

Innovate Reconciliation Action Plan

January 2024 – January 2026



Australian
National
University



RECONCILIATION
ACTION PLAN

INNOVATE



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Aboriginal and Torres Strait Islander flags flown in front of the Chancery Building, Australian National University. Credit: ANU Image Library.

Reconciliation Australia CEO Statement

“Reconciliation Australia commends the Australian National University on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).”

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

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

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

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

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

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

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

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

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Australian National University future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

Congratulations Australian National University on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Introduction

This Reconciliation Action Plan embodies The Australian National University's unwavering commitment to acknowledging and celebrating the rich cultural heritage of Aboriginal and Torres Strait Islander peoples on sacred land that was never ceded.

Acknowledgment alone is not enough – and as Australia's only national university, it is our responsibility to lead the way and fully commit to making Australia, and the world, a better place for all First Nations people.

Our journey towards reconciliation is driven by a deep respect for the past and a dedicated vision for a future marked by equity and understanding. The histories of dispossession, displacement, and cultural disruption experienced by Indigenous Australians are deeply ingrained in our nation's fabric. It is our collective responsibility to acknowledge these truths and actively work to right these wrongs.

At ANU, we play a critical role in this journey. We strive to provide leadership and foster an environment where Indigenous perspectives are central to our mission. We support initiatives and programs that amplify Indigenous voices, ensuring their knowledge and traditions are integrated into our institution. This includes priority admissions, scholarships and research programs designed to empower Indigenous communities and address inequalities.

Other major ANU initiatives including the Wiyi Yani U Thangani Institute for First Nations gender justice highlight our commitment to elevating Indigenous voices and addressing pivotal issues such as housing, education, and environmental conservation. This Institute exemplifies our resolve to foster holistic partnerships and drive systemic change through Indigenous-led initiatives.

We also recognise that the burden of reconciliation should not fall on First Nations people. It is imperative that non-Indigenous Australians take the lead in this process, demonstrating a commitment to understanding, respect, and active participation in reconciliation efforts. By doing so, we ensure the healing is a shared journey, where the responsibility to drive change is embraced by all members of our community.

This Plan is a testament to the collaborative spirit of ANU and a call to action for every member of our community to contribute to meaningful and lasting reconciliation.

Together, let's walk this path with empathy, respect and a steadfast commitment to justice and equality.

Our vision for reconciliation

We seek to embed reconciliation into our core business practices and decision making at all levels.

The University's vision is to be a place that facilitates learning and that respects and values diversity: a place where all Australians come together to engage with their chosen disciplines in culturally rich learning and research environments. As the national university, we support the development of national unity and identity, we improve our understanding of ourselves and our neighbours, and provide our nation with research capacity amongst the best in the world, and education in areas vital for our future. We seek to embed reconciliation into our core business practices and decision making at all levels.

Our vision for reconciliation is that Aboriginal and Torres Strait Islander staff and students feel welcome and are supported within a community on our campus, and that the diverse views and needs of members within Aboriginal and Torres Strait Islander communities are respected and recognised.

There are five core themes which this plan focuses upon:

- **Students:** We will provide the best educational and campus experiences so that our Aboriginal and Torres Strait Islander students may successfully complete their degrees and fulfil their aspirations. Our students are the future leaders of our nation.
- **Staff:** We will develop appropriate recruitment mechanisms and pathways for career progression and professional development to support the University's Aboriginal and Torres Strait Islander staff to succeed in their chosen field by providing a stimulating, supportive, enriching environment and community of support at ANU.
- **Research & Policy Development:** We seek to transform Australian society with impactful, collaborative, Indigenous-led research and policy development.
- **Education:** We have so much to learn from the cultures, histories and practices of Aboriginal and Torres Strait Islander peoples. We are committed to ensuring that an education at ANU celebrates and embeds Aboriginal and Torres Strait Islander knowledges, principles, and ways of learning.
- **Community Engagement:** Our partnerships with Aboriginal and Torres Strait Islander peoples will provide the University with the opportunity to listen and learn about the historical and modern circumstances for Aboriginal and Torres Strait Islander peoples. They will also provide space for articulating a vision for the future.

Our business

ANU is Australia's national university and a strategic endowment for our nation. It was established by an Act of the Parliament of the Commonwealth of Australia in 1946 to support the development of national unity and identity, to improve Australia's understanding of itself and the region, and to contribute to economic development and social cohesion. Since its establishment, ANU has built an international reputation for excellence in research and education and advancing knowledge through original inquiry and intellectual discourse. ANU undertakes research of the highest quality in fields of particular importance to the nation. The University is a leader in quality teaching and learning, and our profile of graduate destinations demonstrates that ANU prepares students well for workforce participation and for being valuable contributors locally, nationally and globally. With the multidisciplinary capacity created by the ANU Colleges, the University advances knowledge through community engagement by enhancing understanding of Australia – its economy, society, culture and environment – and its position in the region and the world. As the Commonwealth's university in the nation's capital, ANU plays a leading role in the public policy community by exploring the important problems and issues that confront the nation, the region and the world, working to provide solutions through evidence-based policy analysis and informing the public through leading open discussion of those issues. We are a university that brings together students and scholars from across the country, the region, the world, and from all social, cultural and economic backgrounds.

The University is located in central Canberra, with small facilities elsewhere in the ACT, New South Wales and the Northern Territory and with regional offices in China and the USA. In 2022, the University employed approximately 4900 staff of which 137 identified as Aboriginal and/or Torres Strait Islander people. A commitment by ANU to achieve the vision and targets set out in this RAP will enhance the quality, diversity and experience of the University's staff and student bodies. Embedding Aboriginal and Torres Strait Islander cultures and perspectives across all areas will help ensure that courses are more responsive to international, national, community and professional expectations.

In our Strategic Plan, we have ensured 'Respecting, celebrating and learning from First Nations Peoples' is one of our core institutional values, alongside Inclusion, equity and diversity; fairness and justice' and respectful collegiality. ANU is fully committed to the values of academic inquiry in the pursuit of knowledge, integrity in all its activities, collegiality in its relationships, diversity in its staff and students and engagement with its communities and the nation. ANU is uniquely placed to contribute both to the national reconciliation agenda and to supporting the aspirations of local Aboriginal and Torres Strait Islander communities. The University has a long-standing commitment to Aboriginal and Torres Strait Islander education and cultures, and has already taken a number of significant steps towards reconciliation.



Kambri Ground Map is an Indigenous sculpture created by Wellspring Arts depicting significant Indigenous sites from the local area. It was installed in a prominent public section of the Kambri Precinct at ANU in 2019. Credit: ANU Image Library.

The University has a number of organisational units with a singular or strong Aboriginal and Torres Strait Islander focus:

- The First Nations Portfolio works with colleagues across the University to ensure ANU is a world leader in teaching and research of Aboriginal and Torres Strait Islander issues. It also works to ensure that the University makes a leading contribution to national policy in the relationship between Indigenous Australians and the nation. The work of the First Nations Portfolio strongly contributes to the University's progression of reconciliation within our community, and supports our whole-of-University embedded approach to reconciliation.
- The Tjabal Indigenous Higher Education Centre provides a meeting place and support base for Aboriginal and Torres Strait Islander students studying at ANU. Tjabal is strongly committed to improving education outcomes and achieving study and career goals that positively impact communities.
- The Centre for Aboriginal Economic Policy Research (CAEPR) is Australia's foremost social science research body focusing on Aboriginal and Torres Strait Islander economic and social policy from a national perspective. CAEPR aims to undertake social science research that informs intellectual understanding, public debate, policy formation and community action.

- The Australian Centre for Indigenous History conducts collaborative and individual research projects on Australian, comparative and trans-national Indigenous histories. The Centre hosts the journal, *Aboriginal History*, which is co-edited by two staff members, and offers an undergraduate course on Indigenous histories.
- The National Centre for Indigenous Genomics aims to create a repository of Aboriginal and Torres Strait Islander bio specimens, genomic data and documents for research and other uses that benefit Aboriginal and Torres Strait Islander donors, their communities and descendants, and the general Australian community.
- The ANU Indigenous Health and Wellbeing Grand Challenge scheme funds interdisciplinary research aimed to improve the health and wellbeing of Aboriginal and Torres Strait Islander peoples across Australia. The research priorities were generated collaboratively by community stakeholders and researchers.
- The School of Music's Indigenous composer initiative, in partnership with other arts organisations, provides mentoring for Aboriginal and Torres Strait Islander composers.
- The Yil Lull studio at the ANU School of Music offers recording and music assistance to Indigenous musicians from across Australia.
- The Sir Roland Wilson Foundation offers the Pat Turner Scholarship to high performing Aboriginal and Torres Strait Islander public servants to undertake a 1-3 year postgraduate qualification in topics of national significance and strategic importance to the Australian Public Service building connections between the APS and academia.
- The Bandalang Studio is a First Nations designed and led Indigenous Engineering Design Studio which seeks to embed Indigenous knowledge systems into the teachings and research of a new generation of engineers. It provides a supportive environment for First Nations students, researchers, innovators, leaders and their non-indigenous allies to learn and collaborate.

The University also has close relationships with the Australian Institute of Aboriginal and Torres Strait Islander Studies and the National Museum of Australia, both located adjacent to the University. There are also a number of staff, students, and entities working closely with Aboriginal and Torres Strait Islander peoples and organisations which are not listed above, but which are undertaking valuable work.

Our RAP

ANU is a place where Aboriginal and Torres Strait Islander peoples and cultures are respected, celebrated and reflected in our research and education. We are dedicated to advancing reconciliation by hearing the voices of Aboriginal and Torres Strait Islander peoples, and further promoting greater understanding of Aboriginal and Torres Strait Islander cultures and histories.

Since the last RAP (2021-2022), the University has established a new First Nations Portfolio to provide leadership and advice to staff across the University regarding the University's engagement with Aboriginal and Torres Strait Islander Communities. The University has also trialled the advertisement of all staff vacancies with an Aboriginal and Torres Strait Islander recruitment firm, and established a Reconciliation commitment wall. We still have a way to go to reach our goals of parity with the population level of 3.3% in Aboriginal and Torres Strait Islander staff and student numbers however there is enormous goodwill across our community to continue our work towards reconciliation.

Within the last twelve months the ANU Colleges and Portfolios have engaged with Aboriginal and Torres Strait Islander stakeholders in more than 70 mutually beneficial partnerships both formal and informal. These span education programs and design projects, commissions of artwork and workshops, collaborative research and consulting contracts.

In 2023, the Vice-Chancellor's Reconciliation Awards have been revitalised as a stand-alone VC Award to be presented during or around the time of National Reconciliation Week each year. The award recognises the contributions of individual staff members and/or teams who have demonstrated exceptional leadership and outstanding work to furthering the principles of reconciliation.

An example of such work has been the Mayi Kuwayu National Study of Aboriginal and Torres Strait Islander Wellbeing by the National Centre for Aboriginal and Torres Strait Islander Wellbeing Research. This is a large-scale longitudinal study of culture in Aboriginal and Torres Strait Islander culture, health, and wellbeing, with over 13,000 Aboriginal and Torres Strait Islander participants from across Australia. This groundbreaking study aims to provide evidence to show the impact of culture on health and wellbeing and the cascading benefits associated with investment in culture; it has the potential to change the landscape of how Australian people, policies and health programs view and address Aboriginal and Torres Strait Islanders health. This study has been created by and for Aboriginal and Torres Strait Islander people.

As the national university, ANU provides an environment which allows opportunities for dialogue including debating the big issues to advance the status, recognition and lives of Aboriginal and Torres Strait Islander peoples. For example in 2022, ANU hosted a series of landmark discussions about Indigenous economies and rights to self-determination. The First Nations Portfolio led by Professor Peter Yu, hosted the Murrumbidgee Murru First Nations Wealth forum and Economic Development Symposium. It brought together senior leaders and experts in Indigenous economic development from across Australia and around the world. These were pivotal national policy discussions events that examined and debated the requirements and pre-conditions to build and attain genuine economic development for First Nations people.



Scarred tree near the ANU Chancelry. This tree is a Yellowbox and is thought to be some 300 years old. The tree includes a large cultural scar facing the road, likely for a canoe or raft, and a smaller scar on the opposite side. Credit: ANU Image Library.

In August 2023, the University held ‘The Aboriginal and Torres Strait Islander Voice: A Dialogue’, a panel discussion to inform our national student body on the key issues of the Voice to parliament in preparation of the referendum. This was held in partnership with 25 Australian universities and was broadcast across to campuses around the country.

The ANU RAP process signals an ambitious systemic shift in the University’s culture and its engagement with Aboriginal and Torres Strait Islander people. The University recognises the importance of reconciliation for all members of our University and that initiatives to promote reconciliation must be framed within a respectful environment for all. The organisation of the University resembles a federalist structure which is used as a framework for the implementation of this document. The RAP is intended to set a benchmark for initiatives that are to be implemented at a University-wide level and to create a holistic approach to advancing reconciliation. It informs College and Division level activities while permitting them the flexibility to be creative in actions that are especially adapted to those units.

The University’s RAP Champion is the Vice-Chancellor. The RAP is part of the University’s Inclusion, Diversity, Equity and Accessibility (IDEA) Governance Framework. The governing committee, chaired by the Deputy Vice-Chancellor (Academic) manages the RAP through a dedicated working group whose membership consists of:

- ex officio, Vice-Chancellor, as Chair
- ex officio, Vice-President First Nations
- ex officio, Deputy Vice-Chancellor (International and Corporate)
- ex officio, two student association representatives (one undergraduate, one postgraduate)
- three Colleges representatives (one College Dean, one General Manager and one Associate Dean IDEA or equivalent –each from a different College)
- one Indigenous student
- one Indigenous alumni
- one Indigenous academic staff member
- one Indigenous professional staff member

This plan has been developed by the RAP Working Group, led by the Vice-Chancellor, and incorporates feedback received from the whole-of-University consultation undertaken in October 2022, and the results of Reconciliation Australia’s 2022 Workplace Reconciliation Barometer survey. The final plan was endorsed by ANU Council on 14 June 2024. Some of the actions in this plan, such as 6.3 and 7.2, have been carried over from the previous RAP. These were significantly impacted by COVID and subsequent resourcing and staffing changes and were not completed in time. The University remains committed to these actions and reaffirms that commitment in this plan.

Relationships

As the national university, one of our defining roles is to contribute to the advancement of Aboriginal and Torres Strait Islander peoples. Building broader and deeper relationships and collaborations with Aboriginal and Torres Strait Islander peoples will enable the University to increase Aboriginal and Torres Strait Islander graduates; undertake more effective teaching, learning and services; undertake research in partnership with Aboriginal and Torres Strait Islander communities; provide an environment for discussion and action regarding issues which advance the status, recognition and lives of Aboriginal and Torres Strait Islander peoples; and give back to the communities that we engage with. We are committed to promoting better engagement with Aboriginal and Torres Strait Islander Peoples through our work on social equity, educational opportunity, economic development and legal and constitutional reform, including treaty making, compensation and reparation. ANU will promote debate around a reconciled, just, equitable and respectful Australia. We will support the study of Aboriginal and Torres Strait Islander traditional knowledges and demonstrate its social value to all.

Action	Deliverable	Timeline	Lead Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Work with local Aboriginal and Torres Strait Islander stakeholders to inform and develop an engagement plan to guide our consultation and communication work with these stakeholders.	Dec 2024	Vice-President First Nations
	1.2 Progress and review of the engagement plan will be monitored through an annual report to the RAPWG.	Jan annually	Vice-President First Nations
	1.3 Continue to strengthen the University's Indigenous Alumni Network to share their experience, expertise and contributions to enhance Indigenous education and research.	Dec 2024	Vice-President Advancement

2

Build relationships through celebrating National Reconciliation Week (NRW).

Action	Deliverable	Timeline	Lead Responsibility
	2.1 Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and students.	May annually	Director, ANU Communications and Engagement
	2.2 Continue to encourage RAP Working Group members to participate in external NRW events.	27 May–3 June annually	Vice-Chancellor
	2.3 Continue to encourage staff, senior leaders, and students to participate in at least one external event to recognise and celebrate NRW. Widely promote National Reconciliation Week events to all staff and students.	27 May–3 June annually	Vice-Chancellor
	2.4 Continue to organise at least one NRW event each year.	27 May–3 June annually	Director, ANU Communications and Engagement
	2.5 Continue to register all our NRW events on Reconciliation Australia's NRW website.	May annually	Director, ANU Communications and Engagement

3

Promote reconciliation through our sphere of influence.

Action	Deliverable	Timeline	Lead Responsibility
	3.1 Review the University's key reconciliation messages and communicate our commitment to reconciliation consistently and publicly.	Jul 2024	Director, ANU Communications and Engagement
	3.2 Continue to develop plans to positively influence our external stakeholders to drive reconciliation outcomes, such as economic empowerment, treaty and compensation dialogues.	Dec 2024	Vice-President First Nations
	3.3 Establish a central 'landing page' that showcases stories of First Nations students, staff, research and education.	Dec 2024	Director, ANU Communications and Engagement Vice-President First Nations
	3.4 Participate in Reconciliation Australia's University RING meetings.	Quarterly	Head of Equity and Belonging
	3.5 Continue to look for opportunities to collaborate with other organisations that have RAPs, and other like-minded organisations to develop innovative approaches to advance reconciliation.	Dec 2024	Vice-Chancellor

4

Promote positive race relations through anti-discrimination strategies.

Action	Deliverable	Timeline	Lead Responsibility
	4.1 Continue to review HR policies and procedures, within the relevant policy review cycle, to identify existing anti-discrimination provisions, and future needs.	Dec 2024	Chief People Officer
	4.2 Ensure appropriate consultation on these policies and procedures with Aboriginal and Torres Strait Islander advisors and staff and in line with the Enterprise Bargaining Agreement.	Dec 2024	Chief People Officer
	4.3 Communicate the University's policies and procedures for the prevention and reporting of discrimination to all staff and students.	Jul 2024	Chief People Officer Deputy Vice-Chancellor (Academic)
	4.4 Continue to educate senior leaders and managers on the effects of racism and how they can influence positive relationships and equity across and beyond the ANU community.	Dec 2024	Chief People Officer

5

Promote and embed reconciliation as part of the University's core business by building a culture among its staff and students where everyone knows they have a role to play in reconciliation.

Action	Deliverable	Timeline	Lead Responsibility
	5.1 Continue to promote recognition and reconciliation across alumni events.	Dec 2024	Vice-President Advancement
	5.2 Continue to implement strategies to engage all staff, especially senior leaders, and external stakeholders to inform them of their responsibilities in reconciliation to further drive reconciliation outcomes.	Dec 2024	Director, ANU Communications and Engagement Vice-Chancellor
	5.3 Continue to maintain a calendar of events that actively promote reconciliation internally and externally.	Dec 2024	Director, ANU Communications and Engagement
	5.4 Continue to collaborate with Reconciliation Australia and build robust and collaborative partnerships with other universities to collectively advance reconciliation.	Dec 2024	Vice-Chancellor Head of Equity and Belonging

Respect

In our Strategic Plan, we have ensured ‘Respecting, celebrating and learning from Aboriginal and Torres Strait Islander Peoples’ is one of our core institutional values. The knowledge, cultural expression and lived experiences of Aboriginal and Torres Strait Islander Australians should be acknowledged and celebrated by all in our community. The perspectives which Aboriginal and Torres Strait Islander peoples bring to intellectual inquiry make valuable and unique contributions to the University’s research and educational programs and the generation of new knowledge. Respecting and valuing these knowledges, cultures and experiences is therefore fundamental to the business of the University and its goals in relation to Aboriginal and Torres Strait Islander education, research and employment.

Action	Deliverable	Timeline	Lead Responsibility
6 Increase staff and student understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning in our education and research programmes.	6.1 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Dec 2024	Chief People Officer
	6.2 Continue to monitor cultural learning needs within our organisation.	Dec 2024	Chief People Officer
	6.3 Develop, implement, and communicate a cultural learning strategy document for all staff.	Dec 2024	Chief People Officer
	6.4 Develop, implement, and communicate a cultural learning strategy document for all students.	Jul 2024	Deputy Vice-Chancellor (Academic)
	6.5 Continue to provide an online Indigenous Cultural Awareness program to all staff to enhance cultural capability across the University and build greater awareness of the vast history and cultural heritage of Aboriginal and Torres Strait Islander peoples.	Dec 2024	Chief People Officer
	6.6 Provide an online Indigenous Cultural Awareness program to all students to enhance cultural capability across the University and build greater awareness of the vast history and cultural heritage of Aboriginal and Torres Strait Islander peoples.	Dec 2024	Deputy Vice-Chancellor (Academic)

6

Increase staff and student understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning in our education and research programmes.

Action	Deliverable	Timeline	Lead Responsibility
	6.7 Review if there are sufficient opportunities for staff to learn about Aboriginal and Torres Strait Islander peoples, confronting racism and unconscious bias.	Dec 2024	Chief People Officer
	6.8 Explore how the University can provide more opportunities for students in residential colleges to learn more about Aboriginal and Torres Strait Islander peoples, knowledges and culture.	Dec 2024	Chief Residential Services Operating Officer
	6.9 Explore how on-boarding of staff can include greater opportunities to share stories, build relationships and learn about Aboriginal and Torres Strait Islander peoples.	Dec 2024	Chief People Officer

7

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

Action	Deliverable	Timeline	Lead Responsibility
	7.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jul 2024	Vice-President First Nations
	7.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Jul 2024	Vice-President First Nations
	7.3 Explore the inclusion of Aboriginal and Torres Strait Islander languages in wayfinding and signage across the University, in consultation with Aboriginal and Torres Strait Islander stakeholders.	Dec 2024	Director, Facilities and Services
	7.4 Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Dec 2024	Director, ANU Communications and Engagement
	7.5 Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and public events.	Dec 2024	Vice-Chancellor
	7.6 Continue to display Aboriginal, Torres Strait Islander and Australian flags at significant events on University grounds.	Dec 2024	Director, ANU Communications and Engagement Director, Facilities and Services

Action	Deliverable	Timeline	Lead Responsibility
8 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	8.1 Continue to encourage RAP Working Group members to participate in an external NAIDOC Week event.	First week in July annually	Vice-Chancellor
	8.2 Continue to review HR policies and procedures within the relevant policy review cycle, to remove barriers to staff participating in NAIDOC Week.	Jun 2024, 2025	Chief People Officer
	8.3 Continue to promote and encourage participation in external NAIDOC events to all staff and students.	First week in July annually	Director, ANU Communications and Engagement

Action	Deliverable	Timeline	Lead Responsibility
9 Develop an Indigenous Research Strategy	9.1 In consultation with Traditional Owners and/or Aboriginal and Torres Strait Islander advisors, develop an Aboriginal and Torres Strait Islander research strategy to ensure research and public policy development at the University aligns with national and community priorities to make a significant impact.	Dec 2024	Deputy Vice-Chancellor (Research & Innovation)
	9.2 Examine the integration of the Indigenous Research Advisory Group with researchers and with the HREC to ensure the University conducts research with Aboriginal and Torres Strait Islander peoples in a manner that is culturally safe and appropriate, that incorporates Indigenous leadership within research governance, and which is conducive to enabling research for the benefit of, and co-designed with, Aboriginal and Torres Strait Islander peoples.	Dec 2024	Deputy Vice-Chancellor (Research & Innovation)



Students walking on campus amongst modified trees. Within Australia and the Pacific region carved, inscribed, marked and modified trees are an important expression of Indigenous visual cultural practice and heritage. Credit: ANU Image Library.

Opportunities

As the national university, we have a responsibility to ensure our student and staff cohorts represent the diversity of our nation. Our actions towards reconciliation can and will have an impact on the higher education sector, and the nation as a whole: we must role-model the behaviour and action we want to see. At the local level, our work in this space will create a more representative, vibrant, and successful ANU community, which is leading in efforts to seek Aboriginal and Torres Strait Islander justice. With this in mind, we strive to build a strong cohort of Aboriginal and Torres Strait Islander staff and students, working together with non-Indigenous people in our pursuit of sustainable and successful progress towards reconciliation. Reconciliation is not just the role of our leaders, but of all members of the ANU community.

The University aspires to enrol Aboriginal and Torres Strait Islander students and employ Aboriginal and Torres Strait Islander staff in proportion to the number of Aboriginal and Torres Strait Islander peoples in the overall population. To do so, we will focus on providing a culturally appropriate, stimulating, enriching and supportive environment to study and work, aiming to improve the state of meaningful employment and education for Aboriginal and Torres Strait Islander peoples. ANU is also committed to supporting employment through the Aboriginal and Torres Strait Islander enterprises and businesses we support and engage with.

10

Improve outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and development of Indigenous staff and students.

Action	Deliverable	Timeline	Lead Responsibility
	10.1 Continue to engage with Aboriginal and Torres Strait Islander staff on our recruitment, retention and professional development strategies which will be published on the University website and communicated to all staff.	Dec 2024	Chief People Officer
	10.2 Continue to engage with Aboriginal and Torres Strait Islander staff on our review of our recruitment, retention and professional development strategies.	Dec 2024	Chief People Officer
	10.3 Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Dec 2024	Chief People Officer
	10.4 Continue to review of HR policies and procedures within the relevant policy review cycle, to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2024	Chief People Officer

10

Improve outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and development of Indigenous staff and students.

Action	Deliverable	Timeline	Lead Responsibility
	10.5 Continue to focus on ensuring Aboriginal and Torres Strait Islander student success, leading the Group of Eight in student completions.	Dec 2024	Vice-President First Nations
	10.6 Meet philanthropic funding targets for the ANU Kambri Scholarships, supporting Aboriginal and Torres Strait Islander students.	Dec 2024	Vice-President (Advancement)
	10.7 Increase Aboriginal and Torres Strait Islander employment by 10% annually, at least up to parity with the population level of 3.3%, through development and implementation of a specific recruitment, retention and professional development strategy for both academic and professional staff.	Dec 2024	Chief People Officer
	10.8 Continue to support Aboriginal and Torres Strait Islander employees at all levels of employment, especially in management and senior positions.	Dec 2024	Chief People Officer
	10.9 Continue to maintain and support an Aboriginal and Torres Strait Islander staff network for academic and professional staff.	Dec 2024	Chief People Officer
	10.10 Review workload models and policies for Aboriginal and Torres Strait Islander staff, and develop guidance for the University informed by best practice.	Dec 2024	Chief People Officer
	10.11 Discuss with the Chair of Academic Board and the Director of Corporate Governance and Risk Office, how to best ensure ANU policies are culturally safe.	Dec 2024	Head of Equity and Belonging

11

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

Action	Deliverable	Timeline	Lead Responsibility
	11.1 Continue to implement an Aboriginal and Torres Strait Islander procurement strategy, as part of the wider University procurement strategy.	Dec 2024	Chief Financial Officer
	11.2 Continue to promote utilisation of the University's Supply Nation membership across all procurement officers.	Dec 2024	Chief Financial Officer
	11.3 Continue to develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Dec 2024	Chief Financial Officer
	11.4 Continue to monitor procurement practices to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Dec 2024	Chief Financial Officer
	11.5 Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. Target a 50% increase in the number of Aboriginal and Torres Strait Islander vendors that ANU contracts with across the 3 year period to enable a greater number of Aboriginal and Torres Strait Islander vendors' exposure to ANU with the intent of identifying scalable vendors to build longer term engagements.	Dec 2024	Chief Financial Officer
	11.6 Develop a relationship with at least 1 new preferred Aboriginal and Torres Strait Islander business supplier.	Dec 2024	Chief Financial Officer

12

Develop a strategy for Indigenising coursework

Action	Deliverable	Timeline	Lead Responsibility
	12.1 In consultation with Traditional Owners and/or Aboriginal and Torres Strait Islander advisors, develop an Aboriginal and Torres Strait Islander education strategy that includes identifying opportunities to incorporate Aboriginal and Torres Strait Islander knowledge, principles and other content into undergraduate and graduate coursework in every College where applicable.	Dec 2024	Deputy Vice-Chancellor (Academic)



Governance

The University maintains a robust governance structure to facilitate our whole-of-University approach to reconciliation in our community. The University’s RAP is part of the University’s Inclusion, Diversity, Equity and Accessibility (IDEA) Governance Framework.

Action	Deliverable	Timeline	Lead Responsibility
13 Establish and maintain an effective RAP Working group to drive governance of the RAP.	13.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	March annually	Vice-Chancellor
	13.2 Continue to apply a Terms of Reference for the RAP Working Group.	March annually	Vice-Chancellor
	13.3 RAP Working Group to meet at least four times per year to drive and monitor RAP implementation.	Feb, Mar, Apr, Nov annually	Vice-Chancellor

Action	Deliverable	Timeline	Lead Responsibility
14 Provide appropriate support for effective implementation of RAP commitments.	14.1 Continue to monitor resource needs for RAP implementation.	March annually	Vice-Chancellor
	14.2 Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	December annually	Vice-Chancellor
	14.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	Dec 2024	Vice-Chancellor
	14.4 Continue to maintain an internal RAP Champion from senior management.	Dec 2024	Vice-Chancellor

15

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

Action	Deliverable	Timeline	Lead Responsibility
	15.1 Continue to ensure that our primary and secondary contact details are up to date with Reconciliation Australia, to ensure we do not miss out on important RAP correspondence.	June annually	Head of Equity and Belonging
	15.2 Continue to contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Head of Equity and Belonging
	15.3 Continue to complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Head of Equity and Belonging
	15.4 Continue to report RAP progress to senior leaders at least bi-annually.	July and December annually	Vice-Chancellor
	15.5 Publicly report on our RAP progress, achievements, challenges and learnings through at least an annual update promoted to all staff and students.	May annually	Director, ANU Communications and Engagement
	15.6 Continue to participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Head of Equity and Belonging
	15.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Dec 2024	Vice-Chancellor

16

Continue our reconciliation journey by developing our next RAP.

Action	Deliverable	Timeline	Lead Responsibility
	16.1 Register via Reconciliation Australia's website to begin developing our next RAP.	Jul 2024	Head of Equity and Belonging



Our Place in Canberra: Views of semi rural land beyond native wattle to the east of ANU. Credit: ANU Image Library.

Contact us

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