opportunities.
			Collaborate with other APS agencies on training opportunities.
	Team Leader Diversity		Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.
	Team Leader Learning and Development		
4. Provide opportunities for our Aboriginal and Torres Strait Islander employees to engage with their culture and community through NAIDOC Week events.	RAP working group	February 2019	Build cultural capability of ACIC managers and employees by promoting and creating culturally appropriate support tools and programs to assist development of our Aboriginal or Torres Strait Islander employees.
	Team Leader Diversity		
	Team Leader Diversity	February 2019	Provide opportunities for our RAP working group, Indigenous Champions, HR Managers and other key members of the leadership team to participate in cultural training.
	Team Leader Learning and Development		
	Team Leader Diversity	June 2019	Report on employees' completion of cultural awareness eLearning program and attendance.
	Team Leader Learning and Development		
	Team Leader Diversity	April–July 2018–2020	Promote opportunities for all employees to participate in local NAIDOC Week events and encourage them to use up to one day of miscellaneous leave with pay.
	Manager People Operations		
	Team Leader Diversity		Provide advice for managers on the use of the one day of miscellaneous leave with pay provision for employees to attend NAIDOC Week events.
	Manager People Operations		
	Team Leader Diversity	June–July 2018–2020	Review HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week.
	Manager People Operations		
	Team Leader Diversity		Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week.
	Manager People Operations		



Aysha



## OPPORTUNITIES

Providing employment opportunities for Aboriginal and Torres Strait Islander people enables our agency to develop a greater understanding of Indigenous peoples and cultures while building a culturally diverse agency.

Action	Responsibility	Timeline	Target
1. Investigate opportunities to increase Aboriginal and Torres Strait Islander employment outcomes.	Team Leader Diversity	Annually February 2018–2020	Develop a statement to be placed on recruitment advertisements that encourages Aboriginal and Torres Strait Islander people to apply for positions in our agency. Include information on IAGDP.
	Team Leader Diversity	June 2018–2020	Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy.
	Team Leader Recruitment		Engage with existing Aboriginal and Torres Strait Islander employees to consult on employment strategies, including professional development.
			Investigate how and where to advertise all vacancies in Aboriginal and Torres Strait Islander media, email networks through RAP working group members and appropriate organisations
			Collect information on our Aboriginal and Torres Strait Islander employees to inform future employment opportunities and initiatives.
	Team Leader Diversity	May–July 2018–2020	Identify and participate in Aboriginal and Torres Strait Islander recruitment networking opportunities—including events at Indigenous student hubs at local universities and education institutes—to promote entry pathways into the ACIC.
	Team Leader Diversity Team Leader Recruitment	June 2018–2020	Explore Aboriginal and Torres Strait Islander identified secondment or temporary transfer options including programs as outlined in the APSC Indigenous Employment Program.

Action	Responsibility	Timeline	Target
2. Participate in Aboriginal and Torres Strait Islander entry level programs including the Indigenous Australian Government Development Program and Indigenous Graduate Program.	Team Leader Diversity	February 2018–2020	Attract IAGDP participant/s each year (subject to available candidate numbers and suitability for engagement).
	Team Leader Recruitment		
	Team Leader Diversity Team Leader Recruitment	September 2018–2020	Recruit Indigenous graduates through the APSC Indigenous Graduate Program each year (subject to available candidate numbers and suitability for engagement).
3. Revise and consider diversity suppliers to include Aboriginal and Torres Strait Islander business providers.	Team Leader Diversity Team Leader Procurement	February 2018–2020	Continue Supply Nation membership to ensure direct purchasing between corporate Australia, Government agencies and Aboriginal and Torres Strait Islander owned businesses.
			Communicate Supply Nation membership to employees when procuring goods and services.
	Team Leader Diversity Team Leader Procurement	Annually May 2018–2020	Review and update current procurement processes to consider Aboriginal and Torres Strait Islander businesses.
	Team Leader Diversity Team Leader Procurement	May 2018–2020	Develop at least one commercial relationship with an Aboriginal or Torres Strait Islander business.





## CELEBRATING OUR ACHIEVEMENTS

The RAP working group will, in conjunction with the People, Security and Integrity Branch and the Indigenous Champion and Deputy Champion, monitor, promote and recognise implementation of the RAP outcomes.

Action	Responsibility	Timeline	Target
1. Review, refresh and update RAP.	Chair RAP working group Team Leader Diversity	January 2020	Liaise with Reconciliation Australia to develop a new RAP based on lessons, challenges and achievements.
	Team Leader Diversity	April–May 2020	Send RAP to Reconciliation Australia for review, feedback and formal endorsement.
2. Report RAP achievements, challenges and outcomes.	National Manager People, Security and Integrity	December 2018–2020	Report internally and externally on the RAP. <ul style="list-style-type: none"> <li>■ RAP progress is reported in the RAP Impact Measurement Questionnaire by 30 September each year.</li> <li>■ Investigate participating in the RAP Barometer.</li> <li>■ Report to relevant committees, Senior Executive and employees.</li> </ul>
	Chair RAP working group Team Leader Diversity	August 2018–2020 May 2018–2020 June 2018–2020	
3. Annual review of RAP.	Chair RAP working group	Annually June 2018–2020	Provide details of the RAP progress and achievements through news stories on the intranet at least once annually or as required.
	Chair RAP working group	March 2018–2020	Identify new reconciliation initiatives, and any opportunities to improve existing initiatives to include in future RAPs if required.

## CONTACT

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The Australian Criminal Intelligence Commission connects, discovers and understands to improve the national ability to respond to crime and criminal justice issues impacting Australia.

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