

NSW Treasury

Innovate Reconciliation Action Plan

July 2022 – June 2024

treasury.nsw.gov.au



Acknowledgement of Country

We acknowledge that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

We pay respect to Elders past and present and commit to respecting the lands we walk on, and the communities we walk with.

We celebrate the deep and enduring connection of Aboriginal and Torres Strait Islander peoples to Country and acknowledge their continuing custodianship of the land, seas and sky.

We acknowledge the ongoing stewardship of Aboriginal and Torres Strait Islander peoples, and the important contribution they make to our communities and economies.

We reflect on the continuing impact of government policies and practices, and recognise our responsibility to work together with and for Aboriginal and Torres Strait Islander peoples, families and communities, towards improved economic, social and cultural outcomes.

Artwork:
Regeneration by Josie Rose



Regeneration

Josie Rose is a Gumbaynggirr woman who expresses her contemporary Gumbaynggirr cultural heritage through art. For *Regeneration* her chosen medium is acrylic paint on canvas and the design embodies both creative and cultural expression. The inspiration for her artworks comes from a deep place of spiritual connection to her family, community, culture and respect for Mother Earth. Gumbaynggirr Country is beautiful land with both freshwater and saltwater waterways which inspire her holistic connection to the Ancestors.

Josie Rose
Artist

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A message about language

NSW Treasury (Treasury) recognises the importance of drawing on empowered and strengths-based language and acknowledges the guidance of [Reconciliation Australia's RAP Drafting Resource](https://reconciliation.org.au). (reconciliation.org.au)

NSW Treasury chooses to refer to Aboriginal and Torres Strait Islander peoples as 'First Nations people'. This is on the basis of consultation with and consensus among Treasury's First Nations staff. Treasury acknowledges and respectfully encompasses the diversity of First Nations cultures and identities across Australia and pluralises accordingly.

Where we've broken our own rule, it's as a result of a specific request/in consultation.



Forward

from Reconciliation Australia
CEO Karen Mundine

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

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

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

This Innovate RAP is both an opportunity and an invitation for NSW Treasury to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, NSW Treasury will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. NSW Treasury is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals NSW Treasury's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations NSW Treasury on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Message from the Secretary

Taking innovative steps to create a culture of change

I am delighted to present our Innovate Reconciliation Action Plan (RAP) 2022-2024, building on Treasury's Reflect RAP released in November 2020. The Reflect RAP encapsulated the commencement of our reconciliation journey and set the tone for our organisational commitment to reconciliation, now and in the future.

The Innovate RAP is an investment in our cultural capability and relationships with First Nations people, empowered by our previous achievements and future commitments.

Through the delivery of this action plan, we will strive to:

- increase the number of First Nations employees at Treasury
- strengthen our reputation as an inclusive employer
- sharpen our focus on Aboriginal procurement spend and Closing the Gap targets
- contribute to self-determined social and economic prosperity for First Nations peoples and communities across NSW.

I would particularly like to recognise the contributions of our Reconciliation Action Plan Working Group members. It is their passion, hard work and dedication that ensures our reconciliation journey is not symbolic but driven by clear intent. The development of a series of real, practical outcomes is fundamental to addressing the disadvantage experienced by the First Nations people in our state. The Working Group has been central to the development of this plan and will now take on the critical role of driving its implementation over the next two years.

Through their efforts, and our shared commitment, NSW Treasury is proud to be shaping a more connected and inclusive organisation. The Innovate RAP will further support our intent to continuously improve the cultural awareness of our teams, to continue to embed the value of respect for all, and to address areas of disadvantage where we can make a genuine difference.

I deeply appreciate the commitment of all Treasury teams, and individuals, helping us to ensure our work reflects the interests and priorities of First Nations communities across NSW.

Paul Grimes PSM

Secretary
NSW Treasury



Message from the Executive Sponsor

This Innovate RAP is an important next step, walking together on a journey towards reconciliation

Thank you for taking the time to read our Innovate RAP. Following on from Treasury's first RAP, released in November 2020, which had a focus on reflecting, this document is an important next step: actions that work towards achieving our reconciliation vision to be culturally rich and proud.

This document is about being aspirational and innovative, and thinking outside the box to advance equality across our State, leading by example with the culture we create in Treasury.

In our first RAP, we outlined actions to promote a culture of truth-telling and reconciliation within Treasury. Since then, I thank everyone who has attended our events, utilised our online resources and played a role in amplifying First Nations cultures.

Now, it's about maintaining momentum, as we establish the best approach to enhance reconciliation, with a focus on respect and relationship-building.

One stand-out step for me is getting up and out of the office to meet with First Nations stakeholders. To not just educate ourselves but to work alongside First Nations communities, so they can define the issues and the required action themselves.

We've already seeing the positive effect from the work of the Aboriginal Procurement Policy, Aboriginal Economic Wellbeing and Strategic Aboriginal Outcomes teams, emphasising the need to co-design frameworks in cooperation with First Nations people and communities.

The actions outlined in this document are an antidote to assumptions; we must not assume that we know how to support First Nations people, and improve their overall wellbeing, without speaking to them.

This RAP, and the RAPs which will follow, are a testament to the commitment of our staff volunteers, Treasury's Diversity and Inclusion community, and the great work of our First Nations Advisory Council. It outlines clear actionable deliverables, which we can all play a part in today, to innovating reconciliation, for a fairer tomorrow.

In our actions, over the two-year duration of this RAP, let's all remember that reconciliation is more than a word and ensure that we take positive steps, individually and as an organisation, to build a richer, stronger future together.

I look forward to walking with you on the next stage of the journey.

Joann Wilkie

Deputy Secretary
Economic Strategy and Productivity

Message from Treasury's First Nations Independent advisors

The transition from Reflect to Innovate is challenging and we commend Treasury on their effort to listen to First Nations colleagues and stakeholders and prioritise what matters to them within this RAP and in their work more broadly.

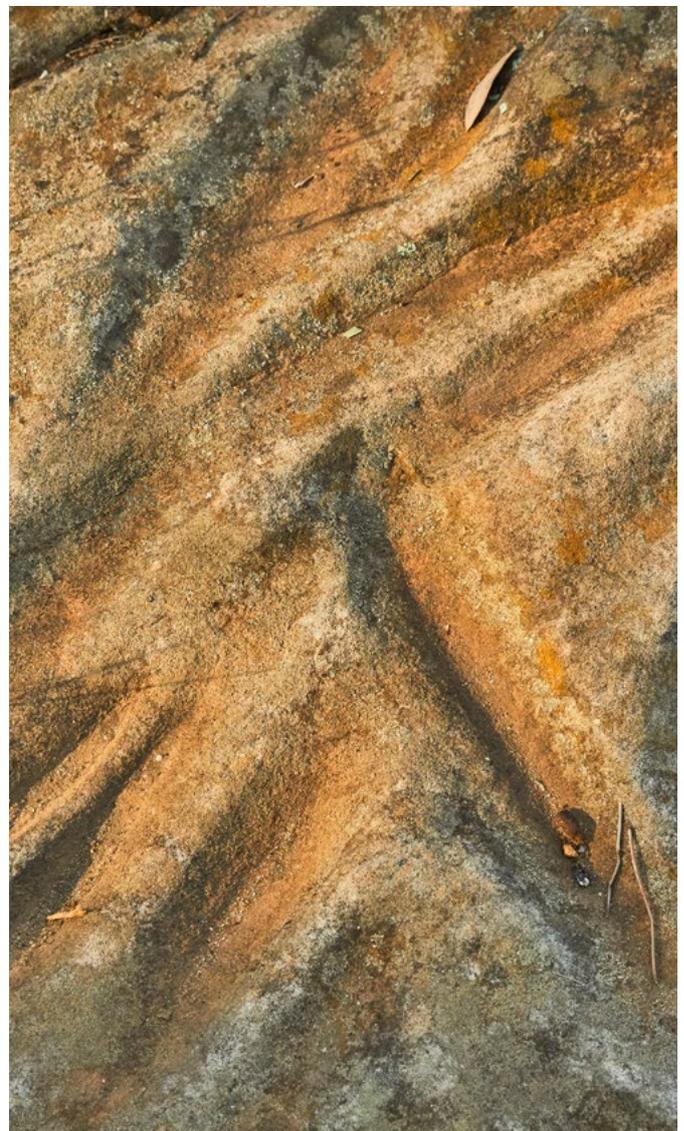
As First Nations Advisory Council (FNAC) members, we are pleased to see the focus on embedding inclusion principles and on holding Treasury's leaders accountable for delivering reconciliation outcomes.

We are satisfied that Treasury has a robust and flexible governance framework in place for them deliver on the Innovate RAP. Governance includes monthly tracking, biannual reflection sessions, annual surveys and independent reviews. Not only does this provide perspective and assurance that progress is being made, and the opportunity to re-set where it is not, but it signals Treasury's commitment to institutional integrity. Beyond formal reporting we feel it is important for Treasury staff and leadership to engage with First Nations people and communities on the ground. This will give a practical understanding of issues in communities and the daily challenges they face, and also help build the meaningful relationships which will be imperative to meeting the RAP goals and outcomes.

We look forward to working collaboratively with Treasury on this important journey.

Cath Brokenborough (Wiradjuri)

Phillipa McDermott (Wakka Wakka and Mununjali)
Glen Brennan (Gomeri)



Terramungamine Reserve. The Mungah (Ironbark) Clan of the Wiradjuri Nation formed the Grinding Grooves as a result of sharpening and shaping tools, spears and grinding seed. Each groove is unique to the sharpening of a specific tool. Edge Ground Axe technology dates back 26,000 years in Australia. Wiradjuri country, (Dubbo, NSW). Image Credit: Destination NSW

Treasury's vision for reconciliation

Our vision for reconciliation is an Australia that embraces unity between Aboriginal and Torres Strait Islander peoples and the wider Australian community, and a national culture that accepts our shared history and embodies equality and equity.

In this future, First Nations voices are centred within government decision making, and government policies inherently recognise and respect First Nations peoples. Our teams are diverse, inclusive, culturally rich and proud and our work empowers self-determined prosperity for First Nations people and communities.

Our business

Treasury is responsible for the management of the state's finances, the provision of analysis and advice, and the management of the state's assets to deliver social and economic benefits all people across NSW. We are the NSW Government's key advisor on economic and fiscal management and sector performance.

Our focus outcomes are:

1. a strong, resilient, and diverse economy
2. a sustainable fiscal environment enabling delivery of outcomes; and
3. stewardship of the public sector performance and financial system

Treasury plays a critical role in ensuring investments in improved outcomes for First Nations people and communities are evidence-based and efficient through its management of the state's budget.

The key values that underpin Treasury are Excellence in Service, Accountability, Integrity and Trust. In addition to these, Treasury's key business principles include achieving best value for money in supporting the delivery of services to government while being fair, ethical and transparent.

Treasury's office is in Sydney on the lands of the Gadigal people of the Eora Nation. Our geographic reach is state-wide, and we work with governments and organisations all over the world.

As at March 2022, Treasury employs 747 people, ten of whom identify as First Nations people.

An emphasis on accountability, transparency and performance.

The NSW Government's outcome budgeting policy provides a common framework for reporting to people of NSW citizens and managing agency resources and decision making. Using a common framework ensures decisions focus on delivering best outcomes and that agencies manage and deliver services that support those outcomes. This approach promotes consideration of total spend and an emphasis on performance.

This emphasis on performance is leading to improvements in information collection and reporting as well as stronger and more consistent processes across government. This includes using a suite of metrics as well as evaluation and evidence tools that promote greater accountability and transparency of expenditure in delivering state outcomes.

Brewarrina fish traps traditionally known Baiame's Ngunnhu are an ancient complex arrangement of rocks designed to catch fish. They are estimated to be over 40,000 years old and one of the oldest man-made structures on earth. Brewarrina, NSW. Traditional Owners: Ngemba, Murrawarri and Wailwan peoples. Image Credit: Destination NSW.



NSW Government programs supporting reconciliation

Premier's Priorities for world class public service – increasing the number of Aboriginal people in senior leadership roles by 50 per cent by 2025 (to 114 from 57). [Premier's Priorities](#)

Aboriginal Affairs OCHRE Recommendations - Aboriginal Economic Framework and First Nations Advisory Council [OCHRE Review & Recommendations](#)

NSW Government Aboriginal Employment Strategy 2019-2025 [Aboriginal employment strategy 2019-2025](#)

NSW Implementation Plan Closing The Gap - [Aboriginal Affairs NSW -2021 22 Implementation Plan](#)

Unfinished Business - Recommendations 6 and 29 to ensure that all public sector staff undertake Aboriginal cultural awareness training, and that the training include mandatory information about the impacts of past forcible removal policies and practices on Aboriginal communities. [Stolen Generation Healing and Reparation Report](#)

Energy and Climate Change teams join Treasury

The Office of Energy and Climate Change (OECC) joined Treasury in April 2022. The key strategies and programs led by the our incoming energy and climate change teams, coupled with our core Treasury programs, are central to our state's economic future.



Why we have a Reconciliation Action Plan

A Reconciliation Action Plan (RAP) enables our organisation to strategically take meaningful action to advance reconciliation and hold ourselves accountable for our promises.

Treasury was one of the first public sector institutions of the colonial government. Today, it is our responsibility to reflect on and make amends for the role of Treasury in the cultural exclusion of First Nations people and the impact of intergenerational trauma.

Treasury is committed to a journey toward reconciliation to make the institution a better place for First Nations colleagues to work. Treasury's reconciliation journey will help improve the quality of advice and work that is done to make NSW a great place to live, work, and raise families. This will achieve better outcomes for everyone.

Partnering with Reconciliation Australia provides a strategic framework to embed truth-telling, cultural capability and respectful relationships at the heart of efforts to close the gap and support the economic and social wellbeing of First Nations people in NSW.

In November 2020, Treasury released its first RAP, Reflect, following Reconciliation Australia's RAP Framework. Our Reflect RAP set out steps to prepare Treasury for reconciliation initiative in future RAPs. This RAP, Innovate – the second step in the framework – outlines actions for achieving our organisations vision for reconciliation.

Treasury's Diversity and Inclusion community

Treasury is committed to an inclusive workplace where all people, communities and cultures are recognised, valued, and celebrated. Treasury's Diversity and Inclusion community (the community) has more than 100 volunteer members and exists to drive and embrace a culture of respect at Treasury. The Community is staff-led and works closely with business units to deliver the Diversity and Inclusion Strategy, providing a point for consultation, keeping Treasury accountable and creating an inclusive space.



Burratorang means 'place of the giant kangaroo' and is the traditional home of the D'harawal, Dharug and Gundangarra peoples. The waterways operated as the corridor for peoples heading to ceremonial gatherings in D'harawal lands. Nattai means 'sweet water'. Burratorang State Conservation Area (Blue Mountains, NSW). Image Credit: Destination NSW

Reconciliation governance

To demonstrate commitment to reconciliation action, Treasury's Executive are reconciliation champions and the steering committee for reconciliation action. Treasury Deputy Secretaries are accountable for reconciliation deliverables within their departments with assigned Executive Directors as responsible leads.

Reconciliation champions

Dr. Paul Grimes – Secretary

Joann Wilkie – Deputy Secretary
Economic Strategy and Productivity
(Diversity and Inclusion Sponsor)

San Midha – Deputy Secretary
Policy and Budget

Brendan Bruce – A / Deputy Secretary
Corporate Services

Charles Cho – General Council

Victoria Jones – Chief of Staff

Sally-Anne Lyster – Chief People Officer

Tracy Wilson – Chief Information Officer

Stewart Walters – Chief Finance and
Operation Officer

Campbell Fuller – Executive Director,
Communications

We recognise the contribution of previous executive champions, former Secretary, Michael Pratt AM, former Chiefs of Staff Kenna Ackley and Josh Greenwood, and former Chief People Officer, Jo Blackwell, as well as the ongoing support of Executive Director, School Infrastructure NSW, Department of Education, Claire Beattie.

First Nations Advisory Council

In late 2021, Treasury established a First Nations Advisory Council (the Council) to advise Treasury on First Nations priorities, considerations and reconciliation programs. Under the terms of reference, the Council's membership must include:

- four independent First Nations independent advisors
- at least one First Nations Treasury staff member
- the Secretary's delegate
- two senior executives.

These roles are currently held by First Nations independent advisors Glen Brennan, Phillipa McDermott and Cath Brokenborough, with one vacant position in recruitment. Treasury members are Frankie Timar, Joann Wilkie, Tracy Wilson and Campbell Fuller.

Smart sourcing by New South Wales Procurement

New South Wales Procurement (NSWP) Sourcing Services links buyers to suppliers and suppliers to buyers.

An opportunity for us to present change is how we assist stakeholders with guidance, and diversity and sustainability for First Nations businesses.

Treasury places great significance on the economic, social, and cultural contribution of First Nations communities. Simple measures, like increasing the awareness of policies such as the Aboriginal Procurement Policy (APP) and making it easier for buyers to find suitable First Nations businesses, makes business easier for all.

Construction is an industry where government has enormous spend. Until a few years ago, there was only one First Nations supplier that was pre-qualified for work over \$1million. Once this firm had reached its capacity, agencies and head contractors did not have any further options for considering additional First Nations suppliers for major works.

The NSWP, the APP and the Concierge Service responded to the shortage and actioned an enthusiastic outreach to First Nations-owned businesses with events such as Supplier September and Indigenous Business Meet the Buyer. By engaging the NSW Indigenous Chamber of Commerce, Supply Nation and the Industry Capability Network to resource pipeline talent, we promote opportunities and offer assistance for businesses.

The assistance includes helping businesses navigate applications and guidance through the tender process, to help support them reach capability-maturity. There are now six First Nations firms prequalified for works programs over \$1million in New South Wales.

The Concierge Service continues pushing to diversify and increase our First Nations businesses supplier base, with a focus on information communications technology (ICT), advisory services, legal services, recruitment, training, and advertising sectors.

We have come to understand that a sustainable First Nations business will hire other First Nations people.

The exponential growth of contracts and resultant spend can ensure a level of sustainability for those businesses.

Alternately, we also need to build capability so there are enough First Nations suppliers to meet demand.

Originally assisted through the Concierge Service, an advertising company that has elevated itself successfully in the industry and was producing well-known campaigns, continued to find difficulty being pre-qualified for government work. We assisted them with their application processes, and they are now pre-qualified. ICT is an industry displaying sharp growth, which will continue to present ongoing opportunities, and government alongside the private sector are eager to engage with First Nations peoples. ICT is attracting a younger demographic and they will gravitate toward growth industries if there are opportunities and sustainability.

A goal of the APP is to achieve 3,000 FTE employment opportunities for Aboriginal and Torres Islander peoples. Optimally, these positions will exceed the scope of the 'traditional' construction category.

We continue to work on broadening and further developing our supplier base. Treasury is making a difference. Powerful ally-ship will continue the momentum



NSW Procurement Team: L-R Anthony Antognoni, Lidia Alexopoulos, Kew Boonyong, Ta-Seen Monzoor, Gordon Risteviski, Elena Anceva, Elyssa Herd, Associate Director, Sourcing Services, Angelo Burgo, Mikaylar Bell, Director, Customer Service Rudi Pircher. The NSW Procurement Team all work, or produce work remotely on Gadigal land of the Eora Nation (Sydney, NSW).

Reconciliation Working Group

Treasury's RAP working group (RAPWG) has 25 volunteers from across the agency, including seven First Nations colleagues. **Cassandra Wilkinson**, Executive Director Transport Infrastructure and Industry and **Nola Pittorino**, Director Outcomes & Expenditure Review are RAPWG sponsors.

Treasury's RAPWG is large to ensure reach across the organisation and we have resources to deliver reconciliation commitments in addition to the volunteer's day-to-day work. The RAPWG is organised into three squads focused on specific reconciliation outcomes.

The squad leaders are Principal Financial Analyst, Productivity Reform, **John Bransgrove**, Senior Engagement Officer, NSW Procurement Policy, **Peter Nicholls**, and Associate Director, Infrastructure and Structured Finance, **Gareth Wymond**.

Squad leaders deliver outcomes with the RAPWG members:

Daniel Barnett – Senior Advisor Health and Justice Strategic Projects

Jake Berthelot – Senior Analyst
Aboriginal Economic Wellbeing

Shaun Cumming – Director
Aboriginal Economic Wellbeing

Aiden Devit – Senior Advisor
Strategic & Aboriginal Outcomes

Lovelle D'Souza – Senior Economic Analyst
Regulatory Improvement

Laura Faulkner – Senior Analyst
Aboriginal Economic Wellbeing

Ignatius Forbes – Principal Analyst
Aboriginal Economic Wellbeing

Philippa Hemana – Assistant Economic Analyst
Economic Strategy & Productivity

Marcus Jenkins – Director
Organisational Development

Victoria Lui – Senior Advisor
Health & Justice Reform

Rick Macourt – Director
Strategic & Aboriginal Outcomes

Eugenia Marembo – Analyst
Aboriginal Economic Wellbeing

Caleb Morgan – Advisor
Strategic & Aboriginal Outcomes

Annie Pettit – Associate Director
Strategic & Aboriginal Outcomes

Jen Powell – Analyst
Reconciliation Action

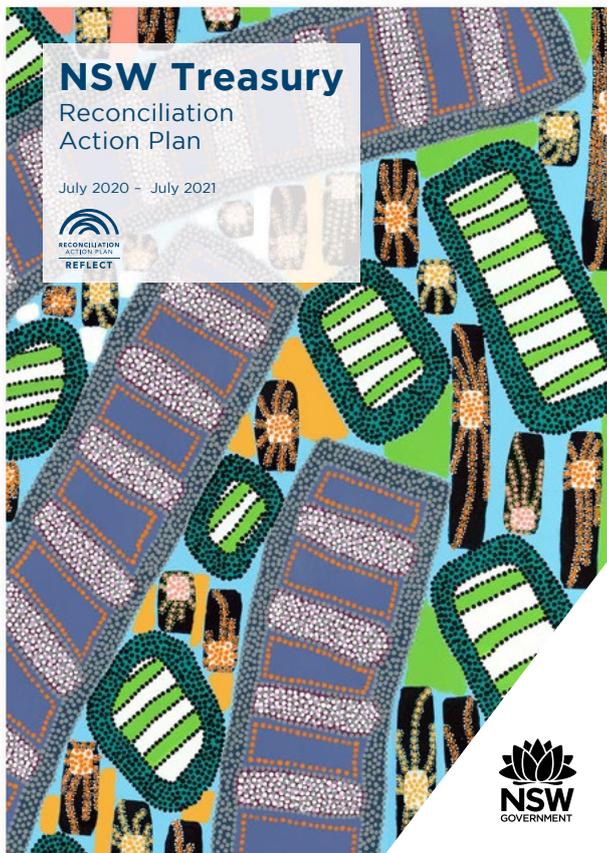
Robyn Quinn – Principal Policy Analyst
State Revenue Policy

Rosie Southwood – Associate Director
Strategy & Delivery Unit

Jackson Spek – Senior Advisor
Strategic & Aboriginal Outcomes

Frankie Timar – Policy Officer,
NSW Procurement Policy

Gabrielle Wallace – Senior Advisor
Planning and Industry



“Treasury began its reconciliation journey through our ‘Reflect’ RAP. It’s been exciting to be part of this initial process and to get to know this wonderful group. I have already seen real differences in awareness and commitment to reconciliation emerging right across Treasury. Moving forward, I feel very confident that our ‘Innovate’ RAP will guide us further toward reconciliation-increasing Treasury’s cultural awareness and building stronger relationships between Indigenous and non-Indigenous peoples at Treasury and in NSW communities”.

Robyn Quinn, Principal Policy Analyst

How we reflected in our *Reflect* RAP

Peter Nicholls, RAP working group lead 2020 and 2021

The reflection we have undertaken as part of our *Reflect* RAP has been critical to understanding the past, the present, the potential for a reconciled future and the nature and scale of transformation required as we shift to our *Innovate* RAP.

NSW Treasury is proud that 50 *Reflect* deliverables were met in 2021 against the backdrop of the COVID-19 pandemic with staff working remotely amid unprecedented work pressures.

Through reflection, Treasury has recognised that it has not always been inclusive of First Nations’ perspectives and is often unaware of, or insensitive to how First Nations stakeholders view the organisation. Listening to First Nations colleagues and community is central to the transition to *Innovate*.

Delivering *Reflect* brought focus to some narrow stereotypes and casual racism, the prevalence of cultural loading and the fragility of cultural safety in our organisation. Uplifting our cultural capability through formal learning, internal and on-country events and communications are core to our *Innovate* RAP.

Reflect was driven and delivered by a growing number, the step to *Innovate* will require the contribution of many to integrate reconciliation into the everyday and create the culturally rich and proud organisation we aspire to be.

Reflection has set Treasury on an education path to lessen the cultural burden on First Nations colleagues and partners. Treasury recognises that reconciliation is everyone’s business and requires suitable governance and embedding in the Treasury’s Business Plan.

Moving towards culturally informed evidence and evaluation

Ophelia Cowell, Director Centre for Evidence & Evaluation

Treasury's Centre for Evidence & Evaluation (CEE) builds capability for evidence-informed decision making across the NSW Government to support better outcomes for people in NSW. Evidence is fundamental to achieving better outcomes for the community as it enables efforts to be focussed on the programs that work best.

The work of CEE supports the inclusion of non-financial values in decision-making. These economic, or environmental, social and cultural values, are core to ensuring public investments support genuine public value. This includes meeting the challenges of building evidence for difficult-to-measure social policy outcomes.

Nowhere is the need greater for this than recognising the fundamental role that First Nations cultures play informing and improving outcomes. The perspectives of First Nations people and communities are diverse and not well supported or represented by conventional models. To address this gap, CEE started work towards a prototype Aboriginal outcomes framework to reflect the outcomes Aboriginal communities value most.

Treasury leadership recognised this work would require a dedicated team in order to genuinely partner with Aboriginal people, communities, and organisations in its development. This led to the establishment of the Aboriginal Economic Wellbeing (AEW) Branch.

This critical area of public policy needed this dedicated expertise, proactive effort, and resourcing to ensure it was independent and protected from competing demands.

The AEW Branch has already made great progress and is well on the way to delivering evaluation and CBA investment frameworks which put Aboriginal people and perspectives at the heart.

CEE continues to work in other areas of social policy where large evidence gaps remain. It is important that the things that matter most to people are valued and considered in state budget decision-making.



Paul Dodd, CEO, Director and Principal Consultant from Corporate Culcha facilitating Cultural Capability at Treasury in 2021. Gadigal land of the Eora Nation (Sydney, NSW).
Image Credit: Renee Nowytarger

Cultural fire practice has been used by First Nations peoples for many purposes, including ceremony, fuel reduction, regeneration and management of food, fibre and medicines, flora regeneration, fauna habitat protection and the protection of cultural and natural assets, and to improve the health of the Country and its people. Cultural burning is authorised and lead by the Traditional Owners of that Country. Evening burn at "Burra Bee Dee" Coonabarabran, May 2018, Gamilaroi country. (Central West Region, NSW)
Image Credit: Graham Kelly, Local Land Services lls.nsw.gov.au



Treasury's Reconciliation Journey

Treasury's reconciliation journey started in 2019 when an Aboriginal staff member asked an important question: Why doesn't Treasury have a RAP?

It was this question that sparked the beginning of a grassroots campaign to embed reconciliation into the heart of Treasury.

At the time, there was little knowledge within Treasury of the RAP process or its merits. Campaigning began to engage our leadership team. A small group of volunteers from across the organisation came together to build knowledge, advocate and transform our relationship with First Nations staff and stakeholders. The path was not easy, with hard conversations and reflections to be had as an organisation and individuals about our role in reconciliation and our responsibilities for the future.

Over time, Treasury's important role in reconciliation as an organisation has become clearer. With perseverance, Treasury had begun a crucial and transformational journey to embed reconciliation in our culture.

Here are some highlights of our journey so far:

Building mutually beneficial relationships

Relationships with First Nations' stakeholders were elevated in 2021 with a round table listening series, interviews and roadshows hosted by Treasury's Aboriginal Economic Outcomes (AEW) and Strategic Aboriginal Outcomes (SAO) to bring a First Nations' perspective into the agency.

As COVID-19 restrictions eased in 2021, National Reconciliation Week events were held in-person. More than 200 staff attended Treasury's NRW week event, 'More than a word, Reconciliation takes action'.

Events were designed to inspire all Treasury staff to play a role in our reconciliation goals and the actions we can all take to create a more equal Australia. This includes steps to create a culturally safe workplace and procure goods and services through Aboriginal-owned businesses. Events included:

- Building Culturally Safe organisations with Pipeline Talent and Career Trackers.
- The Power of Partnerships with Supply Nation.
- Helping Indigenous Business Thrive, with the Aboriginal Procurement Policy lead and Supply Nation.
- Deputy Secretary Economic Strategy and Productivity Joann Wilkie represented Treasury at Parliament House National Reconciliation Week Leaders in Conversation.
- RAP working group members participated in an on-Country workshop hosted by Mirri Mirri at the National Centre for Indigenous Excellence, followed by a guided tour in La Perouse hosted by Bidjigal Elder Uncle Vic Simms.

A focus on cultural safety is a core element within our Innovate RAP deliverables in 2022-2024.

More than a word - Reconciliation takes action

200+

staff attended in person and virtual National Reconciliation Week 2021 events.

Respecting Culture and Country

First Nations culture has become more accessible in Treasury because of our first RAP, Reflect. In the past year, actions to promote a culture of truth-telling and reconciliation within Treasury included:

- Elders from the Metropolitan Land Council have welcomed us to Country at all of our major in-person and video-conference events
- more than three-quarters of staff completed the SBS online training module for Aboriginal and Torres Strait Islander Cultural Awareness; and
- more than 150 staff attended in-person and virtual cultural capability training.



Koori Ceremony. Image Credit: Wayne Quilliam
aboriginal.photography

Cultural Awareness Training

>75%

staff completed the SBS online training module
Aboriginal and Torres Strait Islander culture.

The focus of activity in this action area was, and continues to be, increasing employee confidence to deliver an Acknowledgement of Country, so that all staff can take ownership of our reconciliation journey.

Actions to educate staff on the role and importance of an Acknowledgement include:

- online resources including slide templates to use in Treasury presentations
- a video conference with Claire Beattie, Executive Director Asset Activations, School Infrastructure NSW, Department of Education, explaining the importance of an Acknowledgement of Country
- eight team briefing sessions; and
- “Acknowledgement of Country” decals for meeting rooms and pocket cards for distribution as people return to the office.

There was excellent feedback from staff for events held during Treasury’s NAIDOC week, NAIDOC Heal Country: Caring for Country: The Importance of Cultural Burning; Healing Country: in conversation with Professor Peter Sutton, and the Reconciliation Film Club screening of ‘Wik vs. Queensland’.

Significantly, the RAP working group started researching the impact of our agency on the history and experiences of First Nations people and communities. This research also plays an important role in our Innovate RAP, with support from NSW State Library.

Eddie Harris is a Bakandji Man raised in Wilcannia on the banks of the Darling River that is now under threat from mass irrigation, drought, and climate change. His mural is on the Maari Ma Health Aboriginal Corporation Building, Argent Street, Broken Hill. Wilyakali country (Broken Hill, NSW). Image Credit: Destination NSW



Pursuing Opportunities

NSW Treasury is committed to increasing the number of Aboriginal and Torres Strait Islander peoples in senior leadership roles as part of the Aboriginal Executive Recruitment Strategy, an initiative aligned with the Premier’s Priorities.

Treasury’s employment of First Nations people remained stable in 2021 at 10 (less than 1%) employees including two senior leaders. As an action, Treasury will work with Treasury’s Indigenous Network and subject matter experts to adapt recruitment, retention, and professional development strategies to grow First Nations employment.

In 2021, we were delighted to establish a dedicated internship pathway with CareerTrackers. Treasury’s Office of General Council and Strategic Aboriginal Outcomes teams hosted Winter and Summer placements. We hope to expand the program in 2022.

Working with all NSW agencies, Treasury’s Aboriginal Procurement Policy (APP) has delivered

- 89 per cent (AUD\$173m) increase in direct spent with First Nations businesses over FY19/20 and
- more than tripled the number of Aboriginal-owned businesses pre-qualified as suppliers over 2019-20.

Cultural Capability training

150+

staff attended in-person and virtual

Aboriginal Procurement Policy delivered

89%

(AUD\$173m) increase in direct spent with First Nations businesses over 2019-20

Aboriginal Procurement Policy delivered

300%

increase in pre qualified First Nations businesses

Success is attributed to outreach events such as the Indigenous Strategic Business Matching and Supplier Diversity events, and partnerships with the Indigenous Chamber of Commerce, Supply Nation and Treasury's Business Connect program. The focus now is to support increased spend with Aboriginal businesses and increased participation of Aboriginal people and businesses on high-value NSW Government contracts.

Integrating Governance

Treasury successfully fulfilled 50 of 52 Reflect RAP deliverables. Scoping work for the two unmet deliverables commenced in 2021 however the teams realised the need for cultural advice and two deliverables (with budget) will be carried forward to Innovate:

- 4.2 to continue to review HR Policies and procedures to identify existing anti-discrimination provisions and future needs; and
- 6.2 to review cultural learning needs within our organisation.

A dedicated Reconciliation Delivery team was established in March 2021 to provide delivery support for the RAP and to report monthly to the Treasury leadership team on RAP progress.

To support the implementation of our Innovate RAP, the RAPWG has evolved into delivery squads focused on cultural change. The squads meet fortnightly and report into monthly meetings with the RAPWG sponsors.

Treasury established a First Nations Advisory Council (FNAC) in 2021 to provide independent advice to Treasury on First Nations priorities, considerations and reconciliation programs.

Engagement for our Innovate RAP

Innovate has been co-designed through engagement in workshops, meetings and surveys with:

- Treasury's Indigenous Network, RAP WG and Diversity and Inclusion Community
- Reconciliation staff survey and People Matters survey 2021
- Expert knowledge from Commercial and Procurement, Policy and Budget, Economic Strategy and Productivity and Corporate Services teams.
- Advice from Treasury's First Nations Advisory Council.
- Advice from fellow Innovate RAP contacts - Reserve Bank of Australia, The Commonwealth Treasury, NSW Department of Education and Transport for NSW.

First Nation's aspirations were sought from the NSW Coalition of Aboriginal Peak Organisation's Closing the Gap Employment and Economic prosperity engagement session and the Indigenous Chamber of Commerce.

Reconciliation Australia's State of Reconciliation Report 2021: Safe to Brave, the Brave Economic Futures series from the November 2021 Conference and been foundation reference sources.

Wattles have long been used for Food, Medicine and Materials in First Nations cultures. Seeds ground into flour for food, bark used for pain relief and healing properties, and wood for tools and weapons. Image Credit: Adobe Stock





Case Study

Embedding First Nations perspectives at the centre of cost-benefit analysis

The Aboriginal Economic Wellbeing (AEW) branch was established to develop frameworks that will help the NSW Government take a more evidence-based approach to meeting formal commitments made to First Nations people and communities, including the New Agreement on Closing the Gap.

The AEW branch's work includes the development of a Cost-Benefit Analysis (CBA) framework that will allow NSW Treasury's Outcome Budgeting to be applied to initiatives that impact First Nations people and communities by explicitly focusing on the ways that First Nations cultures can improve outcomes.

This CBA framework will help:

- First Nations people and communities articulate how their cultures can improve outcomes
- share the evidence about how culture improves outcomes
- identify the initiatives most likely to Close the Gap
- allow Australian Governments to prioritise funding of these initiatives in their budgets.

The OCHRE Plan – the NSW Government's Aboriginal Affairs Strategy – emphasised that Australian Governments were using assumptions rather than evidence when designing and assessing

initiatives for First Nations people, pursuing paternalism rather than partnership.

Similar feedback emphasised that there was no clarity on why some initiatives were funded by Australian Governments and others not, with little regard for the role of evidence in funding. These issues are thought to explain why the gap in outcomes between Indigenous and non-Indigenous has not closed as hoped despite large increases in funding.

The AEW Branch is developing key aspects of its frameworks in response to these concerns to establish a more evidence-based approach to assessing initiatives that impact First Nations people and communities – one that: places the voices of First Nations people and communities at the centre, helps them articulate how initiatives are expected to work, and provides clarity on how the NSW Government will assess initiatives for funding.

One of many learnings from the development of AEW's frameworks is that putting First Nations people and communities at the centre of initiatives assessment is not just respectful and constructive protocol, but also necessary. It leads to better outcomes as people on the ground have a much better understanding of the opportunities and challenges those initiatives are aimed to addressing, and what will, or won't work.



Mutawintji is the country of the Pantyikali people. The Lease of Mutawintji National Park is managed by a board that are predominantly First Nations peoples. Under National Parks and Wildlife Amendment Act 1996, it became the first land to be handed back to traditional owners. Mutawintji Lands (Broken Hill, NSW). Image Credit: Destination NSW

For example, we have found cases where the missing piece to improving school attendance in a remote community is the absence of funds to fix a broken washing machine, causing parents to not send their kids to school for fear of being shamed or embarrassed. These types of issues cannot be known by policy analysts working in government departments and are instead only known by people and communities on the ground, and the people who have earned their trust.

First Nations people and communities have sophisticated cultures, which has been used and evolved over tens of thousands of years to meet a range of ecological, economic, social, and personal challenges. These cultures (which can differ significantly from Western Culture in shape and form) are an incredible asset which can be drawn upon to better understand challenges and to develop solutions to them.

For example, the practice of cultural burning appears to be very effective at reducing the risk of bushfires but is also part of a broader suite of land management practices that improve ecological outcomes in a range of areas while creating a stable and healthy source of food, improving the physical and mental health of participants, and enhancing the social cohesion of communities.

Other examples where First Nations cultures can improve outcomes include: cultural engagement in the curriculum, improving First Nations attendance, engagement, and educational attainment; the engagement of Elders in circle sentencing being a more effective means (than mainstream Courts) of reducing recidivism and reoffending; traditional birthing practice being more effective at improving maternal and child health than mainstream birthing services; and health services that are culturally

appropriate improving outcomes more efficiently than mainstream services

The AEW Branch will continue developing the CBA frameworks by working with proponents to develop business cases and understand the challenges they face. We are currently working towards an issues paper which will be released to receive feedback on possible solutions to the challenges that proponents face when preparing cost-benefit analysis (CBA) for initiatives that impact First Nations people and communities.

The AEW Branch's work should connect the practical aspects of reconciliation to the core business of NSW Treasury and be considered 'business-as-usual'.



Aboriginal Economic Wellbeing Team NSW Treasury. On Country, Gamayngal (La Perouse, NSW).

Innovate Deliverables

Relationships

Mutually beneficial relationships with First Nations community stakeholders and peak bodies are essential to our core accountability to provide inclusive advice to the NSW Government on all matters to do with the economy and the balance sheet.

Action 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Sep 22	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Nov 22	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
1.3 Strengthen partnership with First Nations organisations to meet commitments under the NSW Closing the Gap Jurisdictional Implementation Plan.	Sep 22 Dec 22 Apr 23 Jul 23	Lead: Executive Director Strategic Policy, Education and Customer Service Accountable: Deputy Secretary Economic Strategy & Productivity

Walk with Us. National Reconciliation Week 2021 in Redfern Park, Gadigal land of the Eora Nation, (Sydney, NSW).
Image Credit: Wayne Quilliam
aboriginal.photography



Action 2: Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
2.1 Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to Treasury staff.	Jul 22- Sep 22	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
2.2 RAP Working Group members to participate in an external NRW event.	2023- 2024	Lead: RAP Executive Sponsor Accountable: All Deputy Secretaries
2.3 Continue to encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	2023- 2024	Lead: RAP Executive Sponsor Accountable: All Deputy Secretaries
2.4 Organise at least one NRW event each year.	2023- 2024	Lead: RAP Executive Sponsor Accountable: Sponsor Diversity and Inclusion
2.5 Register all our NRW events on Reconciliation Australia's NRW. website.	Jul 22- Aug 22	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget

Action 3: Promote reconciliation through our sphere of influence

Deliverable	Timeline	Responsibility
3.1 Implement strategies to engage our staff in reconciliation and embed reconciliation as 'everyone's business'.	Sep-22	Lead: RAP Executive Sponsor Accountable: Sponsor Diversity and Inclusion
3.2 Continue to communicate our commitment to reconciliation publicly and promote RAP deliverables on the Treasury website.	Aug-22	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Dec-23	Lead: Deputy Secretary Policy and Budget Accountable: Deputy Secretary Policy and Budget
3.4 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Oct-22	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget

Action 4: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

Deliverable	Timeline	Responsibility
4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Aug 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
4.2 Develop, implement, and communicate an anti-discrimination policy for our organisation.	Nov 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
4.3 Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander advisors on Treasury's anti-discrimination policy.	Sep 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
4.4 Embed a new learning module on the effects of racism in Treasury's people-leaders' training.	Oct 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services



Cultural Capability training with Treasury's Organisational Development team facilitated by Paul Dodd, CEO, Director and Principal Consultant from Corporate Culcha. Gadigal land of the Eora Nation, (Sydney, NSW). Image Credit: Renee Nowytarger

Cultural Competence



Cultural learning strategy development facilitated by Paul Dodd, CEO, Director and Principal Consultant from Corporate Culcha, Gadigal land of the Eora Nation, (Sydney, NSW). Image Credit: Renee Nowytarger

Innovate Deliverables

Respect

Truth-telling, learning cultural protocols and developing cultural intelligence are foundational capabilities for Treasury employees to enhance respect for First Nations people and cultures. Deep cultural knowledge will help us to appreciate and understand the context of the First Nations people’s aspirations and how we contribute.

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

Deliverable	Timeline	Responsibility
5.1 Conduct a review of cultural learning needs within our organisation.	Sep 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Oct 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
5.3 Develop, implement, and communicate a cultural learning strategy, inclusive of Jawun secondments, for our staff and cascade in Personal Development Plans	Nov 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
5.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Dec 22 Dec 23	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
5.5 Work with Gujaga Foundation to rename the 80 meeting and break out rooms to Dharawal language.	Aug 22	Lead: RAP Executive Sponsor Accountable: Sponsor Diversity and Inclusion
5.6 Research the impact of our agency on the history and experiences Aboriginal and Torres Strait Islander people and communities with support from the NSW Historians Association.	Jul 23	Lead: RAP Executive Sponsor Accountable: Sponsor Diversity and Inclusion

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

Deliverable	Timeline	Responsibility
6.1 Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Sep 22	Lead: RAP Executive Sponsor Accountable: Sponsor Diversity and Inclusion
6.2 Continue to develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Nov 22	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
6.3 Update the Induction processes for new starters to introduce cultural protocol documents.	Oct 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
6.4 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Aug 22	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
6.5 Embed an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Aug 22 Dec 22 Jun 23 Dec 23	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget

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

Deliverable	Timeline	Responsibility
7.1 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Jul 22 Jul 23	Lead: RAP Executive Sponsor Accountable: Sponsor Diversity and Inclusion
7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jul 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
7.3 Promote and encourage participation in external NAIDOC events to all staff.	Jul 22 Jul 23	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget

Brendan Kerin delivering a Welcome to Country at National Reconciliation Week 2021 with NSW Treasury Staff. Gadigal land of the Eora Nation, (Sydney, NSW). Image Credit: Wayne Quilliam aboriginal.photography



Innovate Deliverables Opportunities

As a Treasury our role is to improve economic outcomes and increase productivity across the board. We recognise the fundamental place First Nations peoples hold in our community and work to increase opportunities for First Nations peoples within the outcomes budgeting process.

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

Deliverable	Timeline	Responsibility
8.1 With the NSW Public Service Commission, build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Aug 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
8.2 Consult with an Aboriginal and Torres Strait Islander advisors and Treasury's Indigenous Network to develop Treasury's recruitment, retention, and professional development strategy.	Sep 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
8.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy that it inclusive of: <ul style="list-style-type: none"> - Our continued commitment to Jawun secondments for our staff and including these in Personal Development Plans - The expansion of the Career Trackers internship program 	Sep 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
8.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Sep 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services
8.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Sep 22	Lead: Chief People Officer Accountable: Deputy Secretary Corporate Services

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

Deliverable	Timeline	Responsibility
9.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy for Treasury.	Sep 22	Lead: Executive Director NSW Procurement Accountable: Deputy Secretary Commercial and Procurement

9.2	Continue Supply Nation membership.	Dec 23	Lead: Executive Director NSW Procurement Accountable: Deputy Secretary Commercial and Procurement
9.3	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Sep 22 Dec 22	Lead: Executive Director NSW Procurement Accountable: Deputy Secretary Commercial and Procurement
9.4	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Apr 23 Jul 23	Lead: Executive Director NSW Procurement Accountable: Deputy Secretary Commercial and Procurement
9.5	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses directly and through partnerships with Supply Nation and the NSW Indigenous Chamber of Commerce.	Sep 22 Dec 22	Lead: Executive Director NSW Procurement Accountable: Deputy Secretary Commercial and Procurement
9.6	Lead the whole of NSW Government Aboriginal Procurement Policy and related implementation activities to support increased spend with First Nations businesses and increased participation of First Nations people and businesses on high-value NSW Government contracts.	Apr 23 Jul 23	Lead: Executive Director NSW Procurement Accountable: Deputy Secretary Commercial and Procurement

Action 10: Support improved First Nations policies and programs by building an evidence base of what works for First Nations people and communities

Deliverable	Timeline	Responsibility
10.1	Support NSW government agencies to better evaluate First Nations policies and programs identified by the Indigenous Expenditure Report against culturally inclusive, best practice principles.	Dec 22 Dec 23 Lead: Executive Director Strategic Policy, Education and Customer Service Accountable: Deputy Secretary Policy and Budget
10.2	Develop key investment frameworks and reports that allow the NSW Government to better identify and prioritise 'what works' in improving outcomes for First Nations people and the business sector.	Sep 22 Dec 22 Apr 23 Jul 23 Lead: Executive Director Economic Strategy Accountable: Deputy Secretary Economic Strategy & Productivity
10.3	Drive greater evidence-based decision-making through annual public reporting on: First Nations-related government expenditure; and performance of First Nations-related outcomes in Outcomes Budgeting.	Sep 22 Dec 22 Apr 23 Jul 23 Lead: Executive Director Strategic Policy, Education and Customer Service Accountable: Deputy Secretary Policy and Budget
10.4	Engage with Aboriginal and Torres Strait Islander communities to define appropriate and relevant outcomes for the social impact investment initiative focused on educational and job readiness outcomes for Aboriginal and Torres Strait Islander youth, with a particular focus on girls.	Sep 22 Mar 23 Lead: Executive Director Strategic Balance Sheet Management Accountable: Deputy Secretary Policy and Budget
10.5	Appraise the impact of budget and policy initiatives on First Nations outcomes as part of Treasury's management of the State Budget.	Sep 22 Dec 22 Apr 23 Jul 23 Lead: Executive Director Strategic Policy, Education and Customer Service Accountable: Deputy Secretary Policy and Budget
10.6	Contribute analysis to NSW Government agencies to support better outcomes for First Nations people and communities in areas such as Native Title and Cultural Heritage.	Dec-22 Lead: Executive Director, Transport Infrastructure and Investment Accountable: Deputy Secretary Policy and Budget

Innovate Deliverables

Governance

Action 11: Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
11.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Sep 22 Dec 22	Lead: RAP Executive Sponsor Accountable: Sponsor Diversity and inclusion
11.2 Review and adapt Terms of Reference for the RWG.	Apr 23 Jul 23	Lead: RAP Executive Sponsor Accountable: Sponsor Diversity and inclusion
11.3 Meet at least four times per year to drive and monitor RAP implementation.	Aug 22	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
11.4 Engage Treasury's First Nations' Advisory Council quarterly to steward reconciliation and to meet with Treasury' Indigenous Network members annually.	Aug 22 Sep 22 Oct 22	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget

Action 12: Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
12.1 Define resource needs for RAP implementation.	Sep 22 Oct 23	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
12.2 Engage senior leaders, Treasury's Indigenous Network and other staff in the delivery of RAP commitments.	Sep 22 Dec 22 Apr 23 Jul 23	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
12.3 Refine systems to track, measure and report on RAP commitments monthly.	Sep 22 Dec 22 Apr 23 Jul 23	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
12.4 Appoint and maintain an internal RAP Champion from senior management.	Jul 22	Lead: Sponsor Diversity and Inclusion Accountable: Sponsor Diversity and Inclusion

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

Deliverable	Timeline	Responsibility
13.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Jul 22	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
13.2 Report RAP progress to all staff and senior leaders quarterly cascaded from Leadership team and to Treasury Indigenous Network chairs.	Nov 22 Nov 23	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
13.3 Publicly report our RAP achievements, challenges, and learnings, annually.	May-23 May-24	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
13.4 Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	Aug 22	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
13.5 Include reconciliation as a change priority in Treasury's Outcome Business Strategic Plan.	Feb 23 Feb 24	Lead: Chief Finance and Operation Officer Accountable: Deputy Secretary Corporate Services
13.6 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Jun 23 Jun 24	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budgets
13.7 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug 22 1 Aug 23	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget
13.8 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Jun 23 Jun 24	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budgets

Action 14: Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	Jun 23	Lead: Executive Director Strategy & Delivery Accountable: Deputy Secretary Policy and Budget

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