



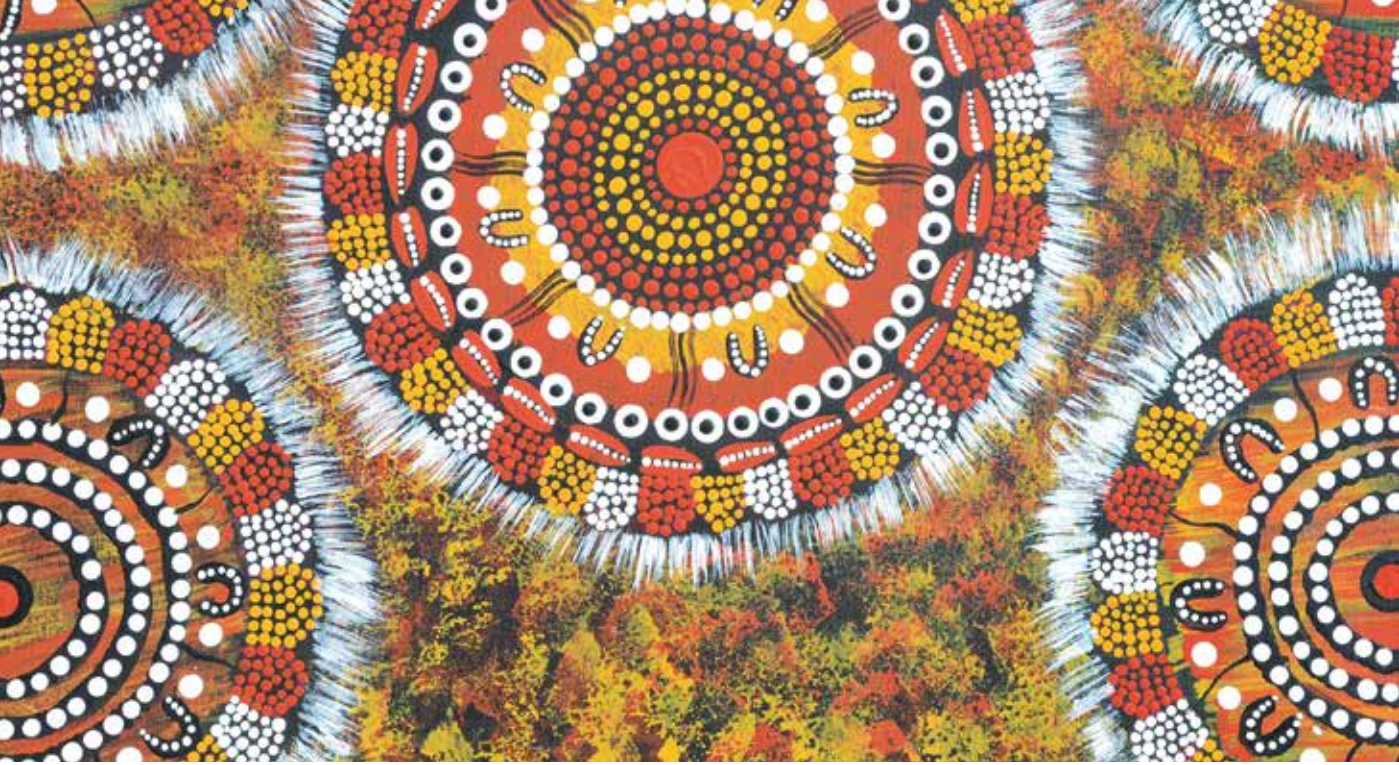
Australian Government
Australian Institute of
Health and Welfare



Reconciliation Action Plan

2018–2020





About the cover artwork:

Artist: Linda Huddleston

Title: The Journey Towards Reconciliation

The middle circle is a yarnning circle, so you have people from all over Australia, from different tribes all coming together as one.

The 4 circles represent different tribes.

The white around the edges of each circle is my ancestors who are guiding and protecting all my people.

The background is my Mothers country, Wiradjuri (Dubbo NSW).



Innovate

Australian Institute of Health and Welfare Innovate Reconciliation Action Plan, December 2018 to December 2020

Message from Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see the Australia Institute of Health and Welfare (AIHW) continue its reconciliation journey and to formally endorse its fourth RAP.

Through the development of an Innovate RAP, the AIHW continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is not a single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides AIHW with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, AIHW will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.



We wish the AIHW well as it embeds and expands its own unique approach to reconciliation. We encourage the AIHW to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

‘Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.’

On behalf of Reconciliation Australia, I commend the AIHW on its fourth RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Message from the AIHW Board Chair and CEO

It is our great pleasure to present the Australian Institute of Health and Welfare's fourth Reconciliation Action Plan (RAP). Change comes from the actions and efforts of each and every staff member—and our Innovate Reconciliation Action Plan 2018–2020 draws on the knowledge and experience we have gained since we introduced our first RAP in 2009. This new plan continues our strong commitment to building and maintaining respectful relationships with Aboriginal and Torres Strait Islander people, and builds on the achievements that we have already made towards reconciliation.

As Australia's leading health and welfare data and information agency, we will continue our efforts to provide policymakers and the community with the most up-to-date statistics, information and evidence on key health and welfare issues affecting Aboriginal and Torres Strait Islander people. This includes working in partnership with Aboriginal and Torres Strait Islander organisations, communities and service providers to build their skills and expertise in understanding and using data for decision making and improved outcomes. Within the AIHW, we will strengthen our capacity to provide employment, work experience and training opportunities for Aboriginal and Torres Strait Islander people, and continue to promote awareness of Aboriginal and Torres Strait Islander cultures.

We thank all members of our Reconciliation Action Plan Working Group, which oversees our RAP actions, under the guidance of our RAP champion. The working group shares roles and responsibilities, and includes Aboriginal and Torres Strait Islander staff and representatives from all of our business groups.

We look forward to the implementation of this fourth RAP, and actively advancing reconciliation at the Institute.

Mrs Louise Markus
Board Chairperson

Mr Barry Sandison
Chief Executive Officer



Our vision for reconciliation

The Australian Institute of Health and Welfare (AIHW) is committed to reconciliation with Aboriginal and Torres Strait Islander Australians. Our vision for reconciliation is a workplace culture at the AIHW that embraces both Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, and embodies equity, acceptance and celebration of our shared history.

We acknowledge Aboriginal and Torres Strait Islander peoples as custodians of the land, and respect and value the diversity of Aboriginal and Torres Strait Islander cultures in Australia. We also acknowledge the knowledge and skills of the Aboriginal and Torres Strait Islander staff who are currently working, and have previously worked, at the AIHW.

The AIHW mission is for stronger evidence, better decisions and improved health and welfare outcomes for all Australians. The AIHW is committed to working together with governments, communities and health and welfare service providers to provide better data, information and evidence for Aboriginal and Torres Strait Islander Australians.

Our strategic goals for the AIHW Reconciliation Action Plan (RAP): December 2018 to December 2020 are to:

- 1) inform and shape policy and community debate by highlighting key health and welfare issues affecting Aboriginal and Torres Strait Islander peoples, through providing statistics, information, and evidence
- 2) enhance the accessibility of data and evidence to Aboriginal and Torres Strait Islander communities and service providers
- 3) enhance awareness of Aboriginal and Torres Strait Islander cultures at the AIHW
- 4) strengthen the AIHW's capacity to provide employment, work experience and training opportunities for Aboriginal and Torres Strait Islander peoples.

Through this RAP, the AIHW is committed to increasing training, support, and participation of Aboriginal and Torres Strait Islander peoples in our workforce. This will enhance the benefits the Institute already enjoys from drawing on the unique perspectives of our Aboriginal and Torres Strait Islander employees.



Our business

The AIHW is a major national agency established under the *Australian Institute of Health and Welfare Act 1987* as an independent statutory body to provide reliable, regular and relevant information and statistics on the health and welfare of all Australians. We help to inform discussion and decisions on policies and services to improve the wellbeing of all Australians, by creating authoritative and accessible information and statistics.

The Council of Australian Governments (COAG) has made a range of commitments, under the Closing the Gap strategy, to reduce disadvantage between Aboriginal and Torres Strait Islander and non-Indigenous Australians with respect to life expectancy, child mortality, access to early childhood education, educational achievement, and employment outcomes. The AIHW assists by contributing to the evidence base on progress towards achieving all of these targets for Aboriginal and Torres Strait Islander peoples, and by providing timely and authoritative statistical reporting. The AIHW is involved in the Closing the Gap Refresh agenda, which is being led by the Department of the Prime Minister and Cabinet, and will support the outcomes agreed by COAG.

The AIHW Executive Committee actively supports this policy by ensuring that all reporting includes analyses relating to Aboriginal and Torres Strait Islander peoples, where confidentiality and data quality permits. The AIHW also devotes considerable energy and resources to improving the quality of data, to allow for such reporting.

For work relevant to Aboriginal and Torres Strait Islander Australians, the AIHW consults advisory groups with Aboriginal and Torres Strait Islander representation. This extends to seeking ethics approval for the use of Aboriginal and Torres Strait Islander data. We also strive to improve the accessibility, cultural relevance and appropriateness of our reports and other products for Aboriginal and Torres Strait Islander audiences, by working with Aboriginal and Torres Strait Islander subject experts, panel members, artists, designers and photographers.

The AIHW is based in Canberra, with a small office in Sydney. At 30 July 2018, of our 449 staff, 4 staff identified as being of Aboriginal and/or Torres Strait Islander origin (1%).



Our RAP

This, our fourth RAP, covers the period from December 2018 to December 2020.

We recognise the unique position of Aboriginal and Torres Strait Islander peoples in the Australian community and we have developed our RAP targets with this in mind. Our focus is on continuing our investment in offering training opportunities to Aboriginal and Torres Strait Islander students and in building culturally respectful relationships between all staff.

The Chief Executive Officer and the AIHW Executive Committee have overall responsibility for the RAP. Performance indicators and unit responsibilities have been identified for all actions and these will be used to monitor the achievements of this plan.

The AIHW's RAP Working Group, which reports to the AIHW Executive Committee, will monitor, promote, report on, and refresh the RAP. The RAP Working Group is chaired and championed by the Senior Executive of the Indigenous and Maternal Health Group, and has 13 other members, including 1 Aboriginal and Torres Strait Islander staff member, and is supported by a secretariat. The members are data analysts, project managers and administrative staff, and represent each of the AIHW's 9 operational groups: Business and Governance; Data Governance; Data Strategies and Information Technology; Community Services; Housing and Specialised Services; Health; Hospitals and Expenditure; Primary Health Care and Veterans; and Indigenous and Maternal Health.

The Working Group will continue to meet regularly to monitor, report on, and refresh the RAP. A progress report will be prepared each financial year, and the plan will be revised in 2020.

The RAP and progress reports will be available on the Institute's website at www.aihw.gov.au as well as on the Reconciliation Australia website at www.reconciliation.org.au. Achievements will also be highlighted in the Institute's annual report to Parliament.

Our reconciliation journey

The AIHW released its first Reconciliation Action Plan in 2009. A second, updated plan was launched in 2012, followed by our third plan in 2014, which now brings us to our fourth plan, until December 2020.

Over this past decade, the AIHW has pursued a vision to create a workplace culture that embraces both Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Every year, the Institute marks significant Aboriginal and Torres Strait Islander dates, including National Reconciliation Week, National Sorry Day and NAIDOC Week, with all-staff events and addresses by prominent Aboriginal or Torres Strait Islander leaders. Key events are promoted as a feature item on the staff intranet, and Aboriginal or Torres Strait Islander staff have a paid leave allowance to participate in cultural or ceremonial events.



Also over the past decade, the AIHW has released more than 230 reports that focus on Aboriginal and Torres Strait Islander peoples, and has continued to provide an extensive amount of data to government, community groups, researchers and the public. In addition, all of our reports include analyses of Aboriginal and Torres Strait Islander data, where possible. This has enhanced our capacity to report on inequalities and disadvantage in the health and welfare areas, and has contributed to the national evidence base on Closing the Gap targets and measures.

The AIHW has strong relationships with numerous Aboriginal and Torres Strait Islander individuals, organisations and businesses. We showcase the work of Aboriginal and Torres Strait Islander artists on our publications and website, contract local caterers for special corporate events, and have added charities to our workplace-giving program.

We work with Aboriginal and Torres Strait Islander health and welfare organisations in all states and territories, including more than 250 primary health-care services, to report on a set of national Key Performance Indicators (nKPIs). The nKPIs capture data on maternal and child health, and on chronic disease prevention and management, which are then reported back to the organisations so that they can assess their performance and improve the quality of the health care they provide.

The AIHW also works closely with the National Aboriginal and Torres Strait Islander Health Standing Committee and the AIHW Aboriginal and Torres Strait Islander Statistical and Technical Advisory Group on all projects that relate to Aboriginal and Torres Strait Islander health and welfare reports.

This, our 4th RAP, will take us to 2020, and over the next 2 years we will focus on enhancing employment opportunities for Aboriginal and Torres Strait Islander Australians. Staff who choose to identify as Aboriginal and Torres Strait Islander, currently represent 1% of all AIHW staff, which is below the 2.7% target for 2018. The work undertaken by AIHW generally requires specialist skills and the pool of Aboriginal and Torres Strait Islander students with these skills is not large. There is also strong competition from policy and service agencies, and other organisations, for the limited pool of graduates. However, we are confident that our participation in the Aurora Project internship program will increase our profile among Aboriginal and Torres Strait Islander students across Australia. This national program places students and graduates in 4- to 6-week full-time internships. The AIHW has had 4 Aurora interns so far, and more placements are planned for future years. We are also negotiating with an interstate university to engage their Aboriginal and Torres Strait Islander students in work placements at the AIHW.

Relationships

Relationships between Aboriginal and Torres Strait Islander and non-Indigenous peoples are important to the AIHW. Collaborating with Aboriginal and Torres Strait Islander health-service organisations on data and evidence is key to improving health and welfare service delivery. Our staff will strive to develop and maintain strong, sustainable, and mutually respectful relationships with the Aboriginal and Torres Strait Islander individuals and organisations with whom we work. Strengthening these relationships will help increase our understanding of issues and challenges facing Aboriginal and Torres Strait Islander Australians, and improve the dissemination, quality and interpretation of their data, which can lead to improved service delivery for communities.

Focus area: Continue to build and maintain strong, sustainable, and mutually respectful relationships with Aboriginal and Torres Strait Islander individuals and organisations. Respecting all peoples—including their rights and their heritage—is one of the 5 values in our strategic directions for 2017–2021.

Action	Deliverable	Timeline	Responsibility
1 RAP Working Group members actively participate in and monitor RAP development and the implementation of actions, tracking progress and reporting	a. RAP Working Group oversees the development, endorsement, and launch of the RAP. The launch will be an Institute-wide event, welcoming all employees and guests	December 2019	Chair of the RAP Working Group
	b. At least 3 RAP Working Group meetings to be held each year to monitor and report on RAP implementation, and to organise RAP Working Group-related events	February, May and September 2019 and 2020	Chair of the RAP Working Group
	c. Review the existing terms of reference for the RAP Working Group and amend them as required	February 2019 and 2020	Chair of the RAP Working Group
	d. Review RAP Working Group membership annually to ensure there is at least 1 Aboriginal or Torres Strait Islander member. Invite all Aboriginal and Torres Strait Islander staff to join the Working Group	February 2019 and 2020	Chair of the RAP Working Group
	e. Continue to work closely with the National Aboriginal and Torres Strait Islander Health Standing Committee and the AIHW Aboriginal and Torres Strait Islander Statistical and Technical Advisory Group on key projects that relate to Aboriginal and Torres Strait Islander health and welfare reports	Meetings in March and October 2019 and 2020, and as required to meet the needs of individual projects	Head, Indigenous and Maternal Health Group



Action	Deliverable	Timeline	Responsibility
<p>2 Celebrate and participate in National Reconciliation Week and NAIDOC Week by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians</p>	<p>a. Organise at least 1 internal event to celebrate National Reconciliation Week (NRW) or NAIDOC Week each year, and circulate Reconciliation Australia's resources to all staff</p>	<p>June or August 2019 and 2020</p>	<p>Chair of the RAP Working Group</p>
	<p>b. Register the details of all AIHW National Reconciliation Week events on Reconciliation Australia's website, and invite Aboriginal and Torres Strait Islander stakeholders and friends to join events hosted by AIHW</p>	<p>June 2019 and 2020</p>	<p>Chair of the RAP Working Group</p>
	<p>c. Encourage RAP Working Group members and staff to support and participate in external events to recognise and celebrate National Reconciliation Week and NAIDOC Week</p>	<p>June and August 2019 and 2020</p>	<p>AIHW Director</p>
	<p>d. Invite an Aboriginal or Torres Strait Islander Australian to address AIHW staff for the celebrated event, to share stories about their life and their approach to reconciliation</p>	<p>June or August 2019 and 2020</p>	<p>Chair of the RAP Working Group</p>
	<p>e. Promote events that are important to Aboriginal and Torres Strait Islander Australians, and make resources and background information available to staff. Promote the RAP at all relevant AIHW events organised to recognise:</p> <ul style="list-style-type: none"> - Anniversary of the National Apology - National Close the Gap Day - National Harmony Day - National Sorry Day - National Reconciliation Week - MABO Day - NAIDOC Week - National Aboriginal and Torres Strait Islander Children's Day - International Day of the World's Indigenous Peoples 	<p>2019 and 2020</p> <p>February March March May May-June June July August August</p>	<p>Chair of the RAP Working Group</p>



Action	Deliverable	Timeline	Responsibility
3 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	a. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	June 2019	Chair of the RAP Working Group
	b. Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	Commencing in December 2018 and complete by July 2019	AIHW Director
	c. Engage with at least 3 new local Aboriginal and Torres Strait Islander organisations and continue to engage with existing partner organisations	Commencing in January 2019 and continuing in 2020	Heads of the AIHW statistical groups: Community Services; Housing and Specialised Services; Health; Hospitals and Expenditure; Primary Health Care and Veterans; and Indigenous and Maternal Health
	d. Continue to invite Aboriginal and Torres Strait Islander Australians to be on AIHW project advisory committees where the projects relate to Aboriginal and Torres Strait Islander Australians (see 1e above)	Meetings in March and October 2019 and 2020, and as required to meet the needs of individual projects	Heads of the AIHW statistical groups listed 3c
	e. Develop joint ventures; partnerships; pro-bono support, secondment, or community capacity-building opportunities	Commencing in December 2018 and complete by June 2020	AIHW Director and the Chair of the RAP Working Group



Action	Deliverable	Timeline	Responsibility
4 Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	a. Develop and implement a strategy to communicate our RAP to all internal and external stakeholders and to promote reconciliation through ongoing active engagement with all stakeholders	Commencing in December 2018 and complete by June 2019	Chair of the RAP Working Group and Head, Business and Communications Group
	b. Promote and distribute the RAP through the orientation program for new employees, as well as at corporate inductions and other relevant AIHW events	For each new employee	Head, People and Facilities Unit
	c. Purchase an artwork to be featured on the RAP publication and displayed at the Institute	December 2018	Chair of the RAP Working Group

Respect

Respect for the uniqueness of Aboriginal and Torres Strait Islander cultures and the importance of land and history to Aboriginal and Torres Strait Islander people is important to the AIHW. We will strive to promote and celebrate this rich history to achieve a greater awareness within the AIHW of the diversity of Aboriginal and Torres Strait Islander cultures and histories, and the knowledge and skills brought to our workplace.

Focus area: Further enhance awareness of Aboriginal and Torres Strait Islander cultures at the AIHW. Respecting all peoples, including their rights and their heritage, is one of the 5 values in our strategic directions for 2017–2021.

Action	Deliverable	Timeline	Responsibility
5 Continue to ensure that all AIHW Aboriginal and Torres Strait Islander health and welfare data collections and reports, including those undertaken by agreement with other entities, are based on the National Aboriginal and Torres Strait Islander health data principles	a. The National Aboriginal and Torres Strait Islander health data principles set out a culturally respectful foundation for the collection, storage and use of Aboriginal and Torres Strait Islander health and health-related information. The principles and their use is included in the AIHW's induction training program and are available on the AIHW intranet. The data principles will be promoted annually within AIHW at a Statistical and Analytical Methods Advisory Committee seminar or another form of internal seminar	Annual presentation in 2019 and 2020	Heads of the AIHW statistical groups listed 3c
	b. Our publishing guidelines will continue to include a requirement that, where appropriate, analyses of Aboriginal and Torres Strait Islander data should be published	December 2018	Head, Business and Communications Group
	c. Report on the number of AIHW products that focus on Aboriginal and Torres Strait Islander Australians, or include comparisons with non-Indigenous Australians	6 monthly, starting in January 2019	Heads of the AIHW statistical groups listed 3c



Action	Deliverable	Timeline	Responsibility
<p>6 Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</p>	<p>a. Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face-to-face workshops or cultural immersion)</p>	December 2019	Head, People and Facilities Unit
	<p>b. Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training</p>	Review in February 2019 and 2020	Head, People and Facilities Unit
	<p>c. Provide opportunities for RAP Working Group members, HR managers and other key leadership staff, and all staff to participate in cultural training</p>	February 2019 and 2020	Head, People and Facilities Unit
	<p>d. Identify cultural learning requirements specific to the training needs of our staff</p>	February 2019 and 2020	Head, People and Facilities Unit
	<p>e. Ensure all new starters complete cultural awareness training in the first 6 months of employment</p>	From December 2018	Head, People and Facilities Unit
	<p>f. Maintain an area on the AIHW intranet with relevant material on current Aboriginal and Torres Strait Islander events and achievements, the RAP and other relevant guidelines and information resources</p>	Review and update in May 2019 and 2020	Chair of the RAP Working Group
	<p>g. Strengthen the visual presence of Aboriginal and Torres Strait Islander cultures by displaying art, including, where possible, information about the artist, location and story</p>	Review and update in December 2018 and 2019	Chair of the RAP Working Group
	<p>h. Promote Reconciliation Australia's Share Our Pride online resource to all staff. Promote local cultural experiences and opportunities. Investigate opportunities for staff to learn and engage with local Aboriginal languages</p>	May 2019 and 2020	Chair of the RAP Working Group



Action	Deliverable	Timeline	Responsibility
7 Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	a. Update and communicate the cultural protocol document for Welcome to Country and Acknowledgement of Country to all staff, and encourage staff to understand and use them. These documents will be made available to all staff via the RAP Working Group intranet page	Review and update February 2019 and 2020	Chair of the RAP Working Group
	b. Update the list of key contacts for organising a Welcome to Country and maintaining respectful partnerships	August 2019 and 2020	Chair of the RAP Working Group
	c. Invite a Traditional Owner to provide a Welcome to Country at significant events, including the launch of AIHW flagship publications	June 2019 and 2010	Head, Business and Communications Group
	d. Display an Acknowledgement of Country plaque in our offices and display wording on the lectern in the main meeting rooms	December 2019	Chair of the RAP Working Group
	e. Ensure that either a Welcome to Country or Acknowledgement of Traditional Owners is delivered as the first item at important meetings and events, for example: <ul style="list-style-type: none"> - AIHW flagship publication launches - AIHW Board and Ethics Committee meetings - conferences, seminars or events - important internal and external meetings - National Reconciliation Week and NAIDOC Week events 	For each event	Heads of the AIHW statistical groups listed 3c
	f. Invite Traditional Owners into our offices to present a seminar to explain the significance of Welcome to Country and Acknowledgement of Country	May or July 2019 and 2020	Chair of the RAP Working Group



Action	Deliverable	Timeline	Responsibility
<p>8 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week</p>	<p>a. Review HR policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander and non-Indigenous staff participating in NAIDOC Week activities, and provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week</p>	<p>December 2019 and 2020</p>	<p>Head, People and Facilities Unit</p>
	<p>b. Maintain the entitlement for all Aboriginal and Torres Strait Islander staff of 2 days paid leave to participate in NAIDOC Week activities or other cultural or ceremonial events. Additional unpaid leave will be made available if requested</p>	<p>Review in May 2019 and 2020</p>	<p>Head, People and Facilities Unit</p>
	<p>c. Hold at least 1 internal event annually celebrating NAIDOC Week and report on the number attending in our annual RAP report</p>	<p>July 2019 and 2020</p>	<p>Chair of the RAP Working Group</p>
	<p>d. Encourage all staff to participate in NAIDOC Week activities, including those provided by local organisations. Invite local Aboriginal and Torres Strait Islander stakeholders to our NAIDOC Week events. Discover local NAIDOC Week events and support these by encouraging our staff to attend</p>	<p>July 2019 and 2020</p>	<p>Chair of the RAP Working Group</p>



Action	Deliverable	Timeline	Responsibility
<p>9 Support Aboriginal and Torres Strait Islander-focused charities</p>	<p>a. Continue with Aboriginal and Torres Strait Islander-focused charities as specified deductible gift recipients on AIHW's workplace-giving program, and add others when reviewing the list of existing charities. Focus the AIHW Social Club Harmony Day fundraising on an Aboriginal and Torres Strait Islander-specific charity in every second year</p>	<p>Review in September 2019 and 2020</p>	<p>Senior Executive, Business and Communications Group and Chair of the RAP Working Group</p>
<p>10 Demonstrate respect for literary, artistic and dramatic work created by Aboriginal and Torres Strait Islander artists</p>	<p>a. Continue to treat artistic work created by Aboriginal and Torres Strait Islander artists ethically—for example, the artist's permission is sought before their artwork is used; usage rights are specified; the artist is acknowledged in the publication; and, where possible, the artist is provided with a copy of the AIHW product (electronic or hard copy) in which their artwork appeared</p>	<p>Reported in December 2019 and 2020</p>	<p>Senior Executive, Business and Communications Group and Chair of the RAP Working Group</p>
<p>11 Recognise significant events for the Aboriginal and Torres Strait Islander community</p>	<p>a. Celebrate and recognise significant Aboriginal and Torres Strait Islander cultural events, such as the anniversary of the National Apology (February); National Close the Gap Day (March); National Harmony Day (March); National Sorry Day (May); National Reconciliation Week (May); MABO Day (June); NAIDOC Week (July); Aboriginal and Torres Strait Islander Children's Day (August); and International Day of the World's Indigenous People (August)</p>	<p>Reported in December 2019 and 2020</p>	<p>Chair of the RAP Working Group</p>

Opportunities

Developing innovative employment pathways for Aboriginal and Torres Strait Islander peoples is an important aspect of our goal of meeting the government's employment target of 2.7% of staff. We will strive to increase Aboriginal and Torres Strait Islander employment in our workforce and also to improve the quality, analysis and presentation of our data on Aboriginal and Torres Strait Islander Australians, as well as working with communities to return data.

Focus area:

- Provide professional and career development for our Aboriginal and Torres Strait Islander staff, and offer training and work experience opportunities for Aboriginal and Torres Strait Islander students who have an interest in the use of data and statistics
- Strive to make the AIHW an employer of choice for Aboriginal and Torres Strait Islander peoples by enhancing our culturally diverse and welcoming workplace
- Encourage Aboriginal and Torres Strait Islander students to work with the AIHW on their theses and major projects by developing links with universities that have Aboriginal and Torres Strait Islander programs and by offering work experience opportunities.

Action	Deliverable	Timeline	Responsibility
12 Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	a. Encourage Aboriginal and Torres Strait Islander students to work with the AIHW on their theses and major projects, by developing links with local universities that have Aboriginal and Torres Strait Islander programs	Reported in December 2019 and 2020	Head, Indigenous and Maternal Health Group
	b. Collect information on our current Aboriginal and Torres Strait Islander staff, to inform future employment opportunities	Reported in March and October 2019 and 2020	Head, People and Facilities Unit
	c. Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants joining and being retained in our workplace. Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy. Offer work experience opportunities at AIHW	December 2019 and 2020	Head, People and Facilities Unit



Action	Deliverable	Timeline	Responsibility
<p>12 Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace (continued)</p>	<p>d. Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development, and whole-of-government recruitment panels. Provide the opportunity for Aboriginal and Torres Strait Islander staff members to participate in internal or external recruitment where there are Aboriginal and Torres Strait Islander applicants</p>	<p>February 2019 and 2020</p>	<p>Head, People and Facilities Unit</p>
	<p>e. Advertise all job vacancies in Aboriginal and Torres Strait Islander media, and promote the AIHW as an employer of choice. Include in all job advertisements: 'Aboriginal and Torres Strait Islander peoples are encouraged to apply'</p>	<p>Reported in October 2019 and 2020</p>	<p>Head, People and Facilities Unit</p>
	<p>f. Ensure current Aboriginal and Torres Strait Islander staff are aware of leave entitlements and Studybank provisions, and are supported to access leave for cultural purposes</p>	<p>December 2018 for current staff, and on commencement for new staff</p>	<p>Head, People and Facilities Unit</p>
	<p>g. Register with existing APS Aboriginal and Torres Strait Islander entry-level programs such as traineeships or internships such as Aurora</p>	<p>June 2019 and 2020</p>	<p>Head, People and Facilities Unit</p>
	<p>h. Engage with external Aboriginal and Torres Strait Islander peoples and consultants to advise on recruitment, employment and retention strategies, including professional development</p>	<p>February 2019 and 2020</p>	<p>Head, People and Facilities Unit</p>
	<p>i. Develop an Aboriginal and Torres Strait Islander professional development strategy</p>	<p>June 2019</p>	<p>Head, People and Facilities Unit</p>



Action	Deliverable	Timeline	Responsibility
13 Provide opportunities for Aboriginal and Torres Strait Islander people and non-Indigenous Australians to build relationships through events that promote engagement	a. Maintain links to universities and other organisations with employment or internship programs (such as Aurora) for Aboriginal and Torres Strait Islander students or workers who would like to develop a career in the field or to enrich their knowledge of the statistical use of health and welfare data	February 2019 and 2020	Head, Indigenous and Maternal Health Group
14 Assist communities and organisations to use and interpret their data	a. Conduct workshops about data collections that focus on Aboriginal and Torres Strait Islander Australians, methods and reporting in conjunction with organisations such as NACCHO and local universities	Reported in September 2019 and 2020	Head, Indigenous and Maternal Health Group
	b. Continue working with communities and service providers to improve access to Aboriginal and Torres Strait Islander data so that communities and service providers can benefit from their data, and data can be used to inform their decisions and processes	Reported in September 2019 and 2020	Head, Indigenous and Maternal Health Group



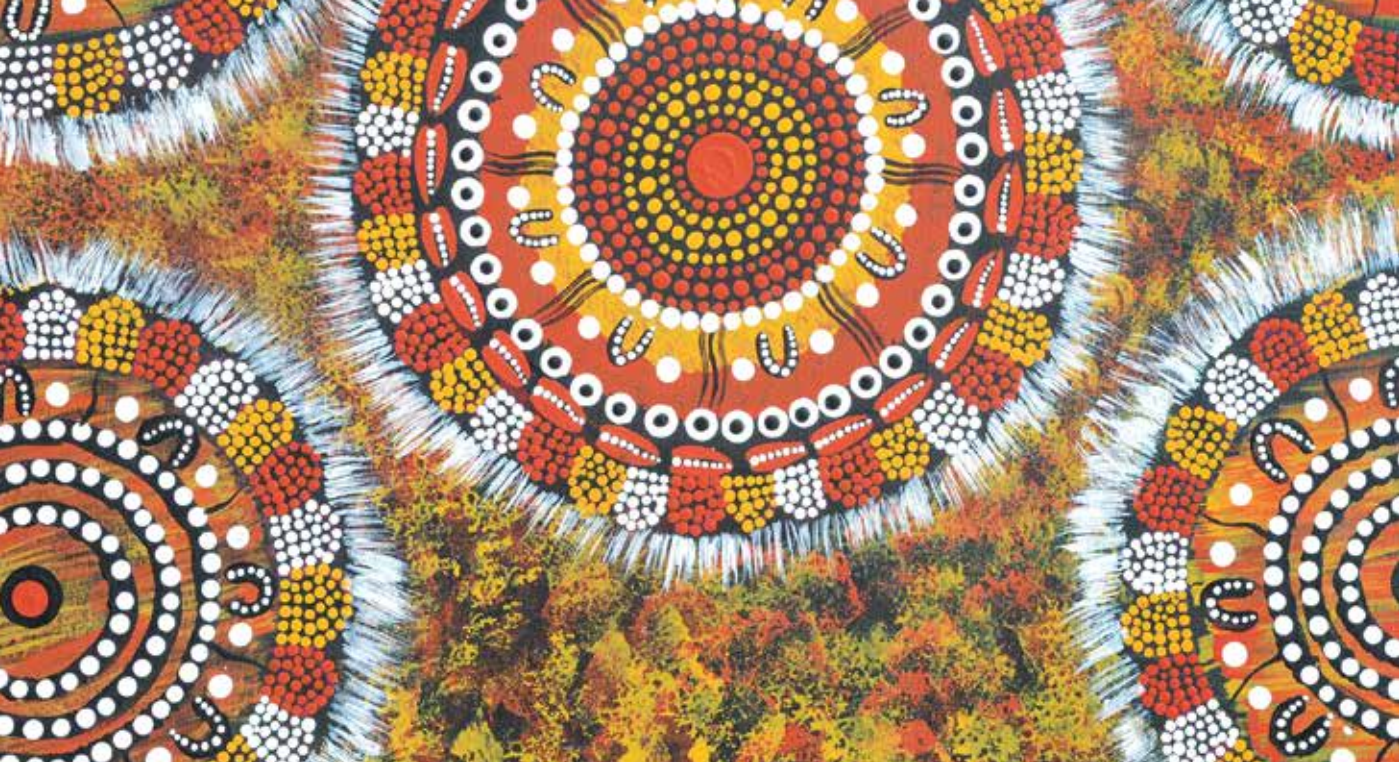
Action	Deliverable	Timeline	Responsibility
15 Continue to contribute AIHW data to the evidence base for monitoring all of the government's Closing the Gap targets and measurements, and provide related advice	a. Provide data and advice on all the government's Closing the Gap targets for the Prime Minister's annual report to Parliament on the targets and measurements	December 2018, 2019 and 2020	Head, Indigenous and Maternal Health Group
	b. Support data development and analysis for the Implementation Plan for the National Aboriginal and Torres Strait Islander Health Plan 2013–2023	Reported in September 2019 and 2020	Head, Indigenous and Maternal Health Group
16 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	a. Review and update procurement guidelines and procedures to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	December 2019	Head, Business and Communications Group
	b. Develop and communicate to staff, via the intranet, a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. Embed the requirements to approach Aboriginal and Torres Strait Islander businesses for services such as catering or entertainment for Aboriginal and Torres Strait Islander-focused events, and promote the use of Aboriginal and Torres Strait Islander businesses for other procurement for AIHW	Review and distribute to staff in December 2019 and 2020	Chair of the RAP Working Group and Head, Business and Communications Group
	c. Investigate Supply Nation membership and develop at least 1 commercial relationship with an Aboriginal and/or Torres Strait Islander-owned business	December 2019	Chair of the RAP Working Group
	d. Continue to support Aboriginal and Torres Strait Islander artists by purchasing their work for display at the AIHW, and for use as publication cover artwork, or for AIHW webpages	Reported in June 2019 and 2020	Head, Business and Communications Group



Action	Deliverable	Timeline	Responsibility
17 Maintain a cultural mentoring network for existing Aboriginal and Torres Strait Islander staff	a. Support mentoring arrangements or informal peer support for Aboriginal and Torres Strait Islander staff	Reported in June 2019 and 2020	Head, People and Facilities Unit, and AIHW Unit Heads
	b. Investigate participating in the Indigenous Champions Network	December 2019	AIHW Director

Governance, tracking progress and reporting

18 Report RAP achievements, challenges and learnings to Reconciliation Australia	a. Complete and submit the Reconciliation Australia Impact Measurement Questionnaire annually	October 2019 and 2020	Chair of the RAP Working Group
	b. Investigate participating in the Workplace RAP Barometer, and expand the existing RAP Working Group intranet site to add links to the Australian Reconciliation Barometer. See https://www.reconciliation.org.au/downloadables-list/workplace-rap-barometer-2016/	September 2020	Chair of the RAP Working Group
	c. Review and improve the existing methods used to track and report on RAP activities	August 2019 and 2020	Chair of the RAP Working Group
19 Report RAP achievements, challenges and learnings internally and externally	a. Ensure the RAP Working Group secretariat reports to the AIHW Board annually and the Executive Committee 6-monthly on progress against RAP deliverables	June and December 2019 and 2020	Chair of the RAP Working Group
	b. Publicly report RAP achievements, challenges and learnings to AIHW staff through the intranet, and through our annual report	December 2019 and 2020	Chair of the RAP Working Group
20 Review, refresh and update the RAP	a. RAP for December 2018–December 2020 launched and promoted internally, and placed on both the AIHW and Reconciliation Australia websites	December 2018	Chair of the RAP Working Group
	b. Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	June 2020	Chair of the RAP Working Group
	c. Send draft RAP to Reconciliation Australia for review and feedback	June 2020	Chair of the RAP Working Group
	d. Submit draft RAP to Reconciliation Australia for formal endorsement	September 2020	Chair of the RAP Working Group







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