



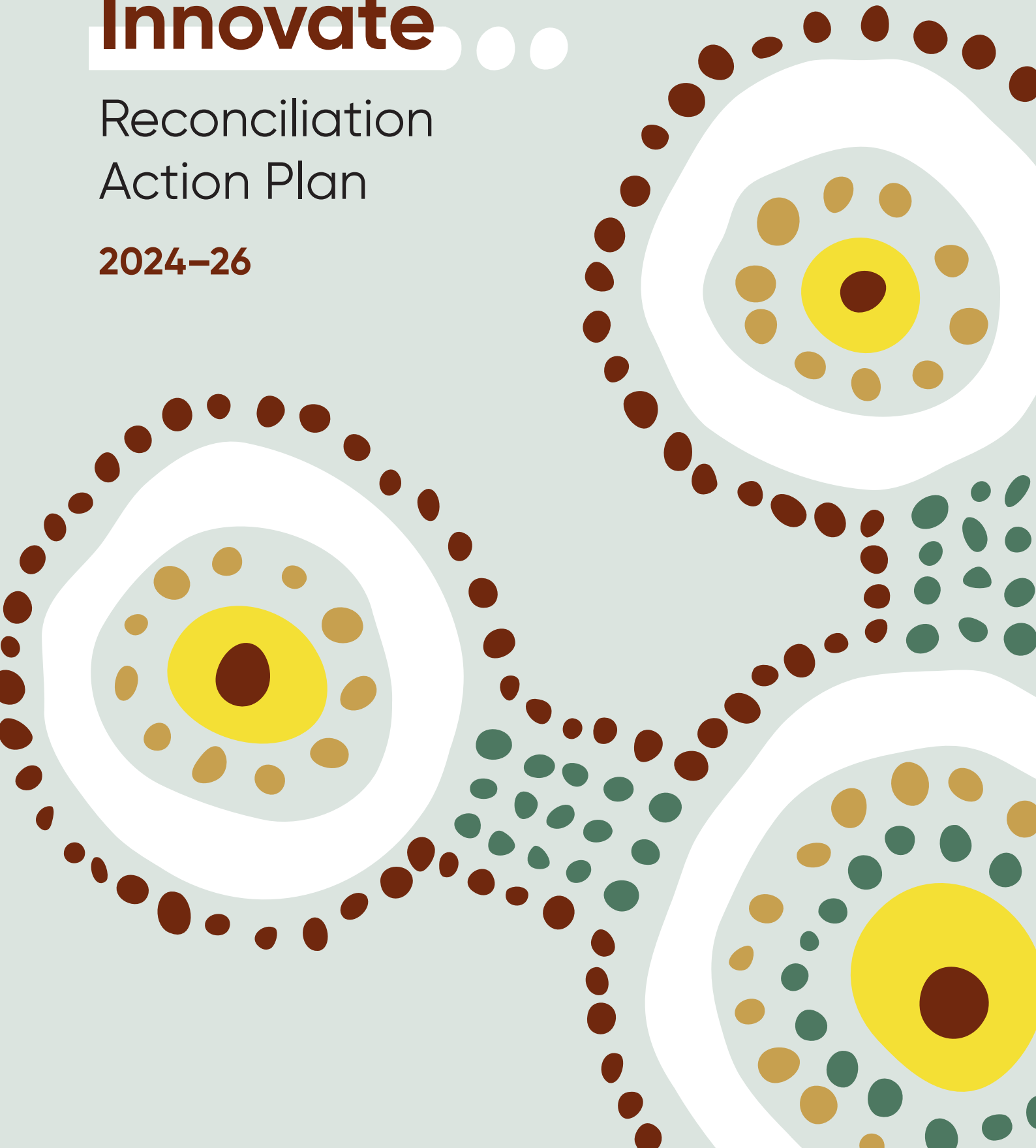
Australian Government
The Treasury



Innovate

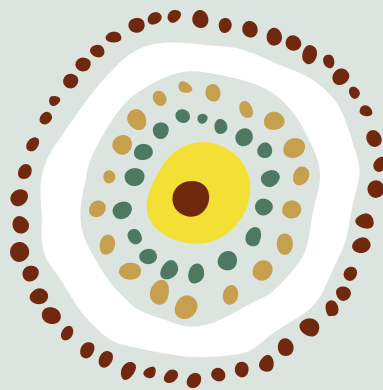
Reconciliation
Action Plan

2024-26



In the spirit of reconciliation, the Treasury acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

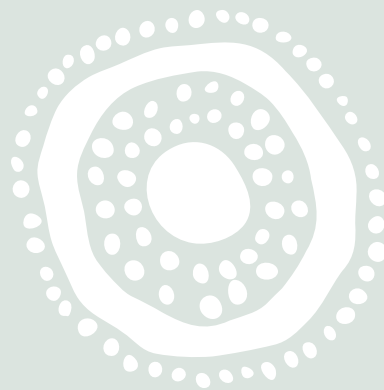


Artwork acknowledgement

During NAIDOC Week 2018, Treasury employees participated in an Indigenous Art workshop run by Linda Huddlestone and Lyn Talbot from the Burrunju Aboriginal Corporation in Canberra. The artwork symbolises the Treasury's Reconciliation Journey, National Sorry Day and Treasury's head office in Canberra. The illustrations throughout this document have been generated from this artwork.

Treasury's vision for reconciliation

Our vision is for an Australia that embraces the unique places, cultures and histories of Aboriginal and Torres Strait Islander peoples and their contribution to our social and economic wellbeing.



We will continue to achieve this through deepening our understanding within Treasury of Aboriginal and Torres Strait Islander peoples, and by broadening our engagement with other Government departments, the private sector and community.

In Treasury we will encourage the reconciliation journeys of our people, value and acknowledge the contributions of our Aboriginal and Torres Strait Islander staff and embed principles that value inclusion, diversity and respect.

Contents

Reconciliation Australia CEO Statement	2
Message from the Secretary	4
Message from the Indigenous Champion	5
Our purpose	6
Our business.....	6
Our Reconciliation Action Plan.....	8
Our Reconciliation Action Plan committee.....	10
Accountabilities.....	11
Relationships.....	12
Respect.....	15
Opportunities.....	18
Governance and reporting.....	21



Wiradjuri Echoes dancers perform as part of NAIDOC Week celebrations in Canberra, 2023

Reconciliation Australia CEO Statement

Reconciliation Australia commends the Treasury on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Department of the Treasury continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

Wiradjuri Echoes perform a smoking ceremony for Treasury staff as part of NAIDOC Week celebrations in Canberra, 2023





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



An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that the Department of the Treasury will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the Department of the Treasury using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for the Department of the Treasury to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, the Department of the Treasury will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of the Department of the Treasury's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Department of the Treasury on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Message from the Secretary

I am proud to present Treasury’s ‘Innovate’ Reconciliation Action Plan (RAP) 2024–26, as an opportunity to further embed reconciliation in our work and deepen Treasury’s engagement and influence in policy work that makes a difference to First Nations people. This plan has partnership at its core, promotes inclusive principles and further builds on our commitment to reconciliation. Through this plan we strive to listen, understand and value First Nations people within our workforce, the Australian community and in the work we do.

To achieve our vision for reconciliation, we are strengthening our relationships with First Nations stakeholders, actively engaging in policy to strengthen First Nations economic outcomes and influencing our stakeholders to achieve positive outcomes for all First Nations people. Our plan supports a cultural shift to have First Nations considerations present in our everyday work, building economic self-determination and prosperity for First Nations people.

“
We have gained momentum as a result of past RAP initiatives, but there is more work to do.
”

Our successes so far include celebrations of NAIDOC Week, recognition and participation in National Reconciliation Week events, involvement in the JAWUN secondment program and progress of policy to improve First Nations economic outcomes. Working together on this RAP, building on our earlier achievements, will create an environment in which our reconciliation actions can flourish.



Recognising the contribution of Aboriginal and Torres Strait Islander people is fundamental to reconciliation. I encourage everyone to discover and embrace the actions that we, as individuals, teams, and a department, can contribute to meaningful change. Each of us can play our part by building and maintaining respectful relationships with First Nations people and stakeholders, listening and working to understand First Nations perspectives and factoring these into our policy advice to the Government.

This Treasury RAP exists due to the hard work, dedication and leadership of our RAP Committee, its working groups, Treasury’s Indigenous Employee Network and our Indigenous Champion, Deputy Secretary Sam Reinhardt. They have made an enduring contribution to reconciliation in Treasury that will benefit all staff, stakeholders and future policy outcomes.

By working together to implement this RAP, we strengthen our commitment to reconciliation with First Nations people and work to embed First Nations perspectives in all that we do.

Steven Kennedy
Treasury Secretary

Message from the Indigenous Champion

As Treasury's Indigenous Champion and Deputy Secretary of Fiscal Group, I am proud of the progress achieved in Treasury's reconciliation journey and the delivery of our Innovate Reconciliation Action Plan (RAP) 2024–26. Extending economic opportunities to Aboriginal and Torres Strait Islander peoples is a core objective of Treasury, and we strive to create a safe and inclusive workplace for our First Nations staff and embed consideration of First Nations issues in our advice to Government.

This two-year plan reiterates our commitment to reconciliation. This is Treasury's third Innovate RAP, and we are well-equipped to achieve the goals in our RAP. We will leverage past experience to meet ambitious 'Stretch' deliverables to progress to the next RAP level.

Our vision for this plan is to develop, maintain and strengthen our relationships with First Nations communities, staff and stakeholders to ensure First Nations considerations are incorporated in our workplace and fiscal policy. We embed our cultural awareness in our relationships with other Government agencies and stakeholders and share our knowledge to enhance consideration of culture when developing policy and advice.

We actively ensure Treasury is an inclusive workforce where First Nations staff are free from discrimination and contribute to policy discussions that affect them most. We also engage with our First Nations staff to deliver tangible achievements within our Department, marking significant anniversaries and offering cultural learning opportunities for Treasury staff, making us an employer of choice.

This is an exciting time in our reconciliation journey. The Treasury community, including Treasury Executives, the Reconciliation Action Plan Committee and the Indigenous Employee Network will advance our commitment to embed reconciliation and inclusive policy.

Sam Reinhardt
The Treasury Indigenous Champion



The plan will support Treasury to deliver on our responsibility to nurture a culturally capable workforce that celebrates Aboriginal and Torres Strait Islander cultures and their continuing connection to land, sea and waterways.

Our purpose

We provide advice to the Government and implement policies and programs to achieve strong and sustainable economic and fiscal outcomes for Australians.

Our business

Treasury is the lead economic advisor to the Australian Government.

Treasury provides advice and implements policies and programs, and is currently divided into groups covering fiscal, macroeconomic, markets and revenue policy, international engagement and foreign investment, small business and housing policy, and corporate and legal services.

Through these groups we provide advice on the full range of policies developed across Government which draws on a whole-of-economy view.

Treasury has unique opportunities to provide advice and analysis to strengthen outcomes and align whole-of-government efforts with the Government’s objectives, including in progressing the economic development and outcomes for Indigenous Australians. The Budget, the Intergenerational Report and White Papers, such as the 2023 Employment White Paper, are examples of such opportunities.

Successful delivery of our purpose relies on our capable and professional workforce; and Treasury is committed to investing in our people and supporting their wellbeing.



**Treasury Indigenous Champion
Sam Reinhardt with recipients of
the NAIDOC Spirit Award, 2023**

Treasury remains committed to inclusion and diversity, and the breadth of the work undertaken by Treasury means our approach, advice and analysis is strengthened through this commitment.

We believe a diverse and inclusive workforce can harness the unique skills, attributes and backgrounds of all individuals and teams. It fosters a work environment where there is opportunity for everyone to contribute, participate, and achieve their full potential.

Our Inclusion and Diversity Strategy 2023–2028 outlines our commitment to build on what we've already achieved, embedding inclusion, and cultivating diversity across Treasury. We will do this as we continue to value, respect and celebrate difference.

As at 31 December 2023 Treasury had a total of 1504 staff members. Of this 1.2% identified as Aboriginal or Torres Strait Islander people. The challenges faced by Indigenous Australians require Indigenous-led solutions, so Treasury can ensure this occurs through advice to Government, but also in the development of our Indigenous staff, bringing experience to the work we do every day.

Treasury is in Canberra (Ngunnawal), Melbourne (Kulin), Sydney (Gadigal), and Perth (Whadjuk Nyoongar), with staff representatives located in Washington D.C, London, Paris, New Delhi, Jakarta, Beijing, Tokyo, and Port Moresby.

The breadth of our presence and the scope of the work we undertake means our stakeholder group is broad and diverse including governments, portfolio bodies, other government entities and departments, regulators, industry and communities.

Through our reconciliation efforts and the frameworks Treasury has developed, we continue to extend our engagement with Aboriginal and Torres Strait Islander people, increase our understanding of the challenges and opportunities they face, and align information with Treasury's purpose achieving strong and sustainable economic and fiscal outcomes for all Australians.

Our Reconciliation Action Plan

Reconciliation is based and measured on five dimensions: historical acceptance, race relations, equity and equality, institutional integrity, and unity. The five dimensions of reconciliation has guided the development of the Treasury RAP and will guide its implementation. It aims to set out a clear path toward a just, equitable and reconciled Australian community.

The five dimensions of reconciliation are supported by the pillars of relationships, respect, and opportunities, which sit atop a solid foundation of governance and reporting.

Relationships are at the heart of reconciliation. Building relationships between First Nations people and non-Indigenous Australians is critical to better outcomes for all. Respect enables open-minded dialogue to occur. This dialogue will enable non-Indigenous Australians to better understand the ways of Aboriginal and Torres Strait Islander peoples and their cultures. Without respect, relationships cannot be built. Opportunities to participate are crucial to the well-being of all people. The outcome gaps continue to grow between non-Indigenous and First Nations people due in part to a lack of participation and inclusion. A strong foundation of governance and reporting will support us throughout implementation of our RAP and beyond.



Our professionalism, judgement and expertise help to achieve our goal of developing effective Government policies, programs and regulation that promotes strong and sustainable outcomes.



Treasury's Innovate RAP seeks to align our continued investment in our staff and our purpose, with reconciliation. It builds on our position as a central agency and extends our reconciliation efforts into our sphere of influence to implement policies and regulation that support Australia's economy and national interest.

The RAP includes actions to strengthen capability and accountability across the organisation to ensure that a solid cultural understanding sits behind our efforts, interactions and engagements. This will improve our ability to develop policy advice and analysis that is genuinely understanding of First Nations challenges faced and support positive economic and fiscal policy outcomes for First Nations people and the Australian community more broadly.

Treasury has developed frameworks and tools that support this ambition. This includes the establishment of the First Nations Policy Unit (FNPU) in 2023. The FNPU was an outcome of Treasury's previous RAP and is designed to initiate, sustain, and develop meaningful partnerships with Australian First Nations people.

The FNPU undertakes this through three principal streams:

- Support cultural change and reconciliation across Treasury, including through implementation of the RAP.
- Support efficient and effective Government expenditure on First Nations issues through dedicated central agency advice and functions.
- Promote economic opportunities for First Nations people to support economic self-determination. We do this by identifying policies that assist with addressing Indigenous disadvantage and promote opportunities to progress our obligations under the National Agreement on Closing the Gap.

The FNPU is an essential step in bridging the gap between reconciliation, culture and corporate activities, and policy development. The RAP also includes other actions to strengthen the way in which Treasury goes about its work and embeds reconciliation into our business as usual across the organisation.

To further support reconciliation moving into our business-as-usual functions, additional frameworks and tools have been provided, and will continue to be developed. Those tools provide supports to policy development and include guidance on data and data management to support Indigenous data sovereignty, evaluation of policies and First Nations engagement. The First Nations community of practice is a valuable mechanism for sharing these practices.

Treasury recognises that how we use and implement these frameworks in practice will determine our success. Our RAP reflects these frameworks and tools within its Actions and recognises the broader cultural and capability building required to underpin our reconciliation journey.

Our Reconciliation Action Plan committee

The purpose of the Treasury's Reconciliation Action Plan (RAP) committee is to ensure that the Treasury continues to deliver on its commitments to reconciliation and close the gap between Aboriginal and Torres Strait Islander peoples and the broader community.

The committee manages the overarching governance of the Treasury's RAP and contributes to the development, implementation and reporting phases of the Treasury's RAP.

Membership of the committee is voluntary and open to all staff who have an interest in reconciliation as a positive force for change to the Treasury's culture and work practices.

First Nations experiences, perspectives and voices are essential to reconciliation, and membership is sought from Treasury's the Indigenous Employee Network.

Key committee members are:

- Co-chair (First Nations representative and/or staff representative)
- Ex-officio member (SES Indigenous Champion)
- Ex-officio member (Chair of People and Inclusion Committee representative)
- Ex-officio member (Communication subject matter expert)
- Ex-officio member (Director, First Nations Policy Unit, Secretariat)
- Member (Indigenous Employee Network representative)
- Member (Chief People Officer)
- Member (representative from each Group)
- Member (State Office representative(s))
- Member (Assistant Secretary responsible for the First Nations Policy Unit)

Accountabilities

The RAP was developed by a cross-section of staff from Treasury, including several First Nations staff. Treasury's previous RAP was ambitious and while we achieved some important progress, there is an opportunity to build further on the successes already achieved.

To this end, our 2024–26 RAP strengthens Senior Executive Service (SES) staff responsibility for its deliverables and the overarching governance has also been enhanced. This includes increasing the number of SES representatives on the RAP Committee, ensuring all Groups are represented, and the advent of Group-level implementation committees.

Treasury wishes to progress from an **Innovate** RAP to a **Stretch** RAP from 2027. To realise this ambition, we are working to achieve Stretch targets in areas where Treasury has already successfully achieved the mandatory deliverables at the Innovate level. We have also established our own goals that seek to extend Treasury's reconciliation efforts externally, for example by leaning into our broader networks both within Government and the community to drive more reconciliation-focused efforts.

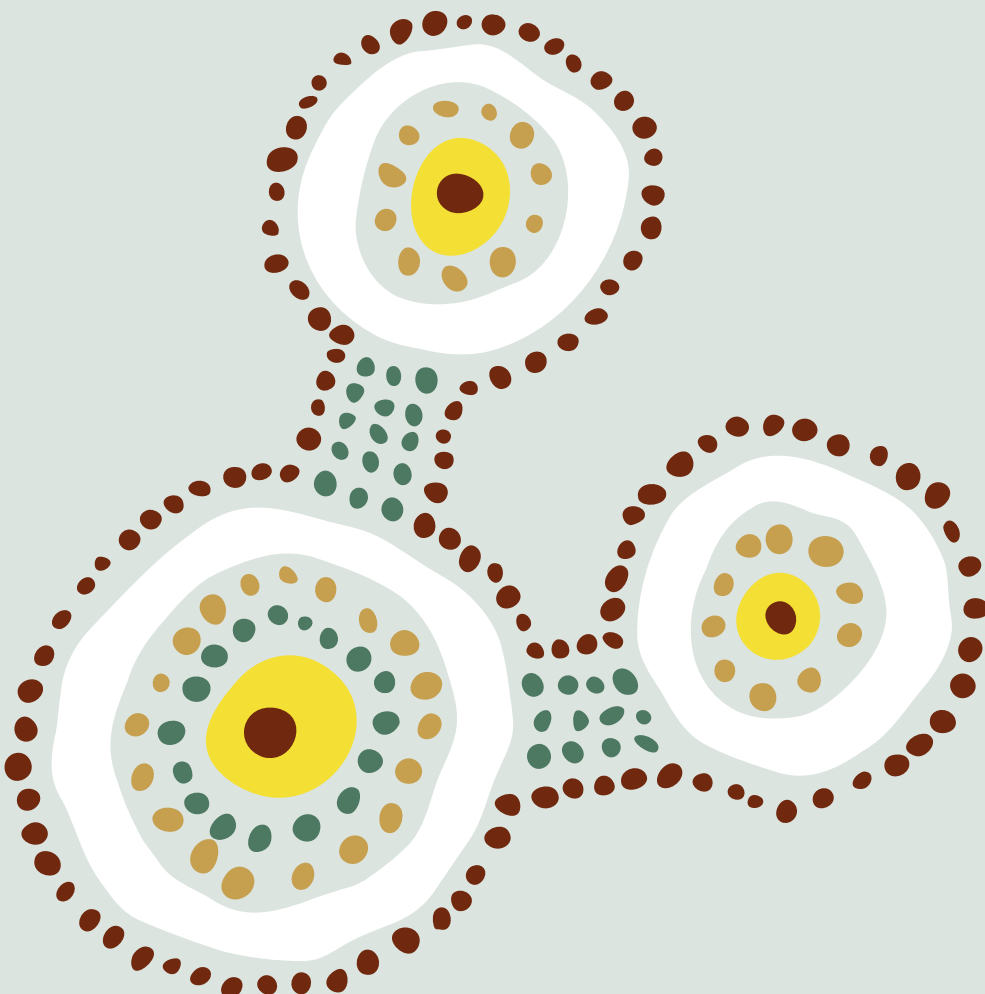


Ngambri-Ngunnawal senior custodian Paul Girrawah House delivers a Welcome to Country for staff as part of Treasury's NAIDOC Week events in Canberra, 2023

Relationships

Treasury seeks to establish and maintain trusted relationships with First Nations stakeholders across all business areas because we understand that this is a pre-requisite for effectively achieving our purpose as the Government’s lead economic adviser.

Without trusted relationships with stakeholders that represent Australians from all backgrounds – including First Nations people – we cannot provide informed and impactful advice that leads to policies and programs that serve the needs of all Australians.



Relationships actions

ACTION 1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsible Officer
Promote the use of Treasury's Guide to Effective Engagement with First Nations stakeholders within Treasury, which includes guiding principles for future engagement with First Nations stakeholders and organisations.	September 2024 September 2025	Assistant Secretary responsible for the Stakeholder Liaison Unit
Support areas of Treasury to develop and implement their engagement plans to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2024 September 2025	Assistant Secretary responsible for the First Nations Policy Unit (FNPU)

ACTION 2 Build relationships and greater cultural awareness and capability through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsible Officer
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 May 2025	Indigenous Champion
Organise one internal all staff NRW event.	May 2024 May 2025	Co-chairs RAP Committee
Register all of Treasury's NRW events on Reconciliation Australia's National Reconciliation Week website.	May 2025 May 2026	RAP Committee Secretariat (FNPU)
RAP Committee members to attend at least one external National Reconciliation Week event.	May 2024 May 2025	RAP Committee
Encourage and support staff and SES to participate in at least one external event to recognise and celebrate National Reconciliation Week.	June 2024 June 2025	First Assistant Secretaries

ACTION 3 Promote reconciliation through our sphere of influence.

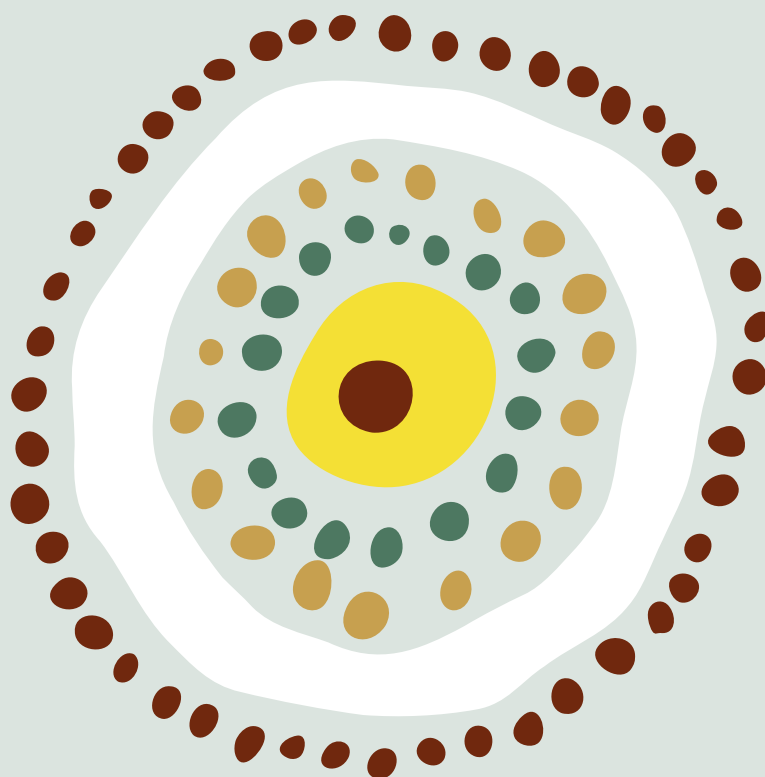
Deliverable	Timeline	Responsible Officer
Develop a communications strategy that will provide planned and ad hoc messaging to the staff on reconciliation activities throughout the year.	May 2024	Co-Chairs RAP Committee
Collaborate with RAP organisations and the Australian Public Service Commission (APSC) to identify ways to advance reconciliation across Treasury.	September 2024 September 2025	Co-Chairs RAP Committee and RAP Committee Secretariat (FNPU)
Maintain the community of practice with Treasury's portfolio agencies and close departmental partners to share best practice approaches to reconciliation.	September 2024 September 2025	Co-Chairs RAP Committee and RAP Committee Secretariat (FNPU)

ACTION 4 Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsible Officer
Review and where needed develop or update Treasury's people policies and procedures to strengthen anti-discrimination in consultation with the Indigenous Employee Network.	March 2025	Chief People Officer
All SES and EL2s to undertake training on how to address and report cases of unacceptable behaviour in the workplace.	June 2025	Deputy Secretaries supported by the Chief People Officer

Respect

Treasury employees understand and respect First Nations cultures and practices and bring this understanding to our work and how we engage with our colleagues. We create opportunities to connect with First Nations communities who are local to where we work and celebrate important cultural events such as NAIDOC Week.



Respect actions

ACTION 5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsible Officer
Review the APSC Cultural Hub resources to identify tools to support Treasury's First Nations cultural learning needs.	July 2024	Chief People Officer
Develop, implement, and communicate cultural learning for Treasury staff in consultation with AIATSIS, NIAA and Aboriginal and Torres Strait Islander employees that aligns with the Australian Public Service Commission's mandatory cultural learning framework.	September 2025	Chief People Officer
Develop a Treasury 'First Nations Handbook for Leaders' to build managers' capability on cultural matters to complement cultural learning training.	July 2024	Chief People Officer
Use the Workplace RAP barometer survey to evaluate the impact of the cultural learning to identify future First Nations initiatives.	March 2025	Chief People Officer
All SES and EL2 staff to undertake the cultural competency training identified as part of the Enterprise Agreement.	December 2024 December 2025	Deputy Secretaries and Senior Executive Service
Increase the number of Treasury staff who undertake the cultural learning per year through encouragement from SES	December 2024 December 2025	First Assistant Secretaries
Create, publish and maintain the currency of an online catalogue of Treasury Indigenous Artwork holdings, including artwork stories, where provided with artwork, on Treasury intranet for Treasury staff.	June 2025	Chief Finance Officer
Commission First Nations Artist/s to produce original artwork for use across Treasury products.	September 2024	Assistant Secretary, Communications Branch

ACTION 6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

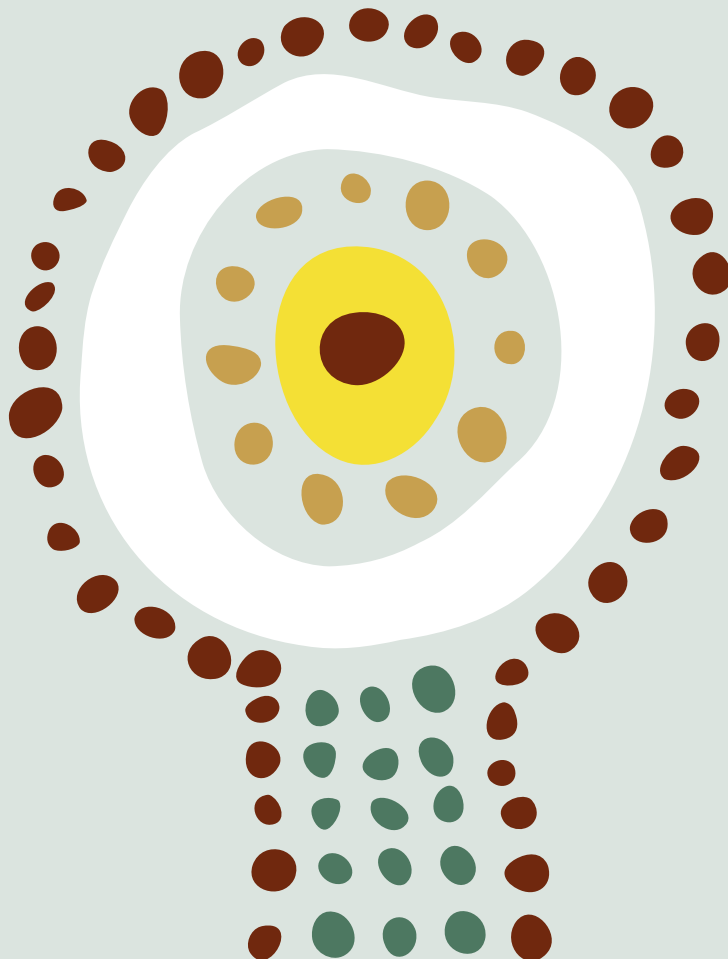
Deliverable	Timeline	Responsible Officer
Develop a range of communication activities for use in Treasury to increase our understanding of the purpose and significance of the Acknowledgement of Country and Welcome to Country and its appropriate use in Treasury meetings.	October 2024	Indigenous Champion supported by the RAP Committee Secretariat (FNPU)
Invite a local Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at the National Reconciliation Week and NAIDOC week significant events and other events as appropriate.	May 2024 May 2025	Indigenous Champion
Work with local Aboriginal communities to name some Treasury Office meeting rooms in local languages in each Treasury Office location.	December 2024	Co-Chairs RAP Committee
All Meeting Room Video Conference devices to display the Acknowledgement of Country upon the device's screen saver.	June 2024	Chief Information Officer
Display an Acknowledgment of Country plaque or other appropriate protocols in our tenancies.	August 2024	Chief Finance Officer
Maintain a list of Traditional Owners/Elders to be invited to deliver a Welcome to Country or other appropriate protocol at all significant events.	August 2024	RAP Committee Secretariat (FNPU)

ACTION 7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsible Officer
Review Treasury's people policies and procedures to remove barriers to staff participating in NAIDOC Week in alignment with Part A of the Enterprise Bargaining process.	June 2024	Chief People Officer
Support all staff to participate in NAIDOC Week events.	July 2024 July 2025	Indigenous Champion supported by all Deputy Secretaries
Register Treasury's event on the NAIDOC Week website.	June 2024 June 2025	RAP Committee Secretariat (FNPU)

Opportunities

The Treasury creates opportunities, promotes financial wellbeing and enables sustainable growth for Aboriginal and Torres Strait Islander individuals, businesses and industry. We are committed to facilitating employment opportunities and enabling social and financial participation of Aboriginal and Torres Strait Islander peoples as well as building the capacity of Aboriginal and Torres Strait Islander businesses. We are committed to ensuring that Aboriginal and Torres Strait Islander peoples are centrally involved in working together to develop and implement policy.



Opportunities actions

ACTION 8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable	Timeline	Responsible Officer
Use the Australian Public Service Commission's census results to identify a better understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2025	Deputy Secretaries
Engage with Aboriginal and Torres Strait Islander staff on the development of a First Nations recruitment, retention and professional development action activity linked to the Strategic Workforce Plan.	April – November 2024	Chief People Officer
Implement Aboriginal and Torres Strait Islander recruitment, retention and professional development actions, as outlined within Treasury's new Strategic Workforce Plan.	December 2025	Deputy Secretaries
Review recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2025	Chief People Officer
Annually advertise job vacancies as Affirmative Measure (Indigenous) employment opportunities to effectively reach Aboriginal and Torres Strait Islander people.	December 2024 December 2025	Chief People Officer
Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce from 1% at APS and executive levels and 0% at Senior Executive Service level in line with the Government's target.	December 2024 December 2025	Deputy Secretaries
Support the SES 100 program as an opportunity to increase First Nation SES employees.	March 2025	Deputy Secretaries
People and Organisational Strategy Branch (POSB) to report bi-annually to the People and Inclusion Committee on Aboriginal and Torres Strait Islander recruitment results and staff levels.	September 2024 March 2025 September 2025	Chief People Officer
Continue to recognise and acknowledge Aboriginal and Torres Strait Islander staff achievements in Treasury's formal rewards and recognition.	July 2024 February 2025 July 2025	Deputy Secretaries

ACTION 9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsible Officer
Meet the identified procurement targets in line with the Indigenous Procurement Policy.	Target spend as per whole of Government policy	Chief Finance Officer
Renew Supply Nation membership each year.	July 2024 July 2025	Chief People Officer

ACTION 10 Assist in elevating the economic and social well-being of Aboriginal and Torres Strait Islander people by embedding the consideration of Aboriginal and Torres Strait Islander issues and the impact on Aboriginal and Torres Strait Islander peoples, in developing policy advice.

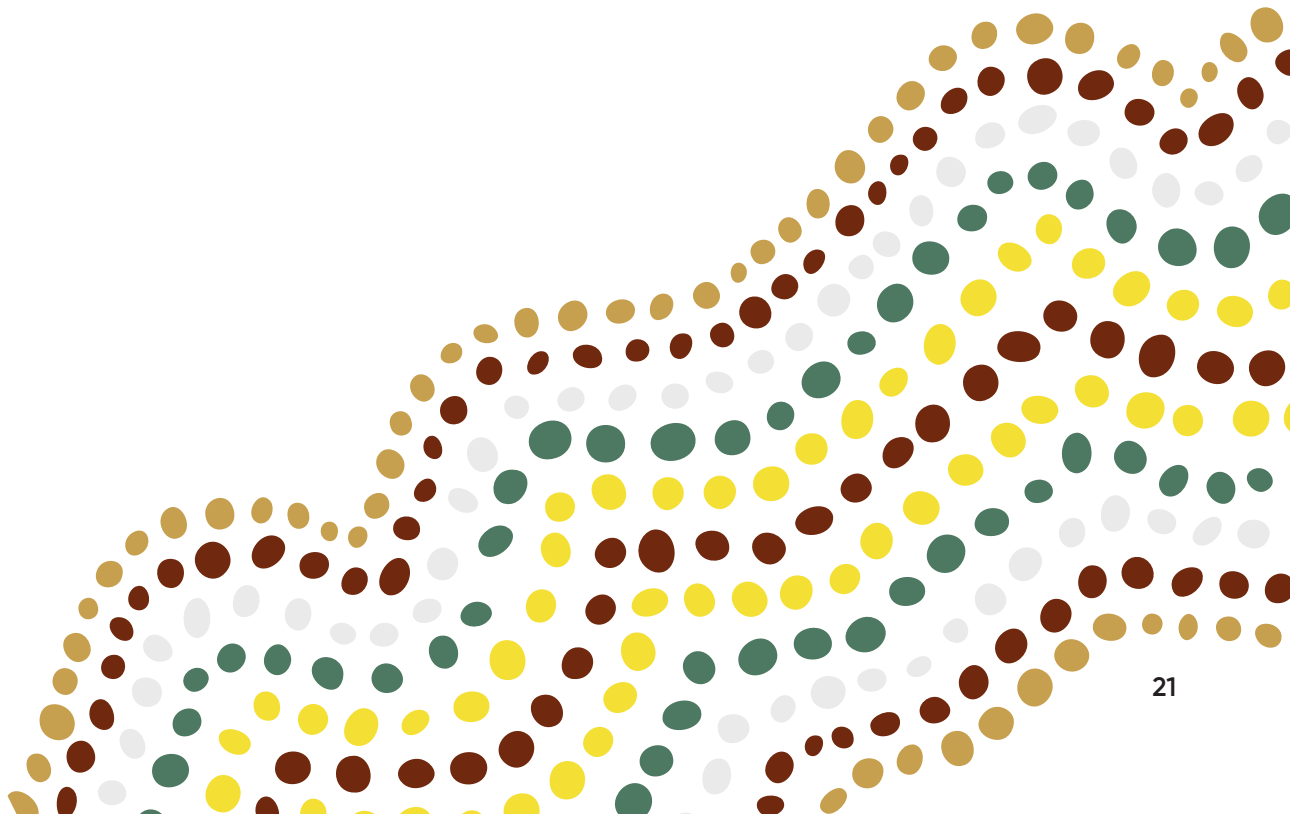
Deliverable	Timeline	Responsible Officer
Support areas of Treasury to consider the inclusion of local First Nations perspectives in stakeholder engagement.	September 2024 September 2025	Assistant Secretary responsible for the First Nations Policy Unit
Embed Aboriginal and Torres Strait Islander considerations into Commonwealth Government policy development processes.	September 2024 September 2025	Assistant Secretary responsible for the First Nations Policy Unit Supported by the First Nations Community of Practice
Draw on skills and capabilities through the Treasury portfolio and the National Agreement First Nations Policy Partnerships to support the development of economic policies to support Government activities to decrease the socio-economic disadvantage of Aboriginal and Torres Strait Islanders.	September 2024 September 2025	Assistant Secretary responsible for the First Nations Policy Unit

Governance and reporting

Governance and reporting actions

ACTION 11 Establish and maintain an effective RAP Committee to drive governance of the RAP.

Deliverable	Timeline	Responsible Officer
Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	September 2024 September 2025	Indigenous Champion
Develop a Terms of Reference for the RAP Committee.	May 2024 May 2025	Co-Chairs RAP Committee RAP Committee Secretariat (FNPU)
RAP Committee to meet at least four times per year to drive and monitor RAP implementation.	2024: February, May, August, November 2025: February, May, August, November	Co-Chairs RAP Committee
Ensure there is an induction for all new members of the RAP Committee to enable them to fully meet their obligations	July 2024 March 2025	Co-Chairs RAP Committee



ACTION 12 Provide appropriate support for effective implementation of RAP commitments.

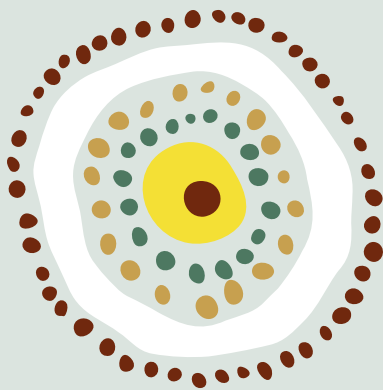
Deliverable	Timeline	Responsible Officer
Define resource needs for RAP implementation.	July 2024	Indigenous Champion
Engage senior leaders and other staff in the delivery of RAP commitments.	July 2024 July 2025	Co-Chairs RAP Committee Indigenous Champion
Define and maintain appropriate systems and capabilities to track, measure and report on RAP commitments.	August 2024	RAP Committee Secretariat (FNPU)
Maintain an Internal Indigenous Champion from the Deputy Secretary cohort.	December 2024 December 2025	Secretary
Treasury's First Assistant Secretaries to nominate appropriate members for the RAP Committee to ensure that each Division is represented.	June 2024 November 2024 June 2025 November 2025	All First Assistant Secretaries
Finalise development of Treasury's RAP Implementation Plan.	July 2024	RAP Committee Secretariat (FNPU)
Division Heads to provide progress updates on Divisional RAP efforts to Group Executive Meetings (GEM).	October 2024 March 2025 October 2025	Deputy Secretaries supported by RAP Committee Secretariat (FNPU)
The RAP Committee to provide updates on the RAP progress to Group Executive Meetings (GEM)	August 2024 February 2025 August 2025	Deputy Secretaries
The RAP Committee to provide bi-annual progress updates on RAP delivery to Treasury's People and Inclusion Committee and Executive Board.	August 2024 February 2025 August 2025	Chair of People and Inclusion Committee (FNPU)

ACTION 13 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsible Officer
Complete and submit the annual RAP impact measurement questionnaire to Reconciliation Australia.	September 2024 September 2025	RAP Committee Secretariat (FNPU) Executive Board
Report RAP progress to all staff and senior leaders (SES) quarterly.	September 2024 March 2025 September 2025 March 2026	Indigenous Champion
Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024 May 2026	RAP Committee Secretariat (FNPU)

ACTION 14 Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsible Officer
Register Treasury's next Reconciliation Action Plan on Reconciliation Australia's website to begin developing our next RAP.	January 2025	Co-Chairs RAP Committee
Send draft RAP to Reconciliation Australia for review, feedback and endorsement.	June 2026	Co-Chairs RAP Committee





Contact details

Phone: 02 6263 2111

Email: RAPCommittee@treasury.gov.au



treasury.gov.au