



Australian Government
Australian Taxation Office



Reconciliation Action Plan

December 2021
to June 2024





**RECONCILIATION
ACTION PLAN**

STRETCH



Relationships



Respect



Opportunities



Governance

Acknowledgement of Country

The Australian Taxation Office acknowledges the Traditional Custodians of the lands upon which we live and work, and we pay our respects to Elders, past, present and emerging. We recognise the unique relationship Aboriginal and Torres Strait Islander peoples have to Country, culture, and community and the important role this plays in us all walking together as Australians.

Cultural disclaimer

Aboriginal and Torres Strait Islander peoples are advised that this document may contain images or content referring to deceased persons.

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Reconciliation Action Plan artwork

Created by Jordan Lovegrove, a proud Ngarrindjeri man and established graphic artist. This artwork represents the ATO's continuing commitment to reconciliation.



The 3 segments represent meeting places surrounded by people and are defined in our corporate colours. These places of gathering represent the ATO's work with Aboriginal and Torres Strait Islander peoples to grow employment opportunities and provide tailored tax and superannuation support.

Each meeting place is joined by a pathway, which further demonstrates the connection of the ATO's work across Australian communities. The pattern that connects the 3 meeting places symbolises our commitment to reconciliation, inclusion and embedding understanding and respect for Aboriginal and Torres Strait Islander peoples and communities.

Find us



twitter.com/ato_gov_au
facebook.com/atogovau
linkedin.com/company/australian-taxation-office

Contents

- Acknowledgement of Country** ii
- Cultural disclaimer** ii
- Reconciliation Action Plan artwork**..... ii
- Commissioner’s message**..... 1
- Our vision for reconciliation** 2
- Our business** 3
- Our reconciliation journey** 4
 - Our achievements4
 - Our learnings.....8
 - RAP Sponsor8
 - Indigenous Champions8
- Our RAP development process** 9
- Cultural capability**10
 - Staff networks 10
 - Moondani.....10
 - Kawutilin10
 - Staff stories.....11
 - Jawun secondment experience..... 11
 - Evergreen program participants12
 - Kawutilin Ally13
 - Aboriginal and Torres Strait Islander senior leader13
 - Procurement14
 - Tax and superannuation community partnerships.....14
 - 2019 and 2020 TaxTime Spokesperson15
- Relationships**16
- Respect**21
- Opportunities** 25
- Governance, tracking progress and reporting**30

Commissioner's message



As the ATO continues our reconciliation journey, we are growing our collective understanding of the important connection Aboriginal and Torres Strait Islander peoples have to Country, kin, culture, language, and community. Through this we are learning how to deliver the best services to Aboriginal and Torres Strait Islander peoples, communities, and businesses.

I am proud to present the 2021–24 ATO *Reconciliation Action Plan* (RAP), which builds on current momentum and sets new goals for us to pursue in the years ahead. It provides information about initiatives that support reconciliation and a framework for sharing our lessons and successes.

We recognise that reconciliation is everyone's business and to achieve improved outcomes we must walk alongside Aboriginal and Torres Strait Islander peoples and communities. For the ATO, this means embedding reconciliation initiatives into all areas of our agency and our services to the community, as well as valuing the contribution that Aboriginal and Torres Strait Islander peoples make to our organisation and the broader tax and superannuation systems.

First and foremost, our ongoing priority is to build and maintain respectful relationships with Aboriginal and Torres Strait Islander peoples and stakeholders. We understand that growing our awareness, knowledge, and respect for Aboriginal and Torres Strait Islander peoples, communities, histories and cultures will help us to better meet the needs of Indigenous taxpayers, employees and suppliers, and support greater participation in the tax and super systems.

I am proud of the culturally inclusive environment we have fostered at the ATO, but I know we have further to go on this journey. This plan provides a strong platform to build on our successes and support greater inclusion for Aboriginal and Torres Strait Islander peoples – both within the ATO and in our services to the broader community.

A handwritten signature in black ink, appearing to read 'Jordan', with a horizontal line underneath.

Chris Jordan AO

Commissioner of Taxation,
Registrar of the Australian Business
Registry Services

Our vision for reconciliation

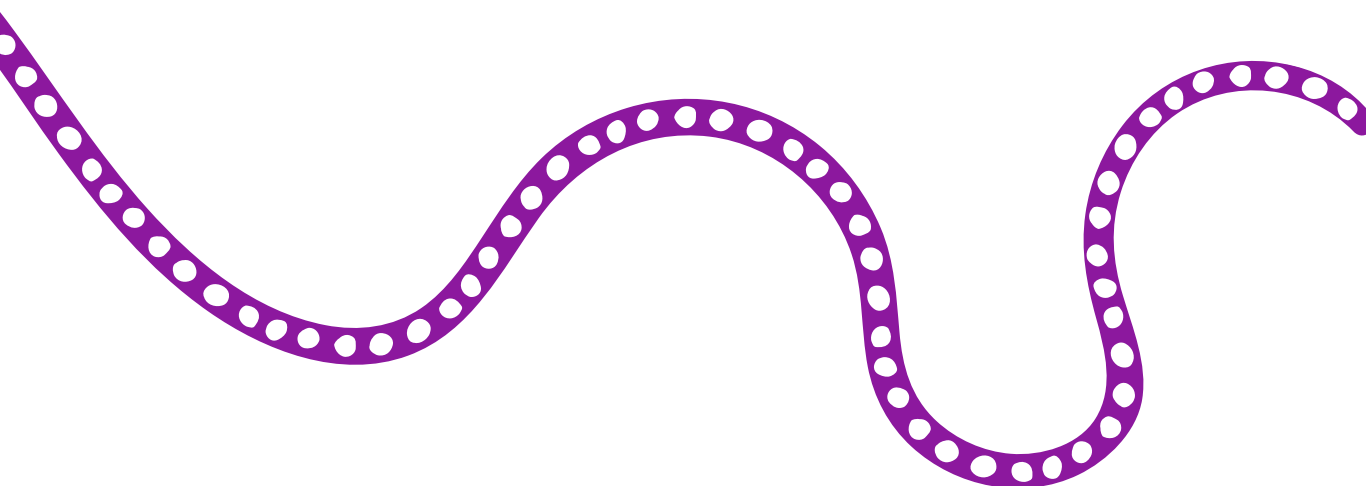
Our vision for reconciliation is an Australia in which Aboriginal and Torres Strait Islander peoples have access to:

- culturally appropriate support
- greater social wellbeing
- equal employment opportunities
- improved economic outcomes.

To support this vision, we have developed our Reconciliation Action Plan (RAP).

The RAP outlines our commitment and dedication to the inclusion of Aboriginal and Torres Strait Islander peoples in our services to the community, including to support their participation in the tax and superannuation systems. We are an organisation that strives to model reconciliation throughout our business and understand the importance this brings to the broader Australian community.

We also believe in employing and retaining Aboriginal and Torres Strait Islander staff and we'll support and promote the inclusion of Aboriginal and Torres Strait Islander suppliers when conducting procurement. By advocating for the economic and social wellbeing of Aboriginal and Torres Strait Islander peoples, we will experience a greater sense of participation and inclusion.



Our business

As the Australian Government's principal revenue collection agency, the ATO administers:

- our tax system
- significant aspects of the superannuation system
- legislation governing tax and superannuation
- the Australian Business Registry Services.

The revenue we collect supports the Australian economy and provides valuable services and resources for our national community. We also contribute to the economic and social wellbeing of Australians by fostering willing participation in the tax and superannuation systems.

We work across government and with the community to better understand the needs of Aboriginal and Torres Strait Islander peoples to ensure our products and services are tailored for this audience. We provide a range of tax and business information at ato.gov.au/indigenous and offer an ATO Indigenous Helpline. The Helpline provides an avenue for Aboriginal and Torres Strait Islander peoples to contact us about their individual tax and superannuation enquiries. We aim to further tailor our support products for Aboriginal and Torres Strait Islander communities to make it as easy for taxpayers in these communities to understand and meet their tax and superannuation obligations.

We employ around 21,000 people, including approximately 2.9% of Aboriginal and Torres Strait Islander staff across more than 20 sites nationwide. Towards 2024 we're looking to increase the representation of Aboriginal and Torres Strait Islander employees, by taking action towards strengthening our workforce strategies, policies and work practices.

To complement the actions and targets in the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24](#), we aim to increase retention and employment pathways for Aboriginal and Torres Strait Islander peoples in the workplace through talent pipelines, improved employment opportunities and career development.

Our goals for 2024 are to:

- build trust and confidence
- be streamlined, integrated and data-driven.

To achieve this, we have 8 strategic objectives.

- We build community confidence by sustainably reducing the tax gap and providing assurance across the tax and superannuation systems.
- We design for a better tax and superannuation system to make it easy to comply and hard not to.
- Our client experience and interactions are well designed, tailored, fair and transparent.
- We work with and through others to deliver efficient and effective tax and superannuation systems.
- We are a high-performing workforce with a focus on integrity, the right culture, capability and tools to deliver the best client and staff experience.
- We use data, information, and insights to deliver value for our clients and inform decision-making across everything we do.
- Our technology and digital services deliver a reliable and contemporary client experience.
- We strive for operational excellence to achieve efficiency and quality outcomes.

Our priority over the last year has been meeting the needs of our clients and supporting them through challenging times. We continue to work with the community and our stakeholders to deliver a modern and seamless tax and superannuation experience by making things simpler, faster, and more accessible for our clients.

Our reconciliation journey

We launched our first RAP in 2007, committing to the long-term journey of reconciliation in Australia. Our focus has been to embed respect for Aboriginal and Torres Strait Islander peoples, communities, cultures, and histories in how we work.

As we renew our long-standing commitment to cultural diversity and inclusion through our fifth RAP, we are proud to reflect on our successes. We have increased employment opportunities, career development, and access to culturally appropriate support for Aboriginal and Torres Strait Islander peoples. We are also pleased to have improved the cultural capability of our staff and significantly increased procurement with Indigenous-owned businesses.

Our achievements

Since the release of our previous RAP in 2018, we've made positive strides to improve the unity and inclusion of Aboriginal and Torres Strait Islander peoples within the ATO. We've also continued to work across government and with the community to better understand the needs of Aboriginal and Torres Strait Islander peoples, enabling us to continue to tailor our existing suite of products and services. Some of our achievements are as follows.

Provided tailored tax and superannuation support and education to Aboriginal and Torres Strait Islander clients

- The ATO Indigenous Helpline, which provides support for individual tax and superannuation enquiries, received 118,391 calls.
- Our Tax Help centres continued to operate in all capital cities, providing help to prepare and lodge tax returns. Some centres specialise in assisting Aboriginal and Torres Strait Islander clients during tax time.
- We expanded our Indigenous-led Tax Help programs in regional and remote communities across 28 Tax Help centres and 4 referral centres. These include Uluru, Mossman Gorge and Yarrabah.
- Reach Out, our Indigenous business support program delivered education workshops and webinars.
- We worked closely with our partners to offer targeted support to taxpayers in Aboriginal and Torres Strait Islander communities, such as collaborating with the First Nations Foundation and participation in Super Big Days Out to reunite 500 Indigenous people with over \$9.5 million in lost superannuation.
- We provided a dedicated webpage ato.gov.au/Indigenous with information tailored for Aboriginal and Torres Strait Islander clients.
- Our Small Business Community Education initiatives developed, supported and provided services to assist Aboriginal and Torres Strait Islander small businesses, by working in collaboration with external partners to deliver integrated strategies which aim to engage, educate and inform.
- We launched the 'Starting an Indigenous small business' education products. These products are part of several initiatives introduced to increase economic participation by building sustainable businesses that will support Aboriginal and Torres Strait Islander families and communities.

Continued to improve cultural awareness and education, better positioning our staff to support Aboriginal and Torres Strait Islander clients and colleagues

- We continued to grow our cultural capability by reviewing and updating our staff training resources.
- Approximately 4,000 ATO staff have participated in cultural learning programs, either face-to-face or online. The Jawun secondment program has supported 77 ATO staff to work with Indigenous communities in 16 regions across Australia.
- We promoted the ATO Aboriginal and Torres Strait Islander Peoples Protocols. This provides information on respectful communication, culturally significant dates, appropriate definitions, language and terminology, and sets the cultural and historical context in which these protocols are based.

Enhanced employment and career opportunities

- Representation of ongoing Aboriginal and Torres Strait Islander employees increased from 2.1% to 2.9%.
- We delivered our annual employee conferences for Indigenous staff. These were adapted to a virtual format during COVID-19, enabling key career development opportunities to continue to be provided to Aboriginal and Torres Strait Islander staff.
- The Indigenous Mobility Program provided 48 Aboriginal and Torres Strait Islander internal secondment opportunities.

Increased our focus on supplier diversity

- We spent \$118.5 million on goods and services from Aboriginal and Torres Strait Islander businesses.
- We consistently exceeded the portfolio target of at least 3% of all new domestic contracts awarded to Indigenous businesses each financial year.
- We were a finalist in the 2019 Supply Nation Supplier Diversity award for Government member of the year, due to our performance and commitment toward supplier diversity.



Timeline of achievements

Assisted students' career choices by providing mentors and work experience through the QLD School to Work Sponsorship Scheme



More than 2,300 people accessed our Tax Help program with training provided to volunteers in Galiwinku Elcho Island, Tennant Creek and Moogji communities



Published internal communications **encouraging staff to watch the national apology** to the Stolen Generations



Established 2 specific employment programs the Cadetship Program and Entry Level Traineeship Program

Increased Yarn Time Newsletter readership amongst tax officers, promoting the success stories of our initiatives



Increased the number of cultural events and festivals organised by ATO and attended by ATO staff



Introduced the Acknowledgement of Country and Traditional Custodians as better practice



Developed and implemented an ATO cultural awareness package

Developed and improved our dedicated webpage ato.gov.au/indigenous with a range of information to support Indigenous clients



Launched the online cultural awareness package during NAIDOC week, and encouraged all staff to complete it as a part of their learning and development plans



Provided services such as The ATO Indigenous Helpline and The ATO Indigenous Resource Centres operating from our Alice Springs, Darwin, and Perth sites

Launched our Evergreen Indigenous Pathways employment initiative providing skills and a career pathway whilst strengthening our workforce



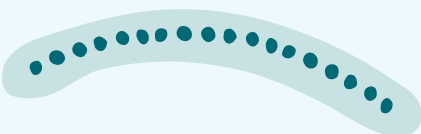
Commenced participation in the JAWUN Program for senior employees to undertake a 6-week placement in an Indigenous community organisation



2007–09

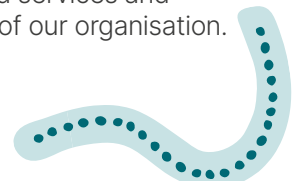
The development of the first ATO RAP aligned with a growing need in the national community to seek inclusion of Aboriginal and Torres Strait Islander peoples.

We successfully implemented 9 of the 11 planned deliverables to support Aboriginal and Torres Strait Islander peoples.



2010–13

The second RAP continued to build reconciliation at an organisational level. It represented our ongoing commitment to the national reconciliation agenda and was a catalyst to build trust, effective relationships and a sense of belonging for all Australians. We achieved this by providing employment and career development opportunities, tailoring programs and services and increasing the cultural competency of our organisation.



Raised awareness of our RAP through social media accounts, community events such as NAIDOC week and the Aboriginal Enterprise Expo at Melbourne



Produced the Aboriginal and Torres Strait Islander Peoples Protocols Guide for managers and staff which provides information about culturally significant events and dates, respectful communication advice and promotion of our RAP



We continue to celebrate NAIDOC across our sites with events including Welcome to Country and smoking ceremonies, presentations by Elders and guest speakers, plus interactive cultural activities, video screenings, jewellery and art display, and traditional foods



We were awarded 'Government Member of the Year' at the Supply Nation Awards in 2016



Promoted and supported National Reconciliation Week through social media, Welcome to Country ceremonies, acknowledgment of Traditional Custodians, speeches by Elders and guest speakers, and cultural activities across our sites

Since inception in 2013, 77 ATO employees have participated in the Jawun immersion program in 16 regions across Australia.

We have had at least one of our Jawun secondees in each of these regions



Launched during the 2019 National reconciliation week a new educational product called 'Starting an Indigenous Small Business'



Introduced the Indigenous Secondment Program to further establish employment pathways for Indigenous employees



Reviewed and **improved our online cultural capability training package** to increase staff knowledge and understanding of the cultures, customs and experiences of Indigenous Australia



Worked in partnership with external stakeholders to engage at key Indigenous events, including **First Nations Foundation Big Super Day Out**, and collaborated with the **Australian Securities and Investments Commission (ASIC)**

Continued to apply and support affirmative measures (Indigenous) across bulk recruitment activities and Entry Level Programs



Established a working group to focus on strategies to **strengthen the roles and responsibilities of our Indigenous Champions**

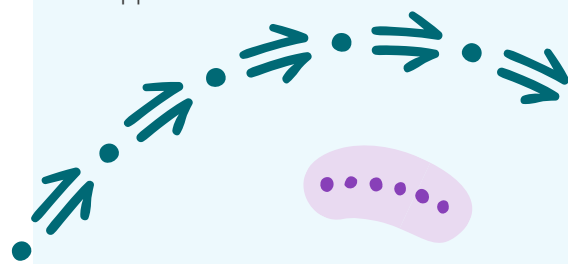
Participated in the Australian Public Service Commission (APSC) Regional Presence pilot to further develop our employment commitments in regional jurisdictions



Since the introduction of the Indigenous Procurement Policy, we have **consistently exceeded the Commonwealth portfolio targets**



More than 500 Indigenous people were reconnected with \$9.545 million of their superannuation as a result of the initiative we partnered with First Nations Foundation to support



2014-17

Our third RAP introduced new initiatives to improve socioeconomic outcomes for Aboriginal and Torres Strait Islander peoples. Contributing to programs including Closing the Gap and the Council of Australian Governments' National Partnership Agreement on Indigenous Economic Participation through improved financial literacy. Our first Indigenous Employee conference focused on career development and committed to the government's Indigenous Procurement Policy.

2018-20

Our fourth RAP continued our efforts to improve employment opportunities, provide assistance and embed cultural understanding and respect throughout our organisation. Challenging us to continue to advance our reconciliation journey with a strong focus on unity and inclusion, making the tax and superannuation systems fair and accessible to everyone.

2021-24

Our fifth RAP continues to celebrate our achievements, identify learnings and focus on building greater accountability. We aim to meet commitments towards Closing the Gap and increase staff and community confidence in our reconciliation progress. We will continue to improve employment opportunities and provide tailored tax and superannuation assistance to Indigenous peoples.



Our learnings

We have made good progress in some key areas and we know there are opportunities for improvement. We've identified key learnings, most recently with the changes and disruptions resulting from the COVID-19 pandemic.

This has shown us how important it is to embed reconciliation into 'business-as-usual' activities, making sure it's a priority even in times of uncertainty. We have now included initiatives that are intended for implementation in standard settings, with support structures in place to ensure our reconciliation commitments can be adapted appropriately if needed.

Some of our key learnings from the implementation of the RAP 2018–20 centre around governance and accountability. We recognise the importance of ensuring clear accountability to drive our reconciliation activities, including the need for clear oversight of the RAP, with accountabilities defined and support for its implementation. We are establishing stronger governance arrangements to improve reporting and visibility of progress.

The RAP working group lapsed during the implementation phase of the RAP 2018–20. We now have structures in place to ensure its ongoing membership and focus.

Raising awareness of the RAP and specific focus areas was also recognised as a key learning. We will identify opportunities to regularly share stories, successes and opportunities to improve outcomes.

RAP Sponsor

The RAP sponsor (Assistant Commissioner, Strategy and Integration) is responsible for the implementation and governance of the RAP. They work closely with the Indigenous Champions and the RAP working group to drive and coordinate the implementation of the RAP.

As Chair of the RAP working group, the sponsor provides support to stakeholders to actively participate and deliver on RAP commitments. This includes ensuring we are represented at Reconciliation Australia quarterly leadership gatherings, with the aim of cultivating mutually beneficial partnerships with Aboriginal and Torres Strait Islander stakeholders.

Indigenous Champions

We have dedicated SES Indigenous Champions who recognise and appreciate the value diversity brings to a large federal government agency like ours.

The Champions are responsible for:

- supporting and achieving our Aboriginal and Torres Strait Islander workforce and business outcomes
- promoting awareness and understanding of our commitment to reconciliation within our sphere of influence, including progressing the RAP
- representing us at Aboriginal and Torres Strait Islander events and celebrations
- advocating for training and development opportunities for Aboriginal and Torres Strait Islander staff
- championing the interests of Aboriginal and Torres Strait Islander staff within the senior leadership group
- promoting and supporting staff participation in the Aboriginal and Torres Strait Islander employee network (Moondani) and Ally network (Kawutilin).

Our RAP development process

As a leading federal government agency, we have a duty to demonstrate our commitment to reconciliation to all Australians. Implementing a Stretch RAP gives us the opportunity to support the direction of Reconciliation Australia and showcase our own goals and achievements.

Curijo Pty Ltd, an Aboriginal owned and operated organisation, were engaged to work in partnership with us to develop our RAP. They provided specialist advice on initiatives, new strategies and focus areas, helping to define our reconciliation priorities.

Curijo led staff focus groups to understand the level of staff awareness of the RAP, and to discuss improved commitments, desired outcomes and content development. These focus groups considered change management needs, including accountability and support for successful implementation. Curijo also met with SES Indigenous Champions and other SES from across the ATO.

Key themes from consultation sessions included the following:

- **Engaged leadership** establish strong leadership and accountability structures to manage the RAP and its deliverables and ensure the required resources are allocated to RAP implementation.
- **Cultural capability** ensure increased focus on cultural capability and promoting the purpose and benefits of building a culturally capable workforce to help drive reconciliation outcomes.
- **Indigenous workforce** prioritise recruitment, retention and development of Aboriginal and Torres Strait Islanders staff.
- **Awareness and integration** increase the level of awareness of our RAP commitments through promotion of RAP achievements and learnings internally and externally.

In addition to engaging with Curijo, external consultation included meetings with other government entities on RAP development approaches and implementation. Further consultation through the life of the RAP is planned to strengthen our approach to supporting Aboriginal and Torres Strait Islander peoples.

A RAP working group, comprised of a minimum of 50% Indigenous representation, was established to develop, support, drive and implement the multi-year plan. The working group met regularly while developing the RAP and will continue to meet at least quarterly throughout the life of the RAP.

The working group consists of approximately 12 staff at all levels from across the ATO, with membership including SES from Enterprise Strategy and Design, ATO People, our SES Indigenous Champions. Subject matter experts also attend working group meetings as required.

The plan was developed in consultation with all areas of our business:

- ATO Corporate
- ATO Finance
- ATO People
- ATO Senior Executive Staff (SES) and Indigenous Champions
- Individuals and Intermediaries
- Moondani (Indigenous employee network)
- Not-for-profits
- Service Delivery
- Small Business
- Superannuation

We also worked with Reconciliation Australia's guidance to reach endorsement.

Cultural capability

We engage with Indigenous businesses to develop and deliver culturally appropriate training packages for our staff. We consult with our staff and partner with local community representatives to develop cultural capability training sessions that are tailored specifically to various regions.



Our online internal Cultural Awareness Training package focuses on understanding Aboriginal and Torres Strait Islander cultures, history, identity, and the importance of communication to strengthen our support for Indigenous clients and staff.

We will continue to build on the foundations of our organisational cultural capability through partnerships with the Australian Public Service Commission and National Indigenous Australians Agency (NIAA), to better educate and support our staff and clients through training and cultural immersion activities.

Staff networks

We continue to support our site-based employee networks, which enable staff from across the ATO to share knowledge, perspectives, and information on events and local matters.

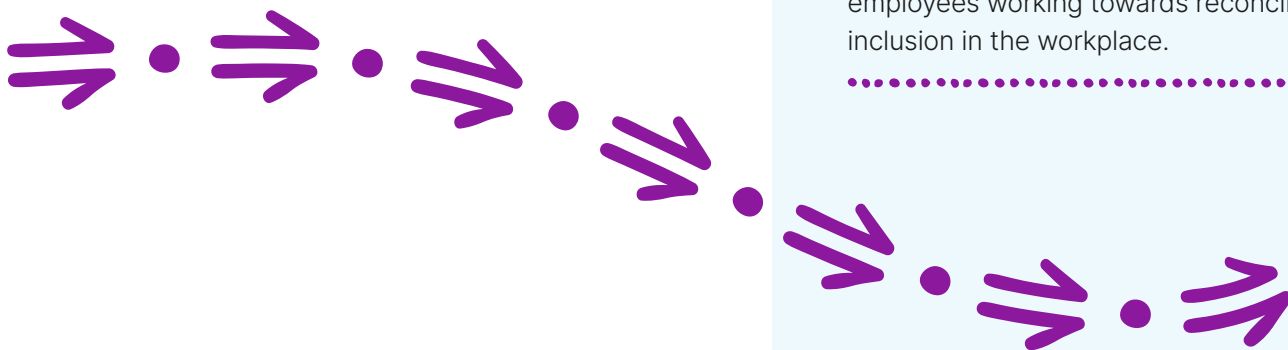


Moondani

Moondani is our Indigenous employee network. It means 'embrace' in the Woiwurrong language of the Wurundjeri People, the Traditional Owners of Melbourne and surrounding lands of Victoria.

Kawutilin

Kawutilin (pronounced Ka-woo-tilin) is our Ally network. It means 'coming together' in the language of the Wonnarua People, the Traditional Owners of the Hunter Valley region of New South Wales. This name was selected, and the artwork created by our Aboriginal and Torres Strait Islander staff, to represent all ATO employees working towards reconciliation and inclusion in the workplace.





Staff stories

Jawun secondment experience

Abbey Wright, Communications Manager

In February 2020, I took part in the Jawun secondment program. My secondment saw me spend 6 weeks working for the Kununurra Waringarri Aboriginal Corporation (Waringarri) in the beautiful East Kimberley, Western Australia – home of the Miriwoong People. Waringarri is a not-for-profit organisation that aims to improve the physical, emotional, and social wellbeing of Aboriginal people in the Kununurra region.



The East Kimberley showed me that there are added layers of challenges that come with working in a remote community. All the things you expect as challenges are real, the internet is slow, the power is often out, and people mostly work on ‘Kununurra time’. I soon realised these challenges are benefits in disguise.

These challenges mean you have more time to spend on building strong relationships with the community, and more time to spend ensuring your solutions are exactly what the organisation needs. Working on ‘Kununurra time’ gave me the chance to understand more about Country, culture, and language, and gave me insights into the cultural differences in the Miriwoong community.

I helped Waringarri with grant applications, annual reporting, and a communication and brand portfolio. I was also involved in an IT project to move Waringarri onto a cloud-based storage solution. I remain in regular contact with my host organisation, assisting them with web content and acting as a sounding board for managerial advice – particularly relevant during COVID-19.

My favourite community activity was the Kununurra Community Kitchen, where each Sunday we served more than 60 community members a hot meal and had a yarn. My Waringarri colleagues and I also took part in school pickups and drop-offs, and I assisted by creating a strategy to increase school attendance. Jaliwang (barramundi) fishing, crocodile-spotting, camping and trekking were also weekly occurrences.

Jawun is an incredible opportunity to be an active ally to Aboriginal and Torres Strait Islander peoples. If you’re interested in assisting communities to reach their goals by supporting community-led and community-driven programs, I’d strongly recommend you apply for the Jawun program. In the Kuku Yalanji language of Cape York (the founding region of the Jawun program), Jawun means ‘friend’, and you’re sure to leave your secondment with many more of those.

Evergreen Program participants

Kia Yeatman, Administration Officer

I'm a proud Gunggandji and Lower Coastal Yidinji woman from Yarrabah in Far North Queensland. I travelled to pursue the Evergreen Program opportunity in 'cold Canberra'. In 2019 I completed the program, which consisted of two 9-month rotations in specialist business lines. It was a fantastic opportunity to kickstart my career with the public service and helped me gain an understanding of all things taxation and superannuation.



I've increased my business knowledge through a variety of opportunities which has enhanced my communication and professional skills, as well as my understanding of the mechanics of the ATO's operations. The skills I've acquired have helped boost my confidence and make work interesting and enjoyable.

The ongoing training and support through the Evergreen Program have greatly assisted me in my ATO journey. The program has challenged me in various ways and as a result I have lifelong networks.

Tula Bushman, Client Engagement Officer

I'm a proud woman from St Paul (Moa Island, in the Western Islands of the Torres Strait). I completed the Evergreen Program in 2018 and now work as a Client Engagement Officer in Public Groups and International and am an active member of the Moondani network.



The opportunities I've had within the Evergreen Program have been amazing, providing a pathway into the ATO and the tools to succeed within the organisation. My first rotation was in Superannuation and the second in Review and Dispute Resolution, supporting clients through the ATO's complaints process. The diverse rotations were a great opportunity to develop my skills. It was a great experience where I dealt with clients daily and began learning about the taxation and superannuation systems. I thoroughly enjoyed working in my rotations as I am committed to continuously learning and challenging myself.

The Evergreen Program provides a unique opportunity for participants to start their career with the ATO in a supportive environment while simultaneously developing professional and technical skills. As part of the program, we are provided with opportunities to build our capabilities with both on-the-job and formal training which supported me to obtain a formal qualification.

Kawutilin Ally

Catherine Griffin, Measurement and Evaluation Director

I joined the ATO in 2011 through the Graduate Program and have volunteered on ATO NAIDOC Week working parties since 2012. Over the years I have moved across business lines and into various management positions, but I have prioritised my participation in NAIDOC and National Reconciliation Week activities and have become a member of the Kawutilin Ally network.



This network has given me the opportunity to learn more about the Turrbal and Jagera Peoples, as the Traditional Owners of the land on which I live and work. This has encouraged me to seek out further information through webinars and events organised by universities and national advocacy organisations committed to the rights of Aboriginal and Torres Strait Islander peoples.

Besides getting to know the dedicated and fun staff across our Indigenous networks, my personal highlights from participating in site working parties include:

- championing and participating in NAIDOC Week celebrations in Musgrave Park, a key Aboriginal meeting place in Brisbane
- organising bush foods catering and arranging for a speaker on biocultural consulting to celebrate on-site Indigenous events
- experiencing traditional dancing at ATO NAIDOC Week celebrations
- participating in traditional painting and weaving under the guidance of local artists at the 2018 Brisbane inter-agency NAIDOC Week event.

I encourage everyone to get involved with your local NAIDOC and National Reconciliation Week events and the Kawutilin Ally network. These initiatives provide staff with the opportunity to strengthen our understanding of Aboriginal and Torres Strait Islander cultures across Australia.

Aboriginal and Torres Strait Islander senior leader

Geoffrey Galvin, Property Services Director

I joined the ATO in 2011 as a Project Manager and have forged a successful career working across various disciplines. During my time I have faced many career challenges that have contributed to my learning and development and as a result have refined my leadership aspirations.



Through my journey, I have championed inclusion for all people from diverse backgrounds and have taken every opportunity to mentor other Aboriginal and Torres Strait Islander peoples to help them in their career paths.

Being part of an organisation that understands the importance of diversity helps me bring my whole self to work and empowers me to achieve my very best.



Procurement

Jemma Jefford, Procurement Officer

One of the most fulfilling aspects of my role as a Procurement Officer is the way in which it allows me to not only help the ATO to achieve its business objectives but have an opportunity to have a meaningful impact through supporting Indigenous businesses and communities.



As a Procurement Officer, I am in a unique position to guide and enable the ATO's supplier relationships. Supported by the provisions under the Commonwealth Government's Indigenous Procurement Policy, I use the ATO's need to purchase goods or services as an opportunity to invest in the Australian Indigenous business sector. This investment, I have learned, can have a significant and positive flow-on impact on Indigenous communities.

Recently I was fortunate to partner with Learning and Development to procure training for staff across various topics. This contract was an extremely rewarding relationship where the Indigenous business continually demonstrated their subject matter expertise, adaptability, flexibility and innovation. These skills allowed the ATO and the business to deliver a nation-wide capability program despite the challenges of COVID-19; and despite these challenges, this business contributed to an award-winning capability program that has gained interest across a number of government agencies.

This is just one of many examples of the value that Indigenous businesses can add, and I am proud of the work we do here in the ATO with our Indigenous business partners.

The next time you are in the market to buy something, either personally or professionally, I encourage you to consider an Indigenous business.

Tax and superannuation community partnerships

Murray Bamford, Business Strategy Manager

A key focus for the ATO is improving the superannuation experience for Aboriginal and Torres Strait Islander peoples. We are working with both government and non-government partners to ensure Aboriginal and Torres Strait Islander peoples receive the full value of the superannuation system. We use a number of 'channels' to engage with Aboriginal and Torres Strait Islander clients, including online services, a dedicated phone line and face-to-face engagement in remote communities.



Through the ATO's participation in community tax and superannuation initiatives, Murray had the opportunity to visit Thursday Island in the Torres Straits; partnering with QSuper to support clients with a range of queries, including debts incurred, compassionate release of super and lost and unclaimed super.

2019 and 2020 Tax Time Spokesperson

Karen Foat, Assistant Commissioner

Torres Strait Island
Media Association
(TSIMA) Radio 4MW's
mission is to connect
the voices and culture
of the Torres Strait
through media.



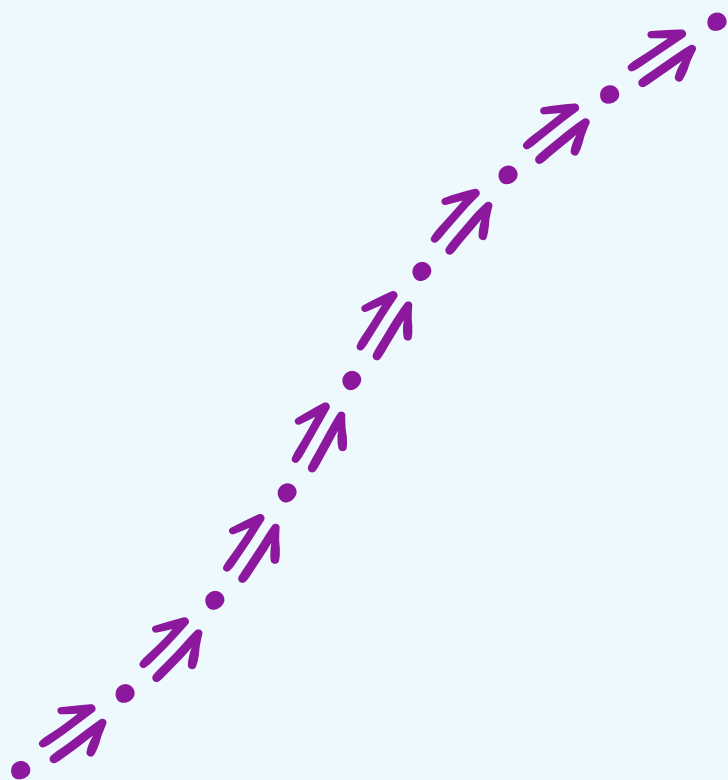
Established in 1985,
Radio 4MW is a 24-hour
radio service broadcasting on 1260AM,
airing across Zenadth Kes (Torres Strait) and
the Northern Peninsula area.

Each year the ATO partners with Radio 4MW to
update their listeners on tax and superannuation
help and support resources. Some examples of
the kinds of information we cover include:

- how to lodge your tax return quickly,
securely, and smoothly
- linking your myGov account to the ATO's
online services
- the ATO's Reach Out program – which provides
tailored support and education to help
Indigenous small businesses meet their tax
and superannuation obligations
- the ATO Indigenous Helpline, available on
13 10 30 and the ATO's dedicated webpage
ato.gov.au/indigenous, which provides more
information about ATO support services.

We also discuss information specific to COVID-19
and how to access content about ATO assistance
and the tax and superannuation measures within
the Government's Economic Support Package,
including:

- giving individuals early access to their
superannuation
- providing cash flow assistance for employers
- increasing the instant asset write-off, making
more businesses eligible.



Relationships

We recognise the importance of building respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations, through:

- helping us better understand and meet the needs of Aboriginal and Torres Strait Islander peoples
- encouraging and assisting willing participation in the tax and superannuation systems
- supporting Aboriginal and Torres Strait Islander peoples to understand their rights and obligations
- improving ease of compliance and access to benefits.

We will explore ways to grow existing services and build new relationships with Aboriginal and Torres Strait Islander stakeholders, to support improved economic outcomes. This will lead to increased confidence in the Australian tax and superannuation systems.

Deliverable	Timeline	Lead	Support
Action 1			
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.			
1.1 Collaborate with Aboriginal and Torres Strait Islander community stakeholders via site-based Moondani networks to review the ATO Aboriginal and Torres Strait Islander Peoples Protocols Guide.	Annually (October)	• Assistant Commissioner, Culture and Inclusion	• Assistant Commissioner, Marketing and Communications
1.2 Establish and review interpreting services for Aboriginal and Torres Strait Islander clients.	June 2022 (review annually)	• Assistant Commissioner, Marketing and Communications	<ul style="list-style-type: none"> • Assistant Commissioner, Small Business Experience • Assistant Commissioner, Individuals and Intermediaries Engagement and Support • Assistant Commissioner, SEO Risk Strategy • Assistant Commissioner, Not-for-profit Governance
1.3 Establish and maintain 2 formal partnerships with Aboriginal and Torres Strait Islander communities or organisations.	June 2023 (review annually)	• Assistant Commissioner, Strategy and Integration	• Assistant Commissioner, Culture and Inclusion
1.4 Actively promote the ATO's Indigenous Liaison Officer (ILO) service offering, a national support and advice service for all staff, including Indigenous programs and strategies.	Annually (June)	• Assistant Commissioner, Culture and Inclusion	• Assistant Commissioner, People Support

Deliverable	Timeline	Lead	Support
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Action 2

Build relationships through celebrating National Reconciliation Week (NRW).

2.1 Each RAP working group member to participate in at least 2 external NRW events in their local region each year.	Annually (May/June)	<ul style="list-style-type: none"> Assistant Commissioner, Strategy and Integration 	
2.2 Encourage and support all staff participation in internal and external NRW events.	Annually (May/June)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Marketing Communications
2.3 Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	Annually (May/June)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Site Leadership
2.4 Organise one national ATO-wide NRW event including, site-specific NRW events.			<ul style="list-style-type: none"> Assistant Commissioner, Corporate Events
2.5 Celebrate and encourage senior leaders, Indigenous Champions and staff participation in 2 internal and cross-agency NRW events annually.			
2.6 Register NRW events via Reconciliation Australia's website.	Annually (May/June)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Site Leadership

Deliverable	Timeline	Lead	Support
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Action 3

Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.

3.1 Support the Indigenous ally network (Kawutilin) to actively engage with the Indigenous employee network (Moondani) to drive reconciliation outcomes through active allyship and collaboration, including: <ul style="list-style-type: none"> develop and promote an active allyship resource for Moondani and the Kawutilin network develop an action plan outlining roles, responsibilities, and opportunities. 	Annually (May/June)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Internal Communications
3.2 Communicate our commitment to reconciliation publicly through: <ul style="list-style-type: none"> annual ATO-led reconciliation events and activities the ATO's public-facing and internal communication streams including posters, communiques, videos, and web messaging. 	Quarterly (October, February, May, July)	<ul style="list-style-type: none"> Assistant Commissioner, Marketing and Communications 	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion

Deliverable	Timeline	Lead	Support
<p>3.3 Implement communication strategies and promote our reconciliation commitments to positively influence internal and external stakeholders to drive reconciliation outcomes, including through:</p> <ul style="list-style-type: none"> • sharing staff and client stories • engagement on internal and external social media platforms • embedding reconciliation themes in learning and development products. 	Annually (May to June)	<ul style="list-style-type: none"> • Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> • Assistant Commissioner, Internal Communications
<p>3.4 Collaborate with other government entities to implement ways to advance reconciliation, including Dept Treasury, Dept Finance, and National Indigenous Australians Agency (NIAA).</p>	June 2022 and ongoing	<ul style="list-style-type: none"> • Assistant Commissioner, Strategy and Integration 	<ul style="list-style-type: none"> • Assistant Commissioner, Culture and Inclusion • Assistant Commissioner, Policy and Law • Indigenous Champions
<p>3.5 Review and develop social media strategies specific to NRW, NAIDOC Week and RAP activities.</p>	Annually (April)	<ul style="list-style-type: none"> • Assistant Commissioner, Marketing and Communications 	<ul style="list-style-type: none"> • Assistant Commissioner, Culture and Inclusion • Assistant Commissioner, Strategy and Integration
<p>3.6 Build community confidence through marketing tax and superannuation services for Aboriginal and Torres Strait Islander peoples.</p>	Annually (June)	<ul style="list-style-type: none"> • Assistant Commissioner, Small Business Experience • Assistant Commissioner, Individuals and Intermediaries Engagement and Support • Assistant Commissioner, SEO Risk Strategy 	<ul style="list-style-type: none"> • Assistant Commissioner, Marketing and Communications
<p>3.7 Establish a secondment to Reconciliation Australia.</p>	Annually (June)	<ul style="list-style-type: none"> • Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> • Assistant Commissioner, Learning and Development
<p>3.8 Explore partnerships with Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS).</p>			

Deliverable	Timeline	Lead	Support
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Action 4

Promote positive race relations through anti-discrimination strategies to support equality, equity and integrity.

4.1 Provide education, support and communication of anti-discrimination laws to build staff awareness of government policies.	June 2022	<ul style="list-style-type: none"> Assistant Commissioner, Employment Policy Workplace Relations 	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion
4.2 Educate senior leaders and managers on the effects of racism, through training and SES master classes.	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Learning and Development Assistant Commissioner, SES Services
4.3 ATO senior leaders publicly support anti-discrimination campaigns, initiatives and stances against racism in accordance with the APS employment principles, APS Values and Code of Conduct.	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion Assistant Commissioner, Marketing and Communications 	<ul style="list-style-type: none"> Assistant Commissioner, SES Services

Deliverable	Timeline	Lead	Support
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Action 5

Increase financial literacy and economic outcomes through improved services to Aboriginal and Torres Strait Islander clients.

5.1 Work with Northern Land Council (Northern Territory) to develop a tax and superannuation resource kit for use in remote communities.	June 2022	<ul style="list-style-type: none"> Assistant Commissioner, Individuals and Intermediaries Engagement and Support 	
5.2 Improve small business client experience initiatives and engage with Indigenous stakeholders on their programs and opportunities for partnership by: <ul style="list-style-type: none"> participating in Indigenous business events, including at least 3 trade fairs or enterprise showcases per year (in person or online) collaborating with Aboriginal and Torres Strait Islander stakeholders to deliver improved 'Reach Out' Indigenous small business support engaging with communities and government agencies on initiatives and educational products for Indigenous people. 	Annually (June)	Assistant Commissioner, Small Business Experience	

Deliverable	Timeline	Lead	Support
<p>5.3 Collaborate with the Office of the Registrar of Indigenous Corporations (ORIC) and Australian Charities and Not-for-profits Commission (ACNC), to inform and improve the support for Indigenous not-for-profit organisations.</p>	February 2022	Assistant Commissioner, Not-for-profit Governance	
<p>5.4 In consultation with Aboriginal and Torres Strait Islander stakeholders, develop an Indigenous not-for-profit engagement strategy to support improved client experiences for Indigenous not-for-profit organisations.</p>	May 2022	<ul style="list-style-type: none"> Assistant Commissioner, Not-for-profit Governance 	
<p>5.5 Designate and appoint a position on the Not-for-Profit Stewardship Group and maintain a position on the Individuals Stewardship Group for an Aboriginal and Torres Strait Islander representative.</p>	February 2022	<ul style="list-style-type: none"> Assistant Commissioner, Not-for-profit Governance Assistant Commissioner, Individuals and Intermediaries Engagement and Support 	

Respect

Respectful relationships between Aboriginal and Torres Strait Islander peoples and the broader community are important to us, as we continue to support reconciliation and ensure our services are culturally appropriate.

We build relationships with Aboriginal and Torres Strait Islander peoples by being aware of, acknowledging and respecting the unique cultures and lived experiences.

Deliverable	Timeline	Lead	Support
Action 6 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.			
6.1 Conduct an ATO-wide review of cultural learning needs, programs and resources to ensure alignment with the APSC Cultural Capability Framework.	June 2022 (review annually)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Learning and Development
6.2 Ensure consultants providing Aboriginal and Torres Strait Islander services are assessed to ensure cultural capability, expertise and knowledge is specific to the region the engagement relates to.	February 2022 and ongoing	<ul style="list-style-type: none"> Assistant Commissioner, Strategic Procurement and Contracts 	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion
6.3 Implement and communicate an ATO-wide cultural capability strategy.	March 2022	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Learning and Development
6.4 Managers and SES providing services or developing programs for Indigenous people to undertake formal and structured cultural learning.	June 2022 and ongoing	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, SES Services Assistant Commissioner, Learning and Development Indigenous Champions

Deliverable	Timeline	Lead	Support
<p>6.5 Provide and promote cultural capability training opportunities for all staff and evaluate the impact of training through staff surveys:</p> <p>2022:</p> <ul style="list-style-type: none"> • 15% of staff to undertake cultural capability training (online) • 5% of staff to undertake cultural capability training (face-to-face). <p>2023:</p> <ul style="list-style-type: none"> • 25% of staff to undertake cultural capability training (online) • 7% of staff to undertake cultural capability training (face-to-face). <p>2024:</p> <ul style="list-style-type: none"> • 50% of staff to undertake cultural capability training (online) • 10% of staff to undertake cultural capability training (face-to-face). 	Annually (June)	<ul style="list-style-type: none"> • Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> • Assistant Commissioner, Learning and Development
<p>6.6 Offer a minimum of 6 JAWUN secondment placements and increase opportunities for staff to experience Indigenous cultures.</p>	Annually (June)	<ul style="list-style-type: none"> • Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> • Assistant Commissioner, Learning and Development

Deliverable	Timeline	Lead	Support
<p>Action 7</p> <p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>			
<p>7.1 Review and communicate a concise staff resource outlining wording for an Acknowledgement of Country.</p>	April 2022 and review annually	<ul style="list-style-type: none"> • Assistant Commissioner, Marketing and Communications 	<ul style="list-style-type: none"> • Assistant Commissioner, Culture and Inclusion
<p>7.2 Promote the ATO Aboriginal and Torres Strait Islander Peoples Protocols Guide, tailored for all local communities we operate in.</p>	Annually (June)	<ul style="list-style-type: none"> • Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> • Assistant Commissioner, People Support
<p>7.3 Invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol for at least 5 significant ATO events each year, including:</p> <ul style="list-style-type: none"> • National Reconciliation Week • NAIDOC Week celebrations • site-sponsored and corporate events. 	Annually (June)	<ul style="list-style-type: none"> • Assistant Commissioner, Site Leadership • Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> • Assistant Commissioner, Corporate Events

Deliverable	Timeline	Lead	Support
7.4 Include an Acknowledgement of Country at the commencement of external meetings, cross agency meetings and significant events.	June 2022	<ul style="list-style-type: none"> Assistant Commissioner, Strategy and Integration 	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion Assistant Commissioner, Digital Experience Assistant Commissioner, Marketing and Communications
7.5 Update Events Kit, speech and meeting templates to include Acknowledgment of Country or other appropriate protocols for all public ATO events.	June 2022	<ul style="list-style-type: none"> Assistant Commissioner, Marketing and Communications 	
7.6 Display Acknowledgment of Country plaques and Aboriginal and Torres Strait Islander flags in all ATO buildings.	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Finance and Property Services 	

Deliverable	Timeline	Lead	Support
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Action 8

Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

8.1 RAP working group members to participate in at least 2 external NAIDOC Week events.	Annually (July)	<ul style="list-style-type: none"> Assistant Commissioner, Strategy and Integration 	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion Assistant Commissioner, Digital Experience
8.2 Review and update manager resources to remove barriers to staff participation in NAIDOC Week events.	June 2022	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Workplace Relations
8.3 Support all staff to participate in at least 2 NAIDOC Week events in their local area, through advertising local NAIDOC Week event information in site newsletters.	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Digital Experience
8.4 In consultation with Aboriginal and Torres Strait Islander stakeholders, support 5 external NAIDOC Week events each year.			<ul style="list-style-type: none"> Assistant Commissioner, Site Leadership

Deliverable	Timeline	Lead	Support
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Action 9

Improve resources that support an inclusive workplace culture to raise awareness and respect for Aboriginal and Torres Strait Islander peoples.

9.1	Review and update the ATO's Aboriginal and Torres Strait Islander brand identity, tailored for use in communications products.	April 2022	<ul style="list-style-type: none"> Assistant Commissioner, Marketing and Communications 	<ul style="list-style-type: none"> Assistant Commissioner, Digital Experience
9.2	Review and provide an ATO signature block containing an Acknowledgement of Country to all staff.	March 2022 (ongoing)	<ul style="list-style-type: none"> Assistant Commissioner, Marketing and Communications 	
9.3	Provide improved resources, training and information to all managers about cultural, ceremonial, and study leave for Aboriginal and Torres Strait Islander staff.	Annually (May)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Employee Relations

Opportunities

We support opportunities through our efforts to be an employer of choice for Aboriginal and Torres Strait Islander peoples and a leader in Indigenous procurement in the APS. By enhancing opportunities for participation by our Indigenous staff, we ensure their knowledge and perspectives are valued throughout our decision-making processes. We recognise our crucial role in providing opportunities for Indigenous suppliers to improve economic outcomes.

We support Aboriginal and Torres Strait Islander businesses by providing tailored education opportunities to encourage participation in the tax and superannuation systems.

We continue to expand our Tax Help volunteers program in regional and remote areas by working with trusted partners in communities to establish programs, provide tailored tax and superannuation education and support to Aboriginal and Torres Strait Islander communities.

Deliverable	Timeline	Lead	Support
Action 10			
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.			
10.1 Engage with Aboriginal and Torres Strait Islander staff via the Moondani network and Indigenous Liaison Officers to consult on ATO Indigenous recruitment and retention initiatives.	Annually (February)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Human Resource Operations
10.2 Review and update our Diversity and Inclusion action plans for Aboriginal and Torres Strait Islander employees to ensure we are meeting the employment and career development outcomes in the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2024.	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	
10.3 Partner with APS entities to develop regional career development workshops to remove barriers for Aboriginal and Torres Strait Islander participation in our workplace.			
10.4 Establish a minimum of 2 partnerships with the tertiary sector, commonwealth, state and territories and non-government organisations to attract and recruit Aboriginal and Torres Strait Islander peoples.	June 2023	<ul style="list-style-type: none"> Assistant Commissioner, Learning and Development 	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion
10.5 Ensure outcomes from Affirmative Measures are actioned in line with the Affirmative Measure guidelines for Indigenous employment.	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Human Resource Operations
10.6 Optimise Aboriginal and Torres Strait Islander staff participation in the Tuition Assistance Program (TAP) and External Learning Event Application form (eLEAF).	March 2022	<ul style="list-style-type: none"> Assistant Commissioner, Learning and Development 	<ul style="list-style-type: none"> Assistant Commissioner, Internal Communications

Deliverable	Timeline	Lead	Support												
<p>10.7 Advertise affirmative measures and identified job vacancies through multiple mediums to effectively reach Aboriginal and Torres Strait Islander stakeholders.</p> <p>10.8 Ensure all internally and externally advertised job vacancies include 'Aboriginal and Torres Strait Islander candidates are encouraged to apply'.</p>	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Human Resource Operations 													
<p>10.9 Aboriginal and Torres Strait Islander employees are supported to take on management and senior level positions by:</p> <ul style="list-style-type: none"> offering a minimum of 2 external secondment opportunities Provide recognition secondments for Moondani Leadership members to further develop their leadership skills offering a minimum of 10 Indigenous mobility and career development program placements. 	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, Learning and Development 												
<p>10.10 Increase Aboriginal and Torres Strait Islander employee representation to support Commonwealth portfolio targets with the aim of achieving the following annual targets:</p> <table border="1"> <thead> <tr> <th>Level</th> <th>2022</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>APS 4–6</td> <td>2.3%</td> <td>2.7%</td> </tr> <tr> <td>EL1–2</td> <td>0.8%</td> <td>1%</td> </tr> <tr> <td>SES</td> <td>0.5%</td> <td>1%</td> </tr> </tbody> </table>	Level	2022	2023	APS 4–6	2.3%	2.7%	EL1–2	0.8%	1%	SES	0.5%	1%	Annually (July)	<ul style="list-style-type: none"> Assistant Commissioner, Workforce Strategy 	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion Assistant Commissioner, SES Services
Level	2022	2023													
APS 4–6	2.3%	2.7%													
EL1–2	0.8%	1%													
SES	0.5%	1%													
<p>10.11 Hold an annual Aboriginal and Torres Strait Islander staff conference, developed in consultation with Aboriginal and Torres Strait Islander staff, senior leaders, Indigenous Champions, Moondani and Kawutilin Ally networks.</p>	Annually (November)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 													

Deliverable	Timeline	Lead	Support
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Action 11

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

11.1	Review and maintain an annual Supplier Diversity Strategy, to remove barriers in our procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2021 and review annually	<ul style="list-style-type: none"> Assistant Commissioner, Strategic Procurement and Contracts 	
11.2	Maintain corporate membership and grow relationship with Supply Nation to support improvements in procurement practices.	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Strategic Procurement and Contracts 	
11.3	Develop targeted internal communications to build awareness and promote the benefits of engaging Indigenous businesses, including through participation in Supplier Diversity September.			
11.4	Promote and review the use of our Indigenous-only procurement panels and look for opportunities to expand engagement.			
11.5	Ensure internal procurement policies and procedures continue to highlight the benefits of procuring with Aboriginal and Torres Strait Islander businesses.	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Strategic Procurement and Contracts 	
11.6	Maintain commercial relationships with at least 40 Aboriginal and Torres Strait Islander businesses.			
11.7	Expand commercial relationships into categories of spend where the ATO has not traditionally engaged Aboriginal and Torres Strait Islander businesses.			
11.8	Encourage our major suppliers to develop Indigenous participation plans beyond the requirements in the Indigenous Procurement Policy (IPP).	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Strategic Procurement and Contracts 	
11.9	Achieve a 3% Aboriginal and Torres Strait Islander procurement target set out in the IPP.			
11.10	Promote training on how to engage with Aboriginal and Torres Strait Islander businesses.	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Strategic Procurement and Contracts 	<ul style="list-style-type: none"> Assistant Commissioner, Learning and Development
11.11	Ensure new staff in the centralised procurement area complete training on how to engage with Aboriginal and Torres Strait Islander businesses as part of their induction.			

Deliverable	Timeline	Lead	Support
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Action 12

Support Aboriginal and Torres Strait Islander employees to network and explore development opportunities.

12.1	Communicate and provide training for managers on the strategic importance of supporting development opportunities for Aboriginal and Torres Strait Islander employees.	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, People Support
12.2	Encourage Aboriginal and Torres Strait Islander employees to attend local and national networking events.			<ul style="list-style-type: none"> Assistant Commissioner, Marketing and Communications

Deliverable	Timeline	Lead	Support
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Action 13

Tailor tax and superannuation education resources for Aboriginal and Torres Strait Islander peoples, students and trainees.

<p>13.1 Tailor school education programs to Aboriginal and Torres Strait Islander students.</p> <p>13.2 Partner with the National Indigenous Training Academy (NITA) to deliver tax and superannuation support to Aboriginal and Torres Strait Islander trainees.</p>	June 2022	<ul style="list-style-type: none"> Assistant Commissioner, Individuals and Intermediaries Engagement and Support 	
<p>13.3 Develop and review tailored education products to inform and support Aboriginal and Torres Strait Islander peoples' participation in the tax and superannuation systems.</p>	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Small Business Experience Assistant Commissioner, SEO Risk Strategy Assistant Commissioner, Individuals and Intermediaries Engagement and Support 	<ul style="list-style-type: none"> Assistant Commissioner, Marketing and Communications
<p>13.4 Participate in at least 10 community events annually, to provide education and assistance to Aboriginal and Torres Strait Islander clients on tax and superannuation matters.</p>	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Small Business Experience Assistant Commissioner, Individuals and Intermediaries Engagement and Support Assistant Commissioner, SEO Risk Strategy 	
<p>13.5 Review and enhance the Indigenous Small Business Education Strategy, to optimise engagement, education and information.</p>	June 2022	<ul style="list-style-type: none"> Assistant Commissioner, Small Business Experience 	

Governance, tracking progress and reporting

We will support and manage accountability for our RAP initiatives through monitoring actions, tracking progress against the planned deliverables, and communicating our commitment to reconciliation publicly.

Our progress will be communicated internally and externally to ensure our RAP is successfully implemented across our agency.

Deliverable	Timeline	Lead	Support
Action 14 Establish and maintain an effective RAP working group to drive governance of the RAP.			
14.1 Maintain and demonstrate 50% of Aboriginal and Torres Strait Islander representation on the RAP working group, including 2 representatives from the Moondani network.	Annually (June)	<ul style="list-style-type: none"> Assistant Commissioner, Strategy and Integration 	
14.2 RAP working group Terms of Reference is applied, reviewed and updated as required.			
14.3 RAP working group meets quarterly to monitor and drive RAP implementation and governance.	Quarterly (October, February, May, July)	<ul style="list-style-type: none"> Assistant Commissioner, Strategy and Integration 	<ul style="list-style-type: none"> Indigenous Champions

Deliverable	Timeline	Lead	Support
Action 15 Provide appropriate support for effective implementation of RAP commitments.			
15.1 Include a RAP reference in the corporate plan.	Annually (August)	<ul style="list-style-type: none"> Assistant Commissioner, Strategy and Integration 	
15.2 Establish sufficient resourcing to support RAP oversight and management.	November 2021 and review annually	<ul style="list-style-type: none"> Assistant Commissioner, Strategy and Integration 	
15.3 Ensure the expectations of senior leaders defined through the Leadership strategy align to RAP initiatives and support the interests of Aboriginal and Torres Strait Islander peoples.	June 2022	<ul style="list-style-type: none"> Assistant Commissioner, Culture and Inclusion 	<ul style="list-style-type: none"> Assistant Commissioner, SES Services
15.4 Embed appropriate systems and capability to track, measure and report on RAP commitments.	March 2022	<ul style="list-style-type: none"> Assistant Commissioner, Performance Insights and Risk 	

Deliverable	Timeline	Lead	Support
15.5 Indigenous Champions from senior management to take an active role in managing and delivering RAP deliverables.	Annually (June)	<ul style="list-style-type: none"> Indigenous Champions 	<ul style="list-style-type: none"> Assistant Commissioner, Strategy and Integration
15.6 Provide updates on RAP progress at relevant senior executive management meetings.	Biannually (February, July)	<ul style="list-style-type: none"> Assistant Commissioner, Strategy and Integration Indigenous Champions 	

Deliverable	Timeline	Lead	Support
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Action 16

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

16.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Annually (September)	<ul style="list-style-type: none"> Assistant Commissioner, Performance Insights and Risk 	
16.2 Report RAP progress to all staff and senior leaders.	Quarterly (October, February, May, July)	<ul style="list-style-type: none"> Assistant Commissioner, Performance Insights and Risk 	
16.3 Publicly report on our RAP commitments.	Annually (July)	<ul style="list-style-type: none"> Assistant Commissioner, Performance Insights and Risk 	
16.4 Investigate participation in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2022 and 2024	<ul style="list-style-type: none"> Assistant Commissioner, Performance Insights and Risk 	<ul style="list-style-type: none"> Assistant Commissioner, Strategy and Integration

Deliverable	Timeline	Lead	Support
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Action 17

Continue our reconciliation journey by developing our next RAP.

17.1 Register via Reconciliation Australia's website to begin developing our next RAP.	June 2023	<ul style="list-style-type: none"> Assistant Commissioner, Strategy and Integration 	<ul style="list-style-type: none"> Assistant Commissioner, Strategy and Integration
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Would you like to learn more?

If you'd like more information about our plan and programs email us at: RAPProjectTeam@ato.gov.au