



Australian Government
Productivity Commission



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Reconciliation Action Plan

INNOVATE November 2025 – November 2027



About us

The Productivity Commission is the Australian Government's independent research and advisory body on a range of economic, social and environmental issues affecting the welfare of Australians. Its role, expressed most simply, is to help governments make better policies, in the long term interest of the Australian community.

The PC's independence is underpinned by an Act of Parliament. Its processes and outputs are open to public scrutiny and are driven by concern for the wellbeing of the community as a whole.

For more information, visit the PC's website: www.pc.gov.au

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Acknowledgement of Country

For over 65,000 years, Aboriginal and Torres Strait Islander peoples have sustained thriving, diverse, and interconnected systems of economy and knowledge grounded in deep relationships with Country, kin, communities, trade, and innovation. We recognise Aboriginal and Torres Strait Islander peoples as Australia's first researchers, innovators, and knowledge holders. We honour their expertise and experience, built through an enduring connection to, and custodianship of, Country. We acknowledge the Traditional Custodians of the lands, sea, and waters where we live, work and gather. We pay our respects to Aboriginal and Torres Strait Islander cultures, and to Elders past and present.



Staff engagement

The Director, Cultural Capability Development, together with other Reconciliation Action Plan (RAP) Working Group (WG) members, have consulted widely on the development of this RAP. Staff can also provide input to the RAP or reconciliation more broadly at any time via a dedicated inbox: Reconciliation@pc.gov.au.

Statement of Commitment: our transformation journey under the National Agreement on Closing the Gap

April 2025*

Introduction

The National Agreement on Closing the Gap (2020) has the objective of enabling Aboriginal and Torres Strait Islander peoples and governments to work together to overcome the inequality experienced by Aboriginal and Torres Strait Islander peoples and achieve life outcomes equal to all Australians.

The National Agreement represents a partnership between Australian governments and the Coalition of Aboriginal and Torres Strait Islander Peak Organisations (the Coalition of Peaks).

At the centre of the National Agreement are four Priority Reforms that focus on changing the way governments work with Aboriginal and Torres Strait Islander peoples.

The Priority Reforms commit the parties to the agreement to:

1. Strengthen and establish formal partnerships and shared decision-making
2. Build the Aboriginal and Torres Strait Islander community-controlled sector
3. Transform government organisations so they work better for Aboriginal and Torres Strait Islander peoples
4. Improve and share access to data and information to enable Aboriginal and Torres Strait Islander communities make informed decisions.

This Statement of Commitment pertains to the Productivity Commission's (PC) responsibility to transform as a government organisation to work better with and for Aboriginal and Torres Strait Islander peoples. We recognise that transformation underpins all four Priority Reforms. As such, our actions in this transformation journey will support delivery against commitments under all the Priority Reforms.

While the PC has specified reporting and review responsibilities prescribed by the National Agreement, the commitments described here relate to our responsibilities as an Australian Public Service (APS) agency like any other and encompass all aspects of our business operations.

The PC is established under the *Productivity Commission Act 1998* and our independence is underpinned by this legislation. The PC Chair is the Accountable Authority, and the Commissioners work together to oversee the PC's work program and work. Our role is to help governments make better policies in order to achieve higher living standards for all members of the Australian community.

* As part of the process of preparing this RAP, the PC's Commissioners agreed to this Statement of Commitment as an early deliverable and signal to our staff and stakeholders of the organisation's commitment to this transformational journey. This was considered and signed off at the PC's 3 April 2025 meeting and released later in April 2025.

The PC's Commitment

As the Australian Government's pre-eminent independent research and policy advisory body, across a range of economic, social and environmental policy issues, we recognise the responsibility and opportunity we have to support governments in realising the full potential of the National Agreement through all our work. We believe that through this commitment we not only seek to fulfill our obligations under the National Agreement but to deliver on the responsibilities and opportunities we have as a national institution.

As an organisation we are changing the ways we work in line with our obligations under the Priority Reforms by building and improving our:

1. **Leadership, workforce and governance structures:** to ensure Aboriginal and Torres Strait Islander staff are represented across all levels and areas of the PC. This includes being guided by an Aboriginal and Torres Strait Islander Employment and Career Plan that will have special focus on supporting learning and development, career progression and connection to culture.
2. **Data governance:** to ensure the practices we follow uphold principles of Indigenous Data Sovereignty (IDS) and Indigenous Data Governance (IDG) in our storage, archiving and use of data, as outlined in the PC's Data Strategy and guidance within the Framework for Governance of Indigenous Data published by National Indigenous Australians Agency.
3. **Reporting:** to ensure our reporting is more relevant and responsive to Aboriginal and Torres Strait Islander peoples. This includes developing content that is strength-based, accessible and identifies historical and ongoing drivers of outcomes to facilitate informed decision-making.
4. **Research:** to ensure our research with Aboriginal and Torres Strait Islander peoples follows processes and practices that are collaborative, strengths-based and aligned with best practice Indigenous research methodologies. This includes supporting more Aboriginal and Torres Strait Islander-led and authored economic, environmental and social policy research.
5. **Engagement:** to ensure the discussions we have with Aboriginal and Torres Strait Islander peoples across all of the PC's work and operations are relational, reciprocal and culturally centred (see, for example, the Closing the Gap Engagement Approach).
6. **Cultural safety:** implementing workplace culture reporting to address unacceptable behaviours, remove racism and unconscious bias and engage in meaningful reflection at individual and organisational levels.
7. **Cultural capability:** investing in lifting the cultural proficiency and responsiveness of all PC staff through an Aboriginal and Torres Strait Islander Cultural Learning Strategy.

Principles

The PC is committed to supporting self-determination and amplifying Aboriginal and Torres Strait Islander ways of knowing, being and doing into its systems, structures, and operations. As an independent advisory body to the government, we are in a unique position to shape and enable policy outcomes that progress the Priority Reforms and support Aboriginal and Torres Strait Islander self-determination. To do this, the PC commits to transforming our operations according to the following principles:

1. **Invest in building cultural safety into our everyday practices** – We will actively eliminate racism, discrimination, and hold senior leaders accountable for developing organisation-wide policies, norms and practices to make our workplace and our products culturally safe.
2. **Activate new ways of working** – We will ground our work in decency, partnership, and respect for Aboriginal and Torres Strait Islander ways of knowing, being and doing. This includes taking a relational approach to our inquiry, research and reporting functions, and learning from and giving voice to the perspectives of Aboriginal and Torres Strait Islander peoples.
3. **Enable, not control** – We will prioritise the close involvement of Aboriginal and Torres Strait Islander leadership in the design, delivery and evaluation of PC research, inquiries and reports. This includes using Aboriginal and Torres Strait Islander definitions of success and methods of evaluation and applying IDS and IDG principles to our work.
4. **Share** – We will share knowledge, data and resources with Aboriginal and Torres Strait Islander organisations and communities in a timely and responsive way.
5. **Be accountable** – We will measure and report, both internally and externally, on the outcomes achieved in the communities we work with, to support improvement.
6. **Recruit and retain** – We will aim to employ and retain more Aboriginal and Torres Strait Islander staff at all levels to centre Aboriginal and Torres Strait Islander voices and perspectives in our research, inquiry and reporting work.

Delivering on our commitment

The PC is publishing its first RAP in 2025. This sets out the details and specific actions that will deliver on this Statement of Commitment. The RAP also addresses and encompasses our responses to the recommendations provided to the PC by internal and external reviews and the PC's own work on the first Review of the National Agreement delivered in February 2024 which included recommendations for Government and government agencies.

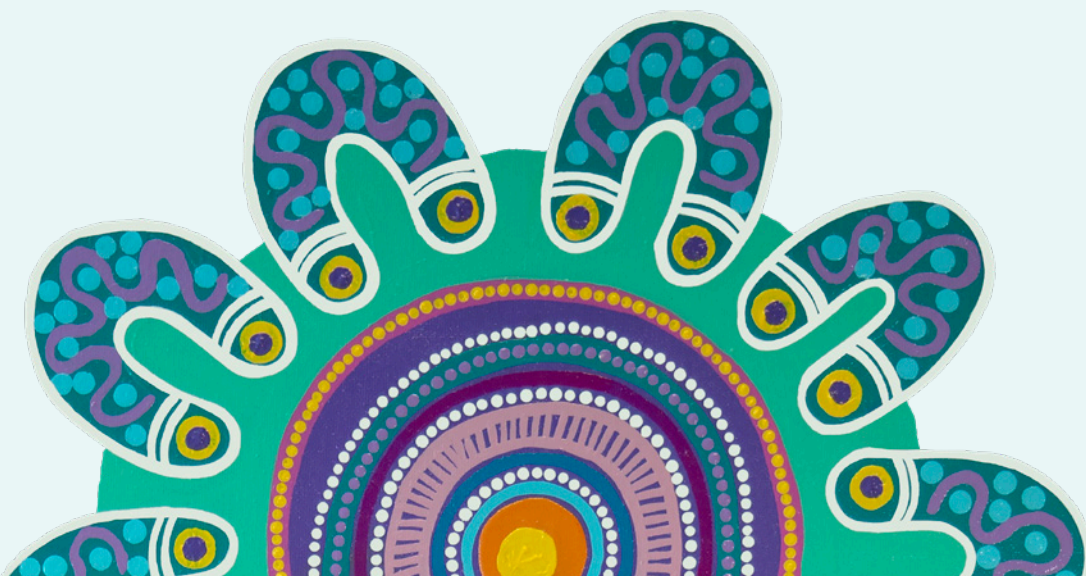
This Statement of Commitment is an advance on, and complementary to, the commitments that made in this RAP.

Accountability

Accountability is a key feature of the National Agreement and is the basis for the reporting and review work the PC does. The PC will hold itself accountable to this commitment and will be transparent and open to review. Contact us at Reconciliation@pc.gov.au to share your feedback.

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Artwork story: 'Ancestral Guidance'

'Ancestral Guidance' represents the PC's first RAP which reflects their commitment to reconciliation between First Nations and non-Indigenous people. This artwork has been created with a vision of telling a story about PC's reconciliation journey. The PC is the Australian Government's independent research and advisory body on economic, social and environmental issues affecting the welfare of Australians. The PC helps governments make better policies in the long-term interest of the Australian community.

This artwork depicts the strong connections and support pathways that the PC provides across the country; and represents independence, integrity, inclusiveness, respect and accountability between PC staff, governments, community, clients, stakeholders and First Nations people.

The large meeting place represents the PC's main office in Naarm (Melbourne) on Wurundjeri Country. The meeting place on the left represents the office in Kamberri (Canberra) on Ngambri and Ngunnawal Country; and the meeting place below represents the outpost office in Meeanjin (Brisbane) on Turrbal/Jagera Country.

Connection pathways linking to the smaller orange and blue meeting places represent the PC clients, stakeholders, community and governments.

The people symbols sitting on the connecting pathways represent PC staff (office and remote), and are working together to advance reconciliation and create positive outcomes for Aboriginal and Torres Strait Islander communities.

The waterholes and waterway represent the Yarra River which the main office on Wurundjeri Country is located. The Yarra River means 'Place of Mists and Shadows' and is a natural boundary that separates the different mobs in the area.

This artwork shows the totem animals for each office location. 'Bunjil' is the ancestral wedge-tailed eagle, the creator, and 'Waa' is the ancestral crow, the protector; and they represent the totem animals of the local Wurundjeri people. 'Maliyan' is also the ancestral wedge-tailed eagle and represents the totem animal of the local Ngunnawal people; and 'Biiwii' is the ancestral sand goanna and represents the totem animal of the local Turrbal/Jagera peoples. Totem animals hold immense significance in Aboriginal culture as they represent Aboriginal identity, spirituality, kinship and connection to the land; and serve as guardians, protectors and guides, offering wisdom, strength, and guidance throughout life.

The handprint, footprints and animal tracks represent our Elders, ancestors, culture and Country; and represent us on our journey keeping song, dance and culture alive with a spiritual connection to our ancestors and The Dreaming.

This artwork demonstrates connections and unique relationships that Aboriginal and Torres Strait Islander peoples have with the country and land, and respect for our traditions and culture.



Ancestral Guidance, LaToya Kennedy

About the artist

Yuma (hello in Ngunnawal language),

My name is LaToya and I'm a proud Ngunnawal and Wiradjuri woman – my grandmother is Ngunnawal from Yass, and my grandfather is Wiradjuri from Cowra, both small country towns Central West NSW. I was born on Wiradjuri Country in Cowra, grew up on Ngunnawal Country in Canberra and I now reside on beautiful Dharawal Country in Wollongong NSW; my connections extend across Wiradjuri, Ngunnawal and Dharawal Countries.

My art represents the strong, continuing connections and unique relationships that I have with my Country, land and community, and the respect that I have for my culture and traditions. I get my inspiration from my surroundings, recreating elements of Country and telling stories through symbolic representation. I also draw inspirations from my ancestors who have walked this land before us, and who have managed and maintained this land for tens of thousands of years.

Djan yimaba yara (thank you and bye in Ngunnawal language).

LaToya Kennedy



Artist: LaToya Kennedy





Chair's message

I'm delighted to introduce the Productivity Commission's first RAP which will be led by the RAP Working Group and Director of Cultural Capability Development. This plan furthers our journey towards reconciliation and our efforts to contribute to better social and economic outcomes for Aboriginal and Torres Strait Islander peoples.

The PC's reconciliation journey is closely linked to our research and policy advice. As the inaugural Aboriginal and Torres Strait Islander Policy Commissioner Romlie Mokak said in the first Mokak Oration:

as the Commission throughout its existence has led many public policy debates, so too must it be an exemplar for Aboriginal and Torres Strait Islander policy research and advice into the future.

This plan outlines how the PC will help further that goal by continuing to embed Aboriginal and Torres Strait Islander people's priorities and perspectives in our work.

We are guided in this effort by the National Agreement on Closing the Gap. In our Statement of Commitment, released in advance of this plan, we committed to transforming our operations in line with the Agreement and recognised the responsibility and opportunity we have to support governments in realising its full potential. That means transforming the ways that we work by building cultural safety into our everyday practices, being accountable, and centring voices and perspectives by attracting and retaining more Aboriginal and Torres Strait Islander staff.

The PC has taken great steps forward over the past two years. As well as our Statement of Commitment, we have developed a paper on Indigenous research methodologies and an engagement approach to guide how we work with Aboriginal and Torres Strait Islander peoples and peak organisations during the three-yearly review of the National Agreement. We have also established an *Aboriginal and Torres Strait Islander perspectives* seminar series that highlights Aboriginal and Torres Strait Islander experts and their insights.

All of us should consider reconciliation in our work and our relationships with each other and communities. I invite all staff to read this plan carefully and consider how you can best support it. Together we can continue the PC's journey towards reconciliation and work towards a better society for everyone.



Danielle Wood

Chair, Productivity Commission



Reconciliation Champion message



Jane Booth

Assistant Commissioner and Reconciliation Champion,
Productivity Commission

I am honoured to champion reconciliation at the PC. The RAP builds on a body of work the PC has pursued, and built upon, over the past few years. From the first tasking related to Indigenous Evaluation Strategy 2020, through to the signing of the National Agreement on Closing the Gap and the resumption of our role around reporting related to, and review of, this Agreement, we have had to think deeply about what this means for us as an APS organisation – recognising this impacts all of our work and staff. It hasn't been a straight-line journey, and we've learnt a lot along the way, including some hard lessons, but there's no doubt we've changed and grown as an organisation, all for the better.

I am committed to ensuring that the deliverables and actions of the RAP are thoughtfully considered, their importance is well understood, and they are led at the senior level. I am eager to influence and lead in this space, working alongside my colleagues to support the RAP's implementation and success.

I encourage all staff at the PC to take the time to read the RAP and make your own commitment to being an active part of this journey. Consistent with the PC Values, I invite staff to consider how you will be influential in supporting the RAP's implementation, to support others to do the same, to be inclusive and collaborative in all the work you do – both in the doing and the outputs – and finally, to be respectful of all cultures in the diverse place we work and the people we serve.

Indigenous Champion message



Sarah Leary

Assistant Commissioner and Indigenous Champion,
Productivity Commission

As the PC's first Aboriginal and Torres Strait Islander Indigenous Champion, I am proud to be a part of the launch of the PC's Innovate RAP 2025–2027 and to support the agency's ongoing commitment to reconciliation with Aboriginal and Torres Strait Islander peoples. Every one of us has a role to play to put these words and commitments into action and to make tangible improvements to our workplace. It is a journey that requires the participation and leadership of every individual, team, and part of the organisation.

Modern Australia has much to be proud of in terms of our democratic institutions, our ancient Aboriginal and Torres Strait Islander heritage and the gift of multicultural migration that continues to enrich our country. From a productivity perspective, it is also true that these gains have been derived from lands and waters that were never ceded. As an independent body that conducts research and inquiries on a wide range of economic, social, and environmental issues, reconciliation involves acknowledging the full version of Australia's history and respecting the cultures, contributions and rights of Aboriginal and Torres Strait Islander peoples. After all, Aboriginal and Torres Strait Islander peoples are not just Australia's first research scientists, explorers, navigators, farmers, engineers and astronomers. They are also Australia's very first traders and diplomats: hundreds of pre-colonial nations, interconnected but unique, negotiating and trading with each other and the world beyond.

Fostering a PC that respects and represents the diversity of Australia in its reporting, research, review and inquiry work gives us a competitive advantage. Our work requires understanding and influencing a variety of partners, and we need to approach complex research problems from every angle. Let's all choose to do one thing this year that takes a step forward on our journey of reconciliation. Together we can contribute to a more inclusive, respectful and equitable workplace, which will make us a stronger organisation.



Reconciliation Australia CEO message



Karen Mundine

Chief Executive Officer, Reconciliation Australia

Reconciliation Australia commends the Productivity Commission 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 the PC 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, the PC 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 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The PC is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals the PC'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 to the Productivity Commission on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

The historical and ongoing impact of colonisation on research

Aboriginal people have lived in Australia for upwards of 65,000 years, with the Torres Strait Islands being inhabited 10,000 years ago (AIATSIS 2008; Clarkson et al. 2017). During this time, hundreds of distinct nations thrived and prospered thanks to complex knowledge systems. Aboriginal and Torres Strait Islander peoples were the first engineers, astronomers, healers and scientists, observing, learning and experimenting with the world around them (Cumpston et al. 2022; Doyle et al. 2017; Pidgeon 2019).

The project of colonisation, which continues today, has greatly disrupted these systems. While many Aboriginal and Torres Strait Islander systems of knowledge continue to flourish, they are often not recognised by non-Indigenous research institutions and researchers. Research regarding Aboriginal and Torres Strait Islander peoples has, for the most part, been conducted to serve the political and professional needs of researchers rather than to provide meaningful benefit to Aboriginal and Torres Strait Islander communities (Bainbridge et al. 2015). Moreover, historically, research about Aboriginal and Torres Strait Islander peoples has been more about the extraction of knowledge than collaboration and recognition of Indigenous cultural and intellectual property rights (Janke 2024). This has been especially detrimental in its impact on policy (Fogarty et al. 2018). We recognise government policymaking has often excluded Aboriginal and Torres Strait Islander peoples and undermined community wellbeing as a result.

Our vision for reconciliation

Our vision is for all Australians to embrace the unique cultures, stories, and histories of Aboriginal and Torres Strait Islander peoples as part of our national story. This includes recognising and enabling the contribution of Aboriginal and Torres Strait Islander peoples to the social and economic wellbeing of communities across Australia.

At the PC, we understand 'reconciliation' is an intentional process of self-reflection, self-understanding, and learning which recognises the unique place of Aboriginal and Torres Strait Islander peoples in modern Australia. Reconciliation means embracing our complex and challenging shared stories, delivering improved relationships with Aboriginal and Torres Strait Islander peoples and enhancing the critical mission-oriented capability of the PC to achieve this.

Through our RAP the PC will:

- deepen relationships with Aboriginal and Torres Strait Islander peoples and communities where we do business
- ensure staff are culturally responsive and equipped to communicate effectively and to work with Aboriginal and Torres Strait Islander peoples and communities, and
- strengthen our position as an employer of choice for Aboriginal and Torres Strait Islander peoples.

Our business and workforce

The PC provides independent, evidence-based advice to the Australian Government on the major economic, social and environmental issues facing our nation. Our research spans a broad range of policy areas; from supporting growth to managing the net zero transition, to sustainably managing our water resources, to improving our health and education systems. Our work is based on evidence, underpinned by our analysis of qualitative and quantitative data, and input from businesses, academia and communities.

The PC also has responsibilities under the National Agreement to:

- administer the Closing the Gap Information Repository and Annual Data Compilation Report. The dashboard provides the most up-to-date information available on the targets and indicators in the Agreement, and Annual Data Compilation Report provides a point-in-time snapshot of the dashboard material, and
- undertake a comprehensive review of progress of the National Agreement every three years. The review is to inform the ongoing implementation of the Agreement by highlighting areas of improvement and emphasising where additional effort is needed to close the gap.

Our two main offices are located on the lands of the Wurundjeri people in Melbourne, and the Ngambri and Ngunnawal peoples in Canberra. The PC also has colleagues who live and work on many other lands of Aboriginal Nations across Australia, including the lands of the:

- Kurna people in Adelaide
- Turrbal and Jagera peoples in Brisbane
- Larrakia people in Darwin
- Gadigal people in Sydney
- Taribelang Bunda people in Bundaberg
- Palawa people in Tasmania.

At 30 June 2025, 15 of the 199 employees at the PC, including statutory office holders, identify as Aboriginal and Torres Strait Islander. This is approximately 7.5% of the total workforce. Over the past 12 months, five affirmative measure positions were advertised and filled to help centre Aboriginal and Torres Strait Islander voices and perspectives in our work, including the PC's first Aboriginal SES Officer.

Our RAP

The PC is the Australian Government's pre-eminent independent research and policy advisory body, across a range of economic, social and environmental policy issues. We recognise the responsibility and opportunity we have, to listen and learn from our history to advance systems, cultures and practices which respect, value and centre Aboriginal and Torres Strait Islander voices and ways of knowing, being and doing. This responsibility has been formalised in our obligations under the National Agreement, which through four Priority Reforms has the objective of enabling Aboriginal and Torres Strait Islander peoples and governments to work together to address the systemic inequities experienced by Aboriginal and Torres Strait Islander peoples to improve life outcomes.

Over the past two years, the PC has been undergoing a significant transformation. As part of this journey, we are proud to be launching our first RAP at the Innovate level¹. This marks a commitment to driving meaningful change across our systems, processes, and ways of working.

Our transformation began in 2023 – a year dedicated to reflection and learning. In early 2024, the PC undertook a series of internal reviews on its policies, principles and processes to improve its implementation of the Priority Reforms under the National Agreement.

Following the release of the PC's inaugural three-yearly review of the National Agreement, an Aboriginal and Torres Strait Islander business was engaged to evaluate the review process. In parallel, another Aboriginal and Torres Strait Islander consultancy was commissioned to develop an Engagement and Outcomes Framework and accompanying action plan. This work involved consultation with staff and external stakeholders to support the PC's transformation under Priority Reform 3 of the National Agreement.

The RAP consolidates the recommendations and actions from both reviews into a single, cohesive action plan – guiding the PC's next steps in advancing reconciliation.

Our RAP Working Group

The RAP WG guides the PC's collective efforts to support reconciliation events, initiatives and activities. The main objectives are to engage broadly across the PC to:

- co-design the development of our first RAP, and strive for best outcomes in its implementation
- meet at least quarterly to actively influence and embed reconciliation in everyday life and work at the PC
- support innovation, initiatives and improvements for our workplace and ways of strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous people.

Membership

In forming the WG expressions of interest were sought from all staff. Membership has been formed, with clear Terms of Reference and accountability, and the group has been meeting every three weeks since October 2024. The co-chairs will have an ongoing responsibility to manage and maintain the membership of the WG, with reference to the operational needs of the group, as well as the need for Aboriginal and Torres Strait Islander representation both across the group and in its leadership. Membership will be reviewed each July. At the time this RAP was finalised the RAP WG had 18 members including nine Aboriginal and Torres Strait Islander peoples. Membership includes the PC's inaugural Aboriginal and Torres Strait Islander Indigenous Champion, and the Reconciliation Champion, both at the SES Band 1 level, as well as staff from across the PC representing a range of business areas and levels. Key positions in the implementation of the RAP include:

Co-Chairs

To demonstrate the importance of implementing better reconciliation practices and systems at the PC, the RAP WG is co-chaired by the PC's Aboriginal and Torres Strait Islander Commissioner and the Head of Office – the PC's most senior APS staff member.

1. An Innovate RAP is implemented over two years and allow the organisation to gain a deeper understanding of their sphere of influence and establish the best approaches to advance reconciliation.

Indigenous Champion

The Indigenous Champion provides advocacy for Aboriginal and Torres Strait Islander staff, championing their inclusion in the PC, and working with senior leaders across the PC and helps guide the RAP WG. The Indigenous Champion is also the Assistant Commissioner for the Aboriginal and Torres Strait Islander Stream.

Reconciliation Champion

The Reconciliation Champion provides advocacy for the RAP, champions reconciliation at the PC, and works with senior leaders and middle management to influence change across our agency.

Director, Cultural Capability Development

The Director, Cultural Capability Development is a key member of the RAP WG, and drives change across the PC as part of Priority Reform 3.

Other members

The following staff have been members during the development phase and at the time that the RAP was finalised with Reconciliation Australia in 2025. Membership may alter during the implementation phase and over time with staff changes and occasional refresh processes that give other staff in the PC the opportunity to be involved and contribute.

- Assistant Commissioner, Care Economy Inquiry (SES B1)
- Director, Strategic Communications and Engagement Group (EL2)
- 2 x Project Managers, Closing the Gap (EL2)
- Assistant Director, Workplace Relations and Wellbeing (EL1)
- 2 x Senior Research Economists (EL1)
- Senior Policy Analyst (EL1)
- 2 x Policy Analysts (APS6)

External representatives

The PC has three external Aboriginal and Torres Strait Islander members on the RAP WG.

Adviser

1. Director of Indigenous Science and Engagement, Commonwealth Scientific and Industrial Research Organisation

On an ad hoc basis has provided a cultural lens to the first two drafts as part of the development phase and will continue to provide advice to key resources as part of the implementation phase.

External members

2. First Nations Lead, Department of Industry, Science and Resources
3. Adviser, Department of the Prime Minister and Cabinet

Attend RAP WG meetings to support centring First Nation voices and help guide the PC's reconciliation journey.



Relationships

As an agency with specific obligations under the National Agreement, the PC is committed to leading the way by transforming our ways of working. Consistent with the National Agreement, the PC commits to engagement which is:

- **fair and inclusive** – a diversity of perspectives is supported and enabled, and all wanting to contribute and be heard have the opportunity to do so
- **transparent and open** – information is provided and decisions are made in a transparent and open manner, and it is possible to assess this has occurred
- **ongoing** – every stage is informed by engagement
- **reciprocal** – at a minimum, Aboriginal and Torres Strait Islander peoples and their representatives are provided feedback on how their input has been understood and informed decisions.

Successful engagement, particularly with Aboriginal and Torres Strait Islander peoples is critical to ensuring our inquiries, reviews and reporting are effective. Effective engagement increases the visibility and understanding of issues and empowers people to have their say over decisions affecting their lives.

Focus areas

- Build and maintain meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities.
- Promote the importance of implementing the PC's Aboriginal and Torres Strait Islander engagement GUIDE when planning to engage with people, communities, and organisations.
- Promote and engage with reconciliation efforts across the PC.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to review guiding principles for future engagement.	September 2026	Lead Corporate review: Director, Strategic Communications and Engagement Lead Closing the Gap review: Assistant Commissioner, Aboriginal and Torres Strait Islander Stream
	Each inquiry, commissioned study or review has an Indigenous Engagement Plan as per the KPI in the PC Corporate Plan.	December 2025 & December 2026	First Assistant Commissioners
	Review and implement our engagement principles and processes to continually improve how we work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2027	Lead Corporate review: Director, Strategic Communications and Engagement Lead Closing the Gap review: Assistant Commissioner, Aboriginal and Torres Strait Islander Stream
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff and encourage EL2s and above to promote and encourage engagement with staff.	May – June 2026 & May – June 2027	Lead: Head of Office Support: RAP WG Chairs
	RAP WG members to participate in an external NRW event and share experience and learnings with the PC.	May – June 2026 & May – June 2027	Lead: RAP WG Chairs
	Organise at least one NRW event each year.	May – June 2026 & May – June 2027	Head of Office
	Register all our public NRW events on Reconciliation Australia's NRW website.	May 2026 & May 2027	Head of Office

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Implement strategies to encourage staff in reconciliation and help management understand where they can contribute.	February 2026	RAP WG Chairs
	Communicate our progress towards reconciliation publicly via the PC Corporate Plan, Annual Performance Statement, Annual Report and Portfolio Budget Statement.	March 2027	Report Lead: Director, Strategic Communications and Engagement Content Lead: Director, Cultural Capability Development
	Explore opportunities to positively influence external stakeholders to drive reconciliation outcomes.	January 2027	Lead: Reconciliation Champion Support: Director, Cultural Capability Development
	Develop and implement a staff reconciliation training plan to communicate the PC's expectations of staff to ensure its everyone's business to learn and make action towards reconciliation.	April 2027	Lead: RAP WG Chairs Support: Director, Cultural Capability Development
	Collaborate with at least three other organisations who have a RAP to develop innovative approaches to advance reconciliation.	March 2027	Lead: Reconciliation Champions Support: Director, Cultural Capability Development
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of all relevant PC policies and procedures to identify existing anti-discrimination and racism provisions, and future needs.	July 2026	Director, Cultural Capability Development
	Develop, implement, and communicate an anti-discrimination and racism policy for the PC.	December 2026	Director, Cultural Capability Development

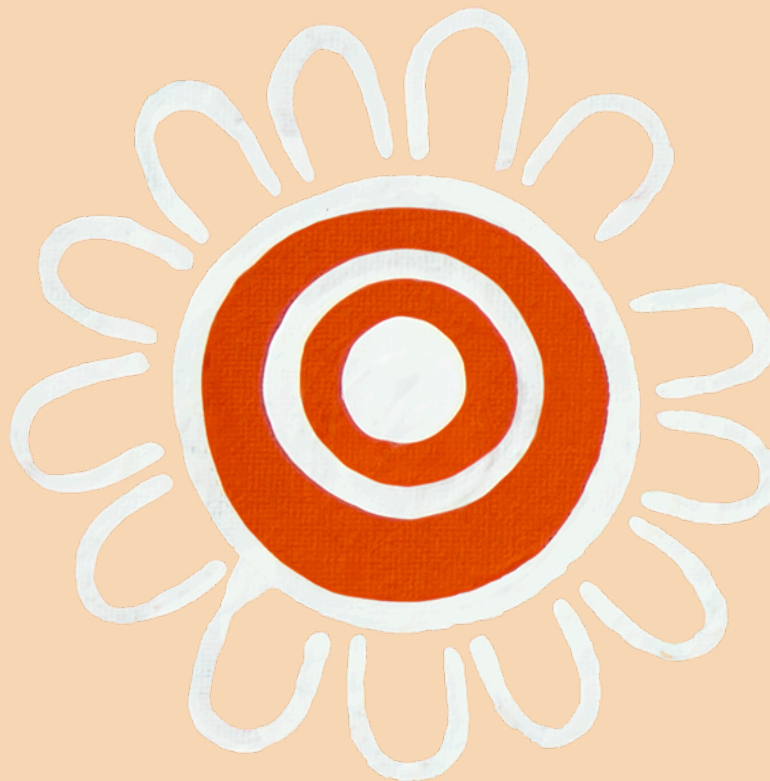
Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander external advisors to consult on our anti-discrimination and racism policy.	July 2026	Director, Cultural Capability Development
	Educate senior leaders on the effects of racism.	December 2026	Lead: Reconciliation Champion Support: Director, Cultural Capability Development
	Conduct an audit and baseline assessment of cultural safety at the PC.	February 2027	Director, Cultural Capability Development
	Include a question in the annual (all-staff) cultural survey to identify unacceptable behaviours and attitudes around racism, discrimination and cultural safety.	November 2025 & November 2026	Assistant Director, Human Resources
5. Promote strengths-based approaches when dealing with Aboriginal and Torres Strait Islander stakeholders.	Investigate and consider strengths-based approaches and continuous improvements in the work the PC conducts.	October 2027	Lead: RAP WG Chairs Support: Reconciliation Champion

Respect

Deepening respect for Aboriginal and Torres Strait Islander peoples, cultures, and knowledge is an important investment in fulfilling the PC's mandate. We cannot undertake high quality policy inquiries, research and reporting which will transform our shared future without being a culturally safe and responsive workplace, reckoning with the fullness of Australia's history and capably engaging with Aboriginal and Torres Strait Islander communities and experts.

Focus areas

- Provide a culturally safe and responsive work environment for Aboriginal and Torres Strait Islander staff.
- Provide training to support all staff in their roles to increase the PC's cultural responsiveness.
- Build knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights.
- Celebrate NAIDOC as a key culturally significant event.



Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within the PC.	November 2025	Director, Cultural Capability Development
	Develop, implement, and communicate a cultural learning strategy document for all staff.	June 2026	Director, Cultural Capability Development
	Consult local Traditional Owners or Custodians and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March 2026	Director, Cultural Capability Development
	Provide opportunities for RAP WG members, EL2 managers and other key leadership staff to participate in formal and structured cultural learning.	July 2026	Director, Cultural Capability Development
	Develop and implement a structured Cultural Development Program which focuses on Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	June 2026	Lead: Director, Cultural Capability Development Support: Assistant Director, Human Resources
	Coordinate and participate in at least one Walk on Country with Ngunnawal, Ngambri or Wurundjeri Traditional Owners or Custodians each year to support staff understanding of local protocols, histories and cultures.	July 2026 & July 2027	Director, Cultural Capability Development

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Prepare staff who participate in the Jawun secondment program with information to maximise the opportunity to learn about local knowledge, key issues, protocols and past government interactions.	June 2026	Director, Cultural Capability Development
	Send (at least) one staff member per year to participate in the Jawun secondment program to share learnings, build relationships and exchange capability and knowledge.	December 2026 & September 2027	Director, Cultural Capability Development
	Send (at least) two staff per year to participate in the Garma Festival to learn and celebrate Yolngu life and culture including art, song, dance and storytelling.	August 2026 & August 2027	Lead: Head of Office Support: Director, Cultural Capability Development
	Prepare staff who participate in the Garma festival with information to maximise the opportunity to learn and celebrate Yolngu life and culture.	July 2026 and July 2027	Director, Cultural Capability Development
	Conduct dedicated cultural capability training for EL2 staff.	July 2026	Lead: Director, Cultural Capability Development Support: Assistant Director, Human Resources
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2026	Director, Cultural Capability Development

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Review, update and communicate cultural protocol guidance, including protocols for Welcome to Country and Acknowledgement of Country.	December 2026	Director, Cultural Capability Development
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2026 & July 2027	Lead: Director, Strategic Communications and Engagement Support: Director, Cultural Capability Development
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2026 & July 2027, reviewed annually	First Assistant Commissioners
	Undertake a survey of staff to determine whether an Acknowledgement of Country or other appropriate protocols are being observed at the commencement of important meetings.	March 2026 & March 2027	Lead: Head of Office Support: Reconciliation Champion
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP WG members to participate in an external NAIDOC event and share experience and learnings with the PC.	July 2026 & July 2027	Lead: RAP WG Chairs Support: RAP WG
	Support staff to participate in NAIDOC Week.	July 2026 & July 2027	Lead: Reconciliation Champion Support: First Assistant Commissioners
	Organise at least one NAIDOC event each year.	July 2026 & July 2027	Lead: Head of Office Support: Assistant Commissioner

Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Develop local event calendars in Melbourne and Canberra to encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC Week.	May – June 2026 & May – June 2027	Head of Office
	Review human resource policies and procedures to remove barriers to staff participating in NAIDOC Week.	November – February 2026	Director, Cultural Capability Development
	Promote and encourage participation in external NAIDOC events to all staff.	July 2026 & July 2027	Lead: Reconciliation Champion Support: RAP WG Chairs
9. Centre Aboriginal and Torres Strait Islander expert voices to foster discussion on what makes for better Australian policies.	Coordinate an <i>Aboriginal and Torres Strait Islander perspectives</i> Seminar Series and deliver three presentations to PC staff per year.	December 2026 & September 2027	Indigenous Champion

Opportunities

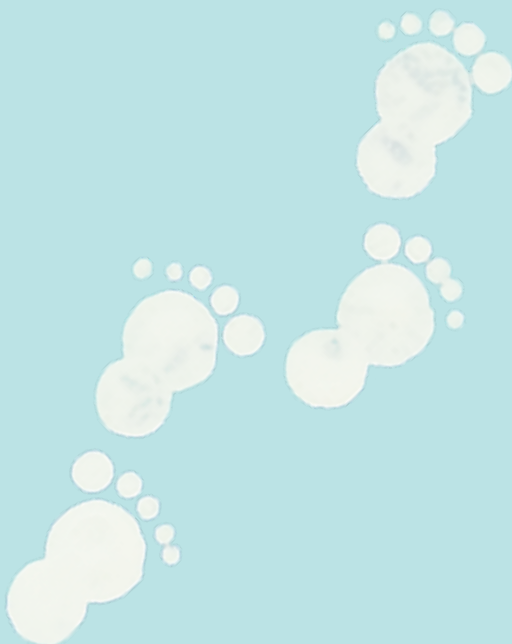


The PC is committed to supporting self-determination, leadership and improved economic and social outcomes for Aboriginal and Torres Strait Islander peoples, communities and organisations. Attracting talented staff and increasing representation at all levels; supporting the professional development and career growth of Aboriginal and Torres Strait Islander staff to expand their experience, research skills and leadership capability; building capability in managers and supervisors of Aboriginal and Torres Strait Islander staff; as well as retaining the essential workforce needed to centre Aboriginal and Torres Strait Islander voices and perspectives is essential for our research, inquiry and reporting work.

To achieve this, the PC is striving to create a cultural safe environment for staff – one which is inclusive, flexible and offers a clear purpose and meaningful work while making a positive impact in the community.

Focus areas

- Employ more Aboriginal and Torres Strait Islander staff to centre their voices and perspectives in our research, inquiry and reporting work.
- Provide learning and development opportunities for Aboriginal and Torres Strait Islander colleagues to help their career to flourish.
- Provide cultural connection opportunities for Aboriginal and Torres Strait Islander colleagues to participate in cross cultural learnings and have the chance to listen and feed into Australia's-wide cultural discussions.
- Develop an Indigenous Procurement Policy and facilitate procurement with Aboriginal and Torres Strait Islander businesses.

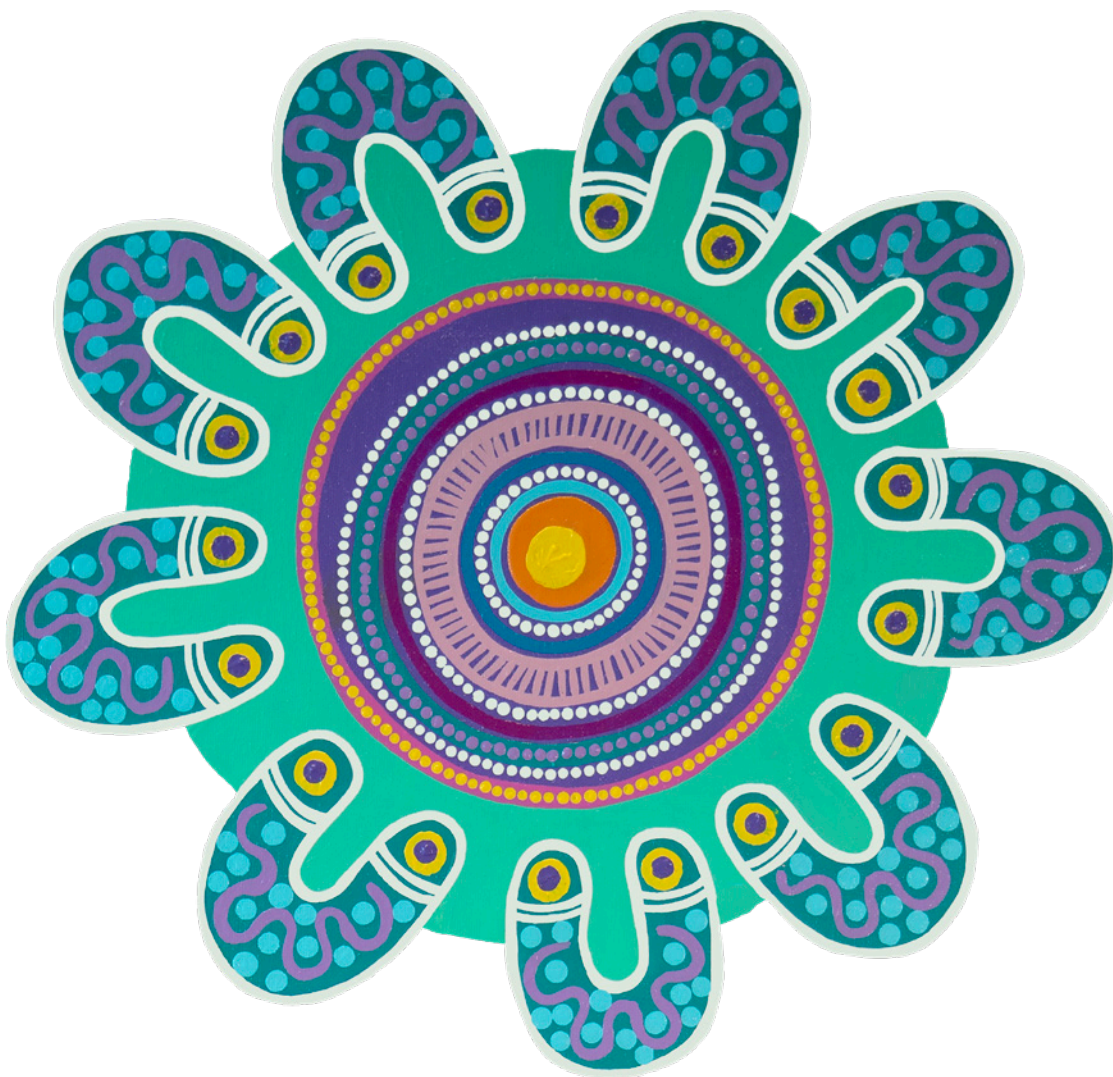


Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing needs to inform future employment and professional development opportunities.	November 2025	Lead: Director, Cultural Capability Development Support: Assistant Director, Human Resources
	Engage with Aboriginal and Torres Strait Islander staff to co-design recruitment, retention and professional development initiatives and activities to include in the agency's Aboriginal and Torres Strait Islander Employment and Career Plan.	December 2025	Director, Cultural Capability Development
	Develop, implement, monitor and evaluate an Aboriginal and Torres Strait Islander Employment and Career Plan with Aboriginal and Torres Strait Islander colleagues which focuses on recruitment, retention and professional development initiatives and activities.	April 2026	Director, Cultural Capability Development
	Develop a supervisor guide for managers of Aboriginal and Torres Strait Islander staff to ensure culturally safety and appropriate practices.	December 2026	Lead: Director, Cultural Capability Development Support: Assistant Director, Human Resources
	Create a development scholarship for Aboriginal and Torres Strait Islander staff to support career development.	June 2026	Lead: Director, Cultural Capability Development Support: Assistant Director, Human Resources

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Maintain a workforce greater than 5% of PC staff including SES, who identify as Aboriginal and Torres Strait Islander through targeted recruitment and continuing to participate in the SES100 recruitment initiative.	June 2026 & June 2027, reviewed annually	Lead: Head of Office Support: First Assistant Commissioners Support: RAP WG Chairs
	Offer (at least) two Aurora Internship placements during the life of the plan to support Aboriginal and Torres Strait Islander students to start their professional networks, build on and develop practical skills, and gain real-world life experience.	February 2026 & February 2027	Director, Cultural Capability Development
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders through a range of channels including community notice boards, university events, community-controlled services and by connecting in with services such as CareerTrackers.	May 2026 & May 2027	Assistant Director, Human Resources
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workforce and create a report with recommendations for Senior Management to consider.	October 2026	Director, Cultural Capability Development

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Review and update the agency's employment webpage to attract Aboriginal and Torres Strait Islander staff at all levels.	January 2026	Lead: Head of Office Support: Director, Cultural Capability Development
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	January 2027	Lead: Director, Finance Support: Director, Cultural Capability Development
	Join Supply Nation and become a member.	December 2025	Director, Finance
	Deliver Supply Nation training to purchasing managers.	July 2027	Assistant Director, HR
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2027	Director, Finance
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2027	Director, Finance
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	June 2026 and 2027, reviewed annually	Lead: Director, Finance Support: Director, Cultural Capability Development

Action	Deliverable	Timeline	Responsibility
12. Build accountability for Aboriginal and Torres Strait Islander data governance.	Educate staff on the importance of implementing the PC's Data Strategy with a particular focus on Indigenous Data Sovereignty, Indigenous Data Governance and Framework for Governance of Indigenous Data co-designed by APS agencies so these are considered in daily work at the PC.	June 2026 & June 2027	Closing the Gap Data Project Manager



Governance

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group (WG) to drive governance of the RAP.	Maintain adequate Aboriginal and Torres Strait Islander representation on the RAP WG.	July 2026 & July 2027	RAP WG Chairs
	Review and apply the Terms of Reference for the RAP WG.	July 2026 & July 2027	RAP WG Chairs
	RAP WG to meet quarterly (at a minimum) to drive, monitor and help evaluate RAP implementation.	December 2025 & March, June, September, December 2026 & March, June, September 2027	RAP WG Chairs
14. Provide appropriate support for effective implementation of RAP commitments.	Define, forecast and allocate budget and resource needs for RAP implementation.	June 2026 & June 2027	Lead: Director, Cultural Capability Development Support: RAP WG Chairs
	Engage senior leaders and other staff in the delivery of RAP commitments through regular Head of Office Weekly communications on key priorities, leadership from the Reconciliation Champion, and updates from the RAP WG.	Quarterly from September 2025 – September 2027	Lead: RAP WG Chairs Support: Reconciliation Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2026	RAP WG Chairs
	Maintain an internal Reconciliation Champion from senior management.	January 2026 & January 2027, reviewed annually	Head of Office
	Have Executive Level (at a minimum) leadership in the implementation of this RAP for the life of this RAP.	September 2026 & September 2027, reviewed annually	Head of Office

Action	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally	Contact RA to verify our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2026 & June 2027	Director, Cultural Capability Development
	Contact RA to request our unique link, to access the online RAP Impact Survey.	August 2026 & August 2027	RAP WG Chairs
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026 & September 2027	RAP WG Chairs
	Report RAP progress to all staff, and senior leaders quarterly.	December 2025 & March, June, September 2026 & March, June, September 2027	Lead: RAP WG Chairs Support: Reconciliation Champion
	Publicly report our RAP achievements, challenges and learnings, annually.	June 2027	RAP WG Chairs
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	RAP WG Chairs
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2027	RAP WG Chairs
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing the PC's next RAP.	April 2027	Director, Cultural Capability Development

Acronyms

- APS – Australian Public Service
- IDS – Indigenous Data Sovereignty
- IDG – Indigenous Data Governance
- NAIDOC – National Aborigines and Islanders Day Observance Committee
- NRW – National Reconciliation Week
- PC – Productivity Commission (Australian Government)
- RAP – Reconciliation Action Plan
- SES – Senior Executive Service (senior public servants in the PC)
- WG – Working Group (leads and guides the RAP)

Abbreviations

- Coalition of Peaks – Coalition of Aboriginal and Torres Strait Islander Peak Organisations
- National Agreement – National Agreement on Closing the Gap

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