

INNOVATE

Reconciliation Action Plan (RAP)

Australian National University

Innovate Reconciliation Action Plan January, 2023 – December, 2024

Our vision for reconciliation

The University's vision is to be a place that facilitates learning 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. We seek to embed reconciliation into our core business practices and decision making at all levels.

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 further promoting greater understanding of Aboriginal and Torres Strait Islander cultures and histories; increasing participation in higher education; and fostering partnerships in Indigenous education, research, wellbeing, advancement and development. As the national university, ANU provides an environment for debating the big issues to advance the status, recognition and lives of Aboriginal and Torres Strait Islander peoples.

For tens of thousands of years, hundreds of generations of Aboriginal and Torres Strait Islander peoples have lived in Australia. These Traditional Owners and Custodians of Australia have developed complex societies with many languages, cultural practices and religious and spiritual traditions, which continue to be passed down from generation to generation. The arrival of Europeans in Australia led to two centuries of conflict and violence. Through deliberate government policy, Aboriginal and Torres Strait Islander peoples were isolated and marginalised within their own Country, resulting in significant economic and social disadvantage. Aboriginal and Torres Strait Islander peoples are still fighting to maintain the languages and cultures which sustain First Australians' way of life and have shown incredible strength and resilience in the face of disadvantage and discrimination.

Institutions like ANU benefit enormously from the opportunity to learn from Aboriginal and Torres Strait Islander peoples and cultures. The past two centuries of dispossession and systemic racism have profoundly impacted all aspects of Aboriginal and Torres Strait Islander life, including access to institutions like ANU. This is the legacy that ANU recognises, acknowledges and seeks to redress. This Plan is testament to the University's conviction that it has an important role to play in righting these wrongs. It recognises that meaningful relationships must be founded on mutual respect and meaningful partnership between Aboriginal and Torres Strait Islander and non-Indigenous Australians.

As the national university, we have a responsibility to ensure our student and staff cohorts represent the diversity of our nation. With this in mind, we strive to build a strong cohort of Aboriginal and Torres Strait Islander staff and students. Ensuring that Aboriginal and Torres Strait Islander staff and students feel welcome and are supported within a community on our campus are our top priorities. 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 and 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, and 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 Colleges, ANU 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 new 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.

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 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 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 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.

Our RAP

The 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 first RAP was launched in 2009 but by 2012, the central RAP Committee had ceased to function due to lack of central support and coordination. The RAP Committees of some Colleges and administrative units continued to implement actions and made some very significant advances, particularly in trying new models for recruiting Aboriginal and Torres Strait Islander professional staff. In 2017, under the leadership of

Vice-Chancellor Professor Brian Schmidt and with the launch of our new strategic plan, ANU renewed its commitment to reconciliation through the development of an Innovate RAP. Since then, the University has pursued a number of initiatives with the goal of driving reconciliation and embedding the practice in our everyday work. For example, during 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. We also trialled the advertisement of all staff vacancies with an Aboriginal and Torres Strait Islander recruitment firm, and we established a Reconciliation commitment wall. We still have a way to go to reach our goals of parity in Aboriginal and Torres Strait Islander staff and student numbers however there is enormous goodwill across our community to continue our work towards reconciliation.

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

(to be determined by the IGC but the following is proposed for the membership to reflect the new IDEA governance framework principles of smaller, non-representative groups that are action focused)

- 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 from ANUSA and one from PARSA)
- three Colleges representatives (one College Dean, one General Manager and one Associate Dean IDEA – 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 (insert brief description of consultation undertaken here once complete). The final plan was endorsed by ANU Council on (insert date when available) and submitted to Reconciliation Australia for final endorsement.

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 enrolments and 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.	<ul style="list-style-type: none"> Work with local Aboriginal and Torres Strait Islander stakeholders to inform and develop an engagement plan to guide our work with these stakeholders 	Dec'23	Vice-President First Nations
	<ul style="list-style-type: none"> Continue to strengthen the University's Indigenous Alumni Network to share their experience, expertise and contributions to enhance Indigenous education and research 	Dec'24	Vice-President Advancement
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May annually	Director, ANU Communications and Engagement
	<ul style="list-style-type: none"> Continue to encourage RAP Working Group members to participate in external NRW events. 	May annually	Vice-Chancellor
	<ul style="list-style-type: none"> Continue to encourage staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	May annually	Vice-Chancellor
	<ul style="list-style-type: none"> Continue to organise at least one NRW event each year. 	27 May-3 June annually	Director, ANU Communications and Engagement
	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Continue to communicate our commitment to reconciliation publicly. 	Dec'24	Director, ANU Communications and Engagement
	<ul style="list-style-type: none"> Continue to develop plans to positively influence our external stakeholders to drive reconciliation outcomes, such as economic empowerment, treaty and compensation dialogues. 	Dec'24	Vice-President First Nations
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Continue to look for opportunities to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	Dec'24	Vice-Chancellor
	<ul style="list-style-type: none"> Continue to review of HR policies and procedures within the relevant policy review cycle, to identify existing anti-discrimination provisions, and future needs, in consultation with Aboriginal and Torres Strait Islander staff and in line with the Enterprise Bargaining Agreement. 	Dec'24	Chief People Officer
	<ul style="list-style-type: none"> Continue to communicate the University's procedure for the prevention of discrimination. 	Dec'24	Chief People Officer
	<ul style="list-style-type: none"> Continue to educate senior leaders on the effects of racism and how they can influence positive relationships and equity across and beyond the ANU community 	Dec'24	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.	<ul style="list-style-type: none"> Continue to promote recognition and reconciliation across alumni events 	Dec'24	Vice-President Advancement
	<ul style="list-style-type: none"> Continue to implement strategies to engage our staff and external stakeholders in reconciliation to further drive reconciliation outcomes 	Dec'24	Director, ANU Communications and Engagement
	<ul style="list-style-type: none"> Continue to maintain a calendar of events that actively promote reconciliation internally and externally 	Dec'24	Director, ANU Communications and Engagement
	<ul style="list-style-type: none"> Continue to collaborate with Reconciliation Australia and build robust and collaborative partnerships with other universities to collectively advance reconciliation 	Dec'24	Vice-Chancellor

Respect			
<p>In our new 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.</p>			
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.	<ul style="list-style-type: none"> Continue to monitor cultural learning needs within our organisation. 	Dec'24	Chief People Officer
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	Dec'23	Chief People Officer
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for all staff. 	Dec'24	Chief People Officer
	<ul style="list-style-type: none"> Continue to provide an online Indigenous Cultural Awareness programme 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'24	Chief People Officer
	<ul style="list-style-type: none"> 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'23	Deputy Vice-Chancellor (Academic)
	<ul style="list-style-type: none"> 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'23	Deputy Vice-Chancellor (Research)

7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	July'23	Vice-President First Nations
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	July'23	Vice-President First Nations
	<ul style="list-style-type: none"> Explore the inclusion of Aboriginal and Torres Strait Islander languages in wayfinding and signage across the University 	Dec'24	Director, Facilities and Services
	<ul style="list-style-type: none"> 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'24	Director, ANU Communications and Engagement
	<ul style="list-style-type: none"> Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and public events. 	Dec'24	Vice-Chancellor
	<ul style="list-style-type: none"> Continue to display Aboriginal, Torres Strait Islander and Australian flags at significant events and on University grounds. 	Dec'24	Director, ANU Communications and Engagement And Director, Facilities and Services
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Continue to encourage RAP Working Group members to participate in an external NAIDOC Week event. 	June annually	Vice-Chancellor
	<ul style="list-style-type: none"> Continue to review of HR policies and procedures within the relevant policy review cycle, to remove barriers to staff participating in NAIDOC Week. 	Dec'24	Chief People Officer
	<ul style="list-style-type: none"> Continue to promote and encourage participation in external NAIDOC events to all staff. 	June annually	Director, ANU Communications and Engagement

Opportunities			
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 Australians in the overall population. To do so, we will focus on providing a culturally appropriate, stimulating, enriching and supportive environment to study and work.			
Action	Deliverable	Timeline	Lead Responsibility
9. Improve outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and development of Indigenous staff and students.	<ul style="list-style-type: none"> Continue to engage with Aboriginal and Torres Strait Islander staff on our recruitment, retention and professional development strategy. 	Dec'24	Chief People Officer
	<ul style="list-style-type: none"> Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	Dec'24	Chief People Officer
	<ul style="list-style-type: none"> 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'24	Chief People Officer
	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander student enrolments by 10% annually, at least up to parity; and focus on maintaining Aboriginal and Torres Strait Islander completion, retention and satisfaction rates at, or above, the rates for non-Indigenous students through development, implementation and promotion of a recruitment and support strategy. 	Dec'24	Deputy Vice-Chancellor (Academic)
	<ul style="list-style-type: none"> Meet philanthropic funding targets for the ANU Kambri Scholarships, supporting Aboriginal and Torres Strait Islander students. 	Dec'24	Vice-President (Advancement)
	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander employment by 10% annually, at least up to parity through development and implementation of a specific recruitment, retention and professional development strategy for both academic and professional staff. 	Dec'24	Chief People Officer
	<ul style="list-style-type: none"> Continue to support Aboriginal and Torres Strait Islander employees in management and senior positions. 	Dec'24	Chief People Officer
	<ul style="list-style-type: none"> Continue to maintain and support an Aboriginal and Torres Strait Islander staff network for academic and professional staff. 	Dec'24	Chief People Officer

9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Continue to implement an Aboriginal and Torres Strait Islander procurement strategy, as part of the wider University procurement strategy 	Dec'24	Chief Financial Officer
	<ul style="list-style-type: none"> Continue to promote utilisation of the University's Supply Nation membership across all procurement officers 	Dec'24	Chief Financial Officer
	<ul style="list-style-type: none"> Continue to develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	Dec'24	Chief Financial Officer
	<ul style="list-style-type: none"> Continue to monitor procurement practices to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	Dec'24	Chief Financial Officer
	<ul style="list-style-type: none"> 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'24	Chief Financial Officer
	<ul style="list-style-type: none"> Develop a relationship with at least 1 new preferred Aboriginal and Torres Strait Islander business supplier 	Dec'24	Chief Financial Officer

Governance			
Action	Deliverable	Timeline	Lead Responsibility
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	March annually	Vice-Chancellor
	<ul style="list-style-type: none"> Continue to apply a Terms of Reference for the RWG. 	March annually	Vice-Chancellor
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	December annually	Vice-Chancellor
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Continue to monitor resource needs for RAP implementation. 	March annually	Vice-Chancellor
	<ul style="list-style-type: none"> Continue to engage our senior leaders and other staff in the delivery of RAP commitments. 	December annually	Vice-Chancellor
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	Dec'24	Vice-Chancellor
	<ul style="list-style-type: none"> Continue to maintain an internal RAP Champion from senior management. 	Dec'24	Vice-Chancellor
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Continue to ensure that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June annually	Head of Equity and Belonging
	<ul style="list-style-type: none"> Continue to contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August annually	Head of Equity and Belonging
	<ul style="list-style-type: none"> Continue to complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September annually	Head of Equity and Belonging
	<ul style="list-style-type: none"> Continue to report RAP progress to senior leaders bi-annually. 	July and December annually	Vice-Chancellor

	<ul style="list-style-type: none"> Continue to publicly report our RAP achievements, challenges and learnings. 	May annually	Director, ANU Communications and Engagement
	<ul style="list-style-type: none"> Continue to participate in Reconciliation Australia's biennial Workplace RAP Barometer. 	June annually	Head of Equity and Belonging
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	Dec'24	Vice-Chancellor
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	July'24	Head of Equity and Belonging

Contact details

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