



Australian Government

Australian Research Council



RECONCILIATION
ACTION PLAN

INNOVATE

RECONCILIATION ACTION PLAN

December 2019–December 2021



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Acknowledgement

The Australian Research Council acknowledges the Traditional Owners of Country throughout Australia and their continuing connection to lands, waters and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures and to Elders past and present.

Cover Art

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CEO Introduction

I am pleased to introduce the Australian Research Council's (ARC) Reconciliation Action Plan (RAP) 2019–2021. The RAP forms an integral part of the ARC's commitment to reconciliation and to supporting and working with Aboriginal and Torres Strait Islander peoples through our key activities.

This is the ARC's third RAP, our first Innovate, and we are proud of the progress we have made in advancing our reconciliation agenda.

Highlights for me include:

- welcoming a new group of Aboriginal and Torres Strait Islander trainees to work at the ARC, and congratulating our previous trainees who have taken up positions across Government
- ARC funding supporting Aboriginal and Torres Strait Islander researchers, at all career levels, to undertake outstanding research across all disciplines
- issues affecting Aboriginal and Torres Strait Islander peoples being addressed through research under all National Competitive Grants Program (NCGP) schemes
- the commitment shown across the ARC by our employees to advancing reconciliation priorities, and
- publication of the first Engagement and Impact report and impact studies that highlighted best practice examples of impact, including Aboriginal and Torres Strait Islander research.

During the period of this RAP, the ARC will continue to drive our reconciliation journey. We will focus on:

- building our Aboriginal and Torres Strait Islander workforce, including reviewing the *Aboriginal and Torres Strait Islander Employment Strategy 2017–2019*, and continuing our trainee program



- showing our respect for Aboriginal and Torres Strait Islander cultures and peoples by celebrating significant cultural events and reviewing our commitment to respecting Country and cultures, and
- building our support for, and showcasing, outstanding Aboriginal and Torres Strait Islander researchers and research.

I am proud of the ARC's progress in achieving the goals we set in our previous RAPs and the focus on extending our commitment to reconciliation. I look forward to participating in the actions the ARC will be undertaking over the next two years to support Aboriginal and Torres Strait Islander researchers, research and our reconciliation priorities.

A handwritten signature in black ink, appearing to read "Sue Thomas".

Professor Sue Thomas
Chief Executive Officer

Message from our Indigenous Champion

I am delighted to be the ARC's Indigenous Champion. I believe this is a truly important role and I value many aspects of it, including building relationships with Aboriginal and Torres Strait Islander peoples and organisations.

Being an advocate for the ARC's reconciliation program, I am privileged to be actively engaged in our reconciliation agenda and see all the ways the ARC is contributing to improving Aboriginal and Torres Strait Islander engagement and productivity.

I have the opportunity to work with colleagues across the ARC, including on the Reconciliation, and Diversity Working Groups, who are passionate about our reconciliation journey. Members represent all areas of the ARC and are ensuring that our reconciliation goals and priorities are reflected in ARC policies, including this Reconciliation Action Plan (RAP). These priorities include our commitment to supporting Aboriginal and Torres Strait Islander researchers and research, promoting research outcomes, improving the recognition of Aboriginal and Torres Strait Islander research through the Engagement and Impact assessment, developing a culturally aware and engaged workforce and supporting Aboriginal and Torres Strait Islander companies.

One of the priorities for the ARC is attracting Aboriginal and Torres Strait Islander employees to work at the ARC. This was proving to be a challenge, which is why I am delighted that the trainee program the ARC implemented in 2017 is working well. We are renewing our commitment to the program and to attracting more Aboriginal and Torres Strait Islander employees to the ARC in the coming years.

The ARC is committed to continuing and expanding our support for Aboriginal and Torres Strait Islander peoples and priorities through our key activities. We will continue to



highlight the outstanding Aboriginal and Torres Strait Islander researchers funded by the ARC, the research that is improving outcomes for Aboriginal and Torres Strait Islander peoples and communities, celebrate culturally important events and strengthen our diverse and culturally aware workforce.

I look forward to continued engagement with our Aboriginal and Torres Strait Islander stakeholders, to working with other RAP organisations to share our commitment to reconciliation and to championing the ARC's commitment to cultural diversity and reconciliation.

A handwritten signature in black ink, appearing to read 'Julija'.

Julija Deleva
Branch Manager,
Corporate Services

Message from Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see the Australian Research Council (ARC) continue its reconciliation journey and to formally endorse its first Innovate RAP; its third RAP overall.

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

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

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

We wish the ARC well as it embeds and expands its own unique approach to reconciliation. We encourage the organisation to embrace this journey with open hearts and



minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

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

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

A handwritten signature in blue ink, appearing to read 'Karen Mundine'.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Australian Research Council

Our Vision

The ARC's vision for reconciliation reflects our key activities and overall commitment to reconciliation individually, and as an agency. It focuses, not only on the immediate impact of our activities, but also on contributing to broader goals for community benefit and reconciliation.

Vision

Research for a creative, innovative and productive Australia - featuring research by Aboriginal and Torres Strait Islander researchers and students and for the benefit of Aboriginal and Torres Strait Islander communities and peoples.

Key Activities

**Funding the highest quality research and researchers.
Assessing the quality, engagement and impact of research.
Providing advice on research matters.**

Outcomes

**Building a strong and engaged Aboriginal and Torres Strait Islander research workforce.
Supporting outstanding Aboriginal and Torres Strait Islander researchers and research.
Capturing the impacts of Aboriginal and Torres Strait Islander research and examining national benefits.
Enabling national and international collaboration across disciplines, between Aboriginal and Torres Strait Islander and non-Indigenous researchers to address complex issues and priorities.
Ensuring stakeholders and staff are informed, and understand and value the reconciliation program and the ARC's commitment to reconciliation.
Promoting outcomes of Aboriginal and Torres Strait Islander research and researchers.**

Benefit

**Benefit to Aboriginal and Torres Strait Islander researchers, students, communities and peoples.
Expertise, within and beyond Aboriginal and Torres Strait Islander communities, to meet the expectations and needs of Aboriginal and Torres Strait Islander peoples and respond to existing and emerging priorities.
Australia benefits from research conducted by Aboriginal and Torres Strait Islander researchers, in all disciplines and from the outcomes of research about Aboriginal and Torres Strait Islander peoples, communities and priorities.**

Our Business

The Australian Research Council (ARC) is a non-corporate Commonwealth entity within the Australian Government's Education portfolio and reports to the Minister for Education. Located in Canberra, Ngannawal country, the ARC has 136 employees, including one Aboriginal and Torres Strait Islander employee and four trainees.

The ARC's purpose is to grow knowledge and innovation for the benefit of the Australian community by funding the highest quality research; assessing the quality, engagement and impact of research and providing advice on research matters.

The ARC funds fundamental and applied research and research training under the National Competitive Grants Program (NCGP). Research leading to the discovery of new ideas and the advancement of knowledge is funded under two Programs—the Discovery Program, with a primary focus on supporting individuals and small teams—and the Linkage Program, which links university researchers to industry, government and other partners, including the international community.

The NCGP supports research across disciplines, including in science, technology, engineering and mathematics (STEM), and the humanities, arts and social sciences (HASS). Researchers at all career stages and from groups under-represented in the research workforce may be funded through all fellowship, award, project and large-scale schemes. Funding for Aboriginal

and Torres Strait Islander researchers, research students and research with Aboriginal and Torres Strait Islander peoples and communities across significant issues is a key component of the NCGP; and funding is available under all NCGP schemes.

The *Discovery Indigenous* scheme specifically funds research projects, in any discipline, led by an Australian Aboriginal and/or Torres Strait Islander researcher, independently or in collaboration with others, including non-Indigenous researchers. Funding is also available for Aboriginal and Torres Strait Islander higher degree by research students and, uniquely under the NCGP, Aboriginal and Torres Strait Islander honours students.

The ARC evaluates the quality, engagement and impact of research nationally in Australia's universities through two initiatives: Excellence in Research for Australia (ERA) and the Engagement and Impact assessment (EI). Evaluations occur every three years with the most recent rounds completed in 2018—the first time for EI. The first full round of EI looked at the types of impacts from university research, across all research disciplines, that benefit industry, business, community and the wider public as well as the ways in which researchers are engaging with the end-users of their research. The ARC worked towards raising the profile of Aboriginal and Torres Strait Islander research through the evaluations, particularly through the EI assessment.

“As part of our RAP, building internal and external networks and partnerships based on trust and respect between the ARC and Aboriginal and Torres Strait Islander communities and organisations is fundamental to reconciliation. This is a journey we take together to acknowledge past wrongs and ongoing inequalities in order to work towards a brighter future of recognition and equality.”

Tanya Tepes, Diversity Working Group (DWG) member



Image: Artwork by Greg Joseph, depicting the diversity of ARC employees.

Image credit: Australian Research Council

“As a member of the DWG, I am proud to support and promote this RAP. I’m especially proud of the agency’s strong commitment to building participation by Aboriginal and Torres Strait Islander researchers and students as well as initiatives to build a culturally aware workforce, such as our successful trainee program, now into its third year.”

Genevieve Nicoll, DWG member

Our Reconciliation Action Plan

The ARC has developed this Reconciliation Action Plan (RAP) to demonstrate our commitment to reconciliation through our workplace culture and key activities. The ARC is:

- supporting Aboriginal and Torres Strait Islander researchers and research students through NCGP funding schemes
- funding research on Aboriginal and Torres Strait Islander peoples, nations, communities, language, place, culture and knowledges to achieve economic, social, cultural and environmental benefits
- reviewing the Aboriginal and Torres Strait Islander research component of the EI assessment and providing outreach to universities on the outcomes
- consulting the research sector and the Aboriginal and Torres Strait Islander research community on the review of the Australian and New Zealand Standard Research Classification as it relates to Aboriginal and Torres Strait Islander research
- ensuring that all elements of ARC programs, including peer review processes, incorporate and show respect for Aboriginal and Torres Strait Islander peoples and communities
- continuing to encourage and increase Aboriginal and Torres Strait Islander membership of our committees, including the ARC College of Experts
- requiring researchers undertaking Aboriginal and Torres Strait Islander projects to meet all relevant cultural and ethical standards
- building a diverse workplace supporting active recruitment of Aboriginal and Torres Strait Islander employees and trainees

- supporting employees in understanding and respecting Aboriginal and Torres Strait Islander histories, cultures and heritage through training and facilitating participation in culturally important events, and
- respecting and observing Aboriginal and Torres Strait Islander protocols and customs in our activities.

This RAP has been developed by the Diversity Working Group (DWG), incorporating the RAP Working Group (RWG), in consultation with the ARC's Chief Executive Officer; the Indigenous Champion, Branch Manager, Corporate Services; the Diversity Champion, Branch Manager, Policy and Strategy and ARC employees. It builds on the challenges identified, lessons learned and successes of our previous RAPs.

The DWG, incorporating the RWG, was established in 2015 and comprises a minimum of eight members, including representatives from areas across the ARC at a range of levels, the Indigenous Champion and Diversity Champion. One member, at least, is an Aboriginal and/or Torres Strait Islander person.

Members of the DWG are committed to advancing reconciliation and providing leadership in promoting and integrating diversity and equity principles in the workplace. Members participate in and promote cultural events relevant to the Workplace Diversity Program, including reconciliation activities such as National Reconciliation Week and NAIDOC Week. The DWG is active in drafting and reviewing policies and protocols, including the RAP to advance the ARC's reconciliation and diversity agendas. The Innovate RAP is an initiative within the ARC's *Workplace Diversity Program 2015—2019*.

“The online and face-to-face training modules that form a part of the ARC's RAP have helped to build a culturally aware workplace where Aboriginal and Torres Strait Islander customs and heritage are recognised and respected. ARC staff will benefit from the continued delivery of these fascinating modules by Aboriginal and Torres Strait Islander representatives.”

Amy Tepes, DWG member

Reflect RAP 2018–2019

The ARC is proud of our achievements under the 2018–2019 Reflect RAP; supporting Aboriginal and Torres Strait Islander researchers and research, working with Aboriginal and Torres Strait Islander stakeholders and building a diverse and culturally aware workforce that is engaged with our reconciliation agenda and achieving change in the broader community.

In 2018–19, we reviewed our support for Aboriginal and Torres Strait Islander researchers, research students and research through the [Evaluation of ARC support for Indigenous Researchers and Indigenous Research](#). We are very pleased that the main findings of the evaluation were that:

“Relative to the size of the Indigenous academic workforce and population parity, ARC support for Indigenous researchers and research has, in the past five years, been strong and growing and researchers have appreciated the level of ARC support.”

The evaluation also made some recommendations for change to strengthen and expand the ARC’s level of support, which have, where appropriate, been accepted and implemented.

In the past five years, the ARC has awarded over \$150.7 million under the NCGP to projects relating to Aboriginal and Torres Strait Islander research; and in the latest round of the *Discovery Indigenous* scheme, the ARC awarded over \$6.7 million to 12 projects. Outstanding Aboriginal and Torres Strait Islander researchers and research were featured across ARC publications, including [Making a Difference](#), feature articles in the [ARCHway newsletter](#), and [EI 2018 impact studies](#) as well as the [Engagement and Impact Assessment 2018 National Report](#).

All sections of the ARC are actively engaging in advancing our reconciliation agenda and this is not limited to meeting expectations in our RAP. Last year, the ARC was delighted with the wonderful achievement of having a separate Indigenous selection advisory committee to consider applications under the *Discovery Indigenous* scheme. This is an important element of the peer review process and demonstrates the ARC’s commitment to meeting expectations for assessment of projects led by Aboriginal and Torres Strait Islander researchers, involving engagement with Aboriginal and Torres Strait Islander peoples and communities and addressing priorities.

We have a strong commitment to increasing Aboriginal and Torres Strait Islander employment at the ARC. This year we have worked towards the goals set out in the *ARC Aboriginal and Torres Strait Islander Employment Strategy 2017–19*, including expanding our recruitment processes to better reach Aboriginal and Torres Strait Islander peoples. We also focused on the ARC’s trainee program in conjunction with the AFL SportsReady Foundation. The Foundation was established to fund programs that deliver young Australians essential life skills and the confidence to create successful career pathways through education and employment. Aboriginal and Torres Strait Islander trainees spend a year working at the ARC, in a range of positions. The trainee program has been very successful for the ARC—in 2018, Cody Johnson, a trainee in the ARC’s ICT section was named ACT trainee of the year (2017), and Chloe Stephenson, who is now working full-time at the ARC, was runner up for 2018. All of the ARC’s graduates from the 2018 trainee program have subsequently been employed in positions ranging from IT to the APS Graduate Program. The ARC currently has four trainees.

“I’ve enjoyed completing my traineeship at the ARC, and I am delighted to have taken part in a program that engages Aboriginal and Torres Strait Islander people and enables us to build the relevant skills to progress further in the workplace.”

Chloe Stephenson, DWG member and graduate of the ARC’s trainee program

ARC employees are engaged in our reconciliation agenda throughout the year. In 2018, employees organised and participated in the inaugural ARC Great Book Swap for Indigenous Literacy Day. The day was a great success and will now be an ongoing event at the ARC, raising funds to give books to children who need them the most.

Employees participated in cultural learning modules, including the Engaging with Aboriginal Communities—A Model Approach workshop, designed to improve the ability of participants to form and maintain collaborative relationships with Aboriginal and Torres Strait Islander peoples.

Each year as part of the ARC Seminar Series, the ARC invites researchers to speak to ARC staff about their research. During National Reconciliation Week 2018, we heard from Dr Clint Bracknell ([Reigniting the Noongar language through song](#)) a musician and ethnomusicologist, based at the Sydney Conservatorium of Music at The University of Sydney. Dr Bracknell is using a Discovery Indigenous grant to bring to life the musical traditions of the Noongar language of South Western Australia.

In April 2018, Professor Nicholas Evans, Australian Laureate Fellow spoke about his project: 'The Wellsprings of Linguistic Diversity'. The project is studying the language diversity of a number of multilingual

communities in Indigenous Australia, PNG and the Pacific. He has been working to tackle the riddle of why there are so many languages in parts of the world like Australia and New Guinea, and so few in others. Professor Evans is also the Director, ARC Centre of Excellence for the Dynamics of Language at The Australian National University. The Centre is looking at critical questions about language, including how languages evolve, and developing new language technologies and strategies to help those isolated by language difficulties.

In September 2018, Professor Jane Lydon from The University of Western Australia explained her research on Australia's colonial past and its legacies in the present—and particularly in the ways that popular and visual culture has shaped ideas and debates about race, identity and culture that persist today. Professor Lydon's ARC funded research has successfully developed ways of returning archival photographs in Europe to Aboriginal descendants. Photographs of Aboriginal and Torres Strait Islander peoples have played a powerful but unexamined role in shaping global views of race and identity. Reversing the flow of this significant heritage resource from European collections to descendants will enhance international research collaborations and our understanding of issues affecting Aboriginal and Torres Strait Islander peoples.

"The implementation of the ARC's RAP has brought about exciting opportunities to build positive relationships and embed cultural change. Indigenous guest speakers at ARC events have been inspirational advocates inspiring changing attitudes in our working environment."

Leigh-Anne Sinclair, DWG member

In EI 2018, Aboriginal and Torres Strait Islander research was treated as its own discipline for impact; universities submitted impact studies that focussed on, or involved, Aboriginal and Torres Strait Islander people and identified Aboriginal and Torres Strait Islander content in other disciplines. These impact studies were assessed by [expert panel members](#) comprising Aboriginal and Torres Strait Islander leaders in research, business and community. The published [Engagement and Impact Assessment 2018 National Report](#) and ‘[high](#)’ [rated impact studies](#) highlight best practice examples of impact including those

submitted to the Aboriginal and Torres Strait Islander research discipline.

The ARC is grateful for the support and advice of Aboriginal and Torres Strait Islander people in developing and implementing EI 2018, assessing impact studies, and generously sharing their stories, including for publication. The ARC is committed to continuing collaboration with the Aboriginal and Torres Strait Islander research sector so that we can continue to improve and evolve the assessment for future rounds.

“The ARC’s programs show that Aboriginal and Torres Strait Islander people—from researchers through to community Elders and members—have contributed much to research and innovation, which has benefited the whole Australian community. We need to continue to draw on the experience and knowledge that Aboriginal and Torres Strait Islander people have to offer and to do this we need to continue developing respectful relationships.”

Millennia Pullen, Assistant Director, EI assessment



The ARC aims to build meaningful and respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations through our key activities, including supporting researchers and research, to achieve positive outcomes for the ARC and our stakeholders.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to engage with Aboriginal and Torres Strait Islander stakeholders and organisations, including Indigenous Business Australia, the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) and the Indigenous Champions Network. Develop guiding principles for future engagement with these organisations and an engagement plan to extend our engagement with local Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2020	Indigenous Champion Branch Manager, Policy and Strategy Branch Manager, Research Excellence
	Continue to engage Aboriginal and Torres Strait Islander researchers and end-users of research through the EI assessment.	April 2021	Branch Manager, Research Excellence
2. Build relationships through celebrating National Reconciliation Week (NRW).	Host the biennial ARC NRW Seminar Series event, featuring a speaker on a topic that aligns with the NRW theme.	27 May— 3 June 2020, 2021	CEO Indigenous Champion
	Host the DWG biennial NRW Morning Tea (alternate year to the Seminar Series event).		Indigenous Champion
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country at the ARC NRW Seminar Series event.		Director, Stakeholder Relations
	Register our NRW events on Reconciliation Australia's website.		Diversity Working Group
	Continue to promote NRW to all employees through a range of internal communications, including circulating Reconciliation Australia's NRW resources.		Director, Stakeholder Relations
	Encourage all staff, including senior leaders to participate in at least one external event to recognise and celebrate NRW. Ensure DWG members, where possible, participate in an external NRW event. To facilitate this, incorporate attendance at an NRW event into our cultural training program.		Indigenous Champion
	Establish a precinct forum for local agencies to facilitate shared celebrations and activities.		Director, People and Services
	Highlight the ARC funded projects that relate to each year's NRW theme.		Director, Strategy and Governance

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Promote the RAP and the ARC's commitment to reconciliation, including employee responsibilities, through communications and by featuring the RAP on the ARC website.	June 2020	Indigenous Champion Director, Stakeholder Relations
	Include RAP commitments, as appropriate, in the ARC's policies, including the <i>ARC Statement of Support for Aboriginal and Torres Strait Islander Researchers and Research</i> .	May 2020	Director, Strategy and Governance
	Liaise with Australian universities, many of which have RAPs, regarding ongoing funding, engagement and impact for Aboriginal and Torres Strait Islander researchers, research students and research.	April 2020	Branch Managers, Policy and Strategy, and Research Excellence
	Engage with other RAP organisations to enhance our reconciliation journey, including participation in reconciliation events and promoting research outcomes of Aboriginal and Torres Strait Islander research and researchers.	April 2020	Indigenous Champion Director, Stakeholder Relations
	Recognise ARC funded organisations that have a RAP on the ARC website.	March 2020	Director, Strategy and Governance
	Investigate opportunities to work with stakeholders, including ARC funded organisations to develop a cooperative approach, including information and resource sharing to advance reconciliation.	October 2020	Director, Strategy and Governance
	Investigate commissioning an artwork for the precinct space to demonstrate a shared commitment to reconciliation.	November 2020	Indigenous Champion
	Investigate commissioning artwork from an Aboriginal and/or Torres Strait Islander artist to be used in ARC publications, including the RAP.	November 2020	Indigenous Champion Director, Stakeholder Relations
	Participate in Indigenous Literacy Day activities including the Great Book Swap.	September, 2020, 2021	Indigenous Champion
4. Promote positive race relations through anti-discrimination strategies.	Review, update and communicate ARC diversity and anti-discrimination policies.	September 2020	Director, People and Services
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our reconciliation, diversity and anti-discrimination policies.	September 2020	Director, People and Services
	As an element of our cultural awareness-training program, investigate anti-racism training for all staff.	December 2019	Director, People and Services

ARC employees are actively engaged in our reconciliation agenda and benefits from their participation in cultural training, learning and demonstrating respect for cultural protocols, and celebrating important Aboriginal and Torres Strait Islander events are evident in policy and program development and a diverse and respectful workplace.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Investigate opportunities to consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on cultural awareness needs and training.	October 2020	Director, People and Services
	Measure our current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	September 2020	Director, People and Services
	Review cultural awareness training needs as part of the ARC's overall training program.	July 2020	Director, People and Services
	Develop, implement and communicate a cultural learning strategy for our staff that aligns with the Australian Government's Aboriginal and Torres Strait Islander Cultural Capability Framework.	September 2020	Director, Strategy and Governance
	Provide opportunities for all staff, including DWG members and key leadership staff to participate in formal and structured cultural learning.	September, 2020, 2021	Indigenous Champion
	Offer to support one ARC Executive Level employee to participate in the Jawun APS Secondment Program each year.	November, 2020, 2021	Director, People and Services
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including the Acknowledgement of Country and Welcome to Country.	December 2019	Indigenous Champion
	Review the <i>Protocol for Respecting Country and Cultures of Aboriginal and Torres Strait Islander Peoples</i> .	December 2019	Director, Strategy and Governance
	Observe Welcome to Country or other appropriate cultural protocols at significant ARC events.	March, July September 2020	Indigenous Champion
	Ensure all ARC communications and publications meet cultural protocols.	September, 2020, 2021	Director, Stakeholder Relations

Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Host the biennial ARC NAIDOC Week Seminar Series event, featuring a speaker on a topic that aligns with the NAIDOC Week theme.	7-14 July 2020, 2021	CEO Indigenous Champion
	Host the DWG biennial NAIDOC Week Morning Tea (alternate year to the Seminar Series event).		Indigenous Champion
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country at the ARC NAIDOC Week Seminar Series event.		Director, Stakeholder Relations
	Continue to promote NAIDOC Week to all employees through a range of internal communications.		Director, Stakeholder Relations
	Encourage staff, senior leaders and DWG members to participate in at least one external event to recognise and celebrate NAIDOC Week. To facilitate this incorporate attendance at a NAIDOC Week event into our cultural training program.		Indigenous Champion
	Utilise the precinct forum for local agencies to facilitate shared celebrations and activities.		Indigenous Champion
	Highlight the ARC funded projects that relate to each year's NAIDOC Week theme.		Director, Strategy and Governance
4. Require all ARC funded research to meet cultural, legal and ethical protocols.	<p>All ARC funded research must, as applicable, meet the:</p> <ul style="list-style-type: none"> • <i>NHMRC Ethical conduct in research with Aboriginal and Torres Strait Islander Peoples and communities: Guidelines for researchers and stakeholders and Keeping Research on Track II</i> (2018) • <i>Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Guidelines for Ethical Research in Australian Indigenous Studies</i> (2012) • <i>Australia Council for the Arts Indigenous Cultural Protocols for Producing Indigenous Music; Writing; Visual Arts; Media Arts; and Performing Arts</i> (2007). 	November, 2020, 2021	Chief Programs Officer

The ARC supports Aboriginal and Torres Strait Islander peoples, communities and organisations across the scope of our activities: in building an engaged and effective research workforce addressing significant issues, promoting traineeship and employment opportunities and through inclusive programs and policies. We are committed to continuing and expanding our support for and building the capacity of Aboriginal and Torres Strait Islander peoples within our spheres of influence.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2020	Director, People and Services
	Identify Aboriginal and Torres Strait Islander employment providers and staff to inform future employment and development opportunities.	December 2019	Director, People and Services
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2019	Director, People and Services
	Continue to implement key actions of the <i>Aboriginal and Torres Strait Islander Employment Strategy 2017–2019</i> .	December 2019	Director, People and Services
	Review the <i>Aboriginal and Torres Strait Islander Employment Strategy 2017–2019</i> .	December 2019	Director, People and Services
	Aim to increase the number of Aboriginal and Torres Strait Islander trainees and staff employed in our workforce.	July 2020	Indigenous Champion
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Utilise Supply Nation resources to expand procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2020	Chief Financial Officer
	Develop a business case and strategy for procurement from Aboriginal and Torres Strait Islander owned businesses.	May 2020	Chief Financial Officer
	Continue to promote and communicate best practice for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2020	Indigenous Champion Chief Financial Officer
	Review and update procurement practices to remove barriers to procuring goods and services, and to build commercial relationships, where appropriate with Aboriginal and Torres Strait Islander businesses.	June 2020	Chief Financial Officer

Action	Deliverable	Timeline	Responsibility
3. Support and raise the profile of Aboriginal and Torres Strait Islander researchers, research students and research.	Fund <i>Discovery Indigenous</i> scheme projects and awards led by an Australian Aboriginal and/or Torres Strait Islander researcher.	November, annually	CEO
	Fund Aboriginal and Torres Strait Islander higher degree research students through the NCGP, and specifically under the <i>Discovery Indigenous</i> scheme, honours students.	November, annually	CEO
	Fund research on Aboriginal and Torres Strait Islander peoples, nations, communities, language, place, culture and knowledges through the NCGP to achieve economic, social, cultural and environmental benefits.	November, annually	CEO
	Feature Aboriginal and Torres Strait Islander research outcomes and achievements in ARC internal and external publications including the annual publication: <i>Making a Difference: Outcomes of ARC Supported Research</i> .	July, annually	Director, Stakeholder Relations
	Through the Engagement and Impact Assessment, assess and report on the impacts of Aboriginal and Torres Strait Islander research and university support for translating Aboriginal and Torres Strait Islander research into wider impacts.	November 2020	Branch Manager, Research Excellence
	Monitor and analyse participation and funding outcomes for Aboriginal and Torres Strait Islander researchers across NCGP schemes to inform policy development.	November, annually	Branch Manager, Policy and Strategy
4. Monitor ARC support for Aboriginal and Torres Strait Islander researchers and research.	Publish outcome reports on Aboriginal and Torres Strait Islander participation and success rates across NCGP schemes on the ARC website.	November, annually	Branch Manager, Policy and Strategy

Action	Deliverable	Timeline	Responsibility
1. Maintain and resource an effective RAP Working Group (RWG) to drive governance of the RAP.	RWG to meet regularly to support the implementation of the RAP, including facilitating the launch of the Innovate RAP.	Every two months, annually	Indigenous Champion
	Actively monitor RAP development, implementation, progress and reporting of RAP actions.	March, 2020, 2021	Indigenous Champion Director, Strategy and Governance
	Review the RWG Terms of Reference.	September 2020	Indigenous Champion
	Continue to ensure Aboriginal and Torres Strait Islander representation on the RWG.	Every two months, annually	Indigenous Champion
	Maintain senior leadership engagement in the development and implementation of the RAP.	December 2019	Indigenous Champion
2. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September, 2020, 2021	Director, Strategy and Governance
	Report RAP progress to all staff and senior leadership.	September, February, May, July, 2020, 2021	Indigenous Champion
	Publically report our RAP achievements, challenges and learnings.	September, 2020, 2021	Indigenous Champion
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2020	Director, Strategy and Governance
3. Continue our reconciliation journey by developing our next RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievement.	April 2021	Indigenous Champion Director, Strategy and Governance

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