

Innovate

Reconciliation Action Plan



A Message from Karen Mundine

Chief Executive Officer
Reconciliation Australia



Reconciliation Australia commends Land Court of Queensland 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 Land Court of Queensland 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, Land Court of Queensland 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Land Court of Queensland is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Land Court of Queensland'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 Land Court of Queensland on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

A Message from Darren Campbell

Principal Registrar



I acknowledge the Traditional Custodians of the land and pay my respects to the Elders past and present. I recognise the importance of land, and all aspects of existence – culture, spirituality, language, law, family, and identity to Aboriginal and Torres Strait Islander peoples.

I am proud to have been a part of an amazing group of people who made a commitment some two years ago to work together to develop and implement the Land Court of Queensland Reconciliation Action Plan (RAP) (Innovate) which is our first RAP.

The RAP journey has been one of self-discovery and continuous learning, developing cultural capability in relation to Aboriginal and Torres Strait Islander peoples for all staff and the judiciary. Individuals had varying levels of understanding and appreciation of culture and history, and the Court aimed to:

- empower everyone with sound knowledge through joint participation in a yearlong online program offered by Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) (Core Cultural Learning)
- integrate culture into all Court practices and service delivery.

We have undertaken a further commitment that for the next two years we will work towards implementing the RAP that will strengthen relationships, build respect, and provide opportunities highlighted in our RAP.

Darren Campbell
Principal Registrar
Land Court of Queensland



A Message from Fleur Kingham

President

With the launch of its first Reconciliation Action Plan, the Land Court of Qld is embarking on a vital journey, with sincere intent. As President of the Court, I endorse the Uluru Statement from the Heart. I see the sentiment of that generous, powerful and hopeful statement reflected in the way this Court's judicial officers and staff have enthusiastically prepared for this RAP. We will use it as a platform to enhance the Court's relationships with First Nations communities, and to collaborate on tangible and practical measures to improve this Court's accessibility to First Nations peoples.



A Message from Darren Campbell

Reconciliation Action Plan
Working/Advisory Group Chair

I would like to thank everyone who has been a part of our RAP journey so far. Special thanks to the RAP Champion for the ongoing support and encouragement, the RAP Working Group for their advice and direction developing this RAP and above all the Land Court Registry Staff and Judiciary for their commitment and enthusiasm. Thank you to Reconciliation Australia for their guidance and leadership.



Our Vision

The Land Court will be a culturally safe place that empowers Aboriginal and Torres Strait Islander peoples by providing accessible, flexible, just, fair and innovative services and procedures. Respectful and inclusive interactions will build strong relationships and a greater understanding of Aboriginal and Torres Strait Islander peoples, cultures, and histories.

About the artist and Artwork

Bernard Lee Singleton *Miyamiya*

The artwork for the Land Court's Innovate Reconciliation Action Plan was created by Bernard Lee Singleton.

The nautilus shell is sacred to my people as it tells of a ceremonial exchange between coastal Bama and Inland Bama. Also, how its physical structure of chambers aligns with its growth.

As it develops early from birth it moves from one chamber to the next while closing off the previous space. This represents the Land Court and its working processes on country.

Indigenous peoples working with non-Indigenous people coming together and the parallels of the Spear (LORE) and the Justice Scales (LAW) working towards one objective. Queensland landscapes are vast and many but land is sacred and we must all travel in the same direction for better outcomes.

Bernard Lee Singleton is an accomplished craftsman, curator and designer, born and living in Cairns. Singleton grew up in Coen, Cape York. His mother is a Djabuguy woman born in Mona Mona mission near Kuranda and his father is an Umpila (east coast Cape York)/Yirrkandji man from Yarrabah mission.

"I paint, craft and make artefacts to ground myself. Through the process of making a spear or shaping the figure of a spirit, I connect with my ancestors and they help bring my work to life. My work is a way for me to acknowledge and remember the times of my great-grandmothers and great-grandfathers. My designs are inspired by the laws of nature and the forms found in the creation stories around me. Using these basic forms or designs, I work to represent the bond of art and the continuation of culture."



*“Through the process
of making a spear or
shaping the figure of a
spirit, I connect with my
ancestors and they help
bring my work to life.”*

Our Business

The Land Court of Queensland is a specialised judicial tribunal and court of record, established under the *Land Court Act 2000*. It is not an administrative tribunal.

It has wide ranging jurisdiction, unlimited as to amount, conferred by various Acts.

The Land Court is the second oldest court in Queensland. It was established in 1898 to deal mainly with issues relating to Crown leasehold land, such as the determination of rentals, compensation for the resumption of leasehold tenures, the value of improvements on leases and compliance with leasing conditions. Early in its history, its jurisdiction was extended to determine appeals against the valuation of land for rating and taxing purposes. More recently, it was extended to include mining and petroleum matters, cultural heritage and other Aboriginal and Torres Strait Islander matters.

Now, the Court deals with a diverse range of matters relating to land and resources, including: the determination of claims for compensation for compulsory acquisition of land; appeals against statutory valuations for revenue purposes; appeals against a wide range of Ministerial and Departmental decisions under various Acts; disputes concerning mining activities throughout the State; and cultural heritage issues.

The Land Court comprises a president and three members, who are judicial officers appointed for 15-year terms, supported by four associates and an executive assistant. It also has a judicial registrar and a part-time librarian. The registry is led by the principal registrar, two senior registrars, two deputy registrar and a court officer. A total of 17 staff located in Brisbane. Currently no staff within the Land Court identify as either Aboriginal and/or Torres Strait Islander people.

Land Court procedures are covered by the *Land Court Act 2000*, the *Land Court Rules 2022* and various practice directions. The *Uniform Civil Procedure Rules 1999* may

also apply where the Land Court Rules do not cover the field.

The Land Court geographical reach is the entire state of Queensland and the Land Court may sit anywhere in Queensland. Normally a case is heard in the district where the land that is the subject of the dispute is located.

The Land Court hears and determines matters in a manner similar to the Supreme Court and District Court with some variations. The procedure of the Court is governed by equity and good conscience and the strict rules of evidence do not apply. The Court members has the powers of the Supreme Court in exercising the Court's jurisdiction.

The Land Court is committed to resolving disputes fairly, cost-effectively and efficiently. Before hearing and deciding a case, the Land Court encourages the parties to try to reach agreement using the ADR process. An ADR process is "alternative" because it is an alternative to a court hearing and decision. The Land Court encourages ADR practices through the Land Court ADR Panel arrangements or by external arrangements.

Hearings in the Land Court are usually presided over by a single member sitting alone. The Judicial Registrar may also hear and decide certain matters, though they are responsible mainly for the Court's alternative dispute resolution (ADR) processes, including preliminary conferences and court supervised mediations.

The Land Court hears cases about activities that affect the land and cultural heritage of Aboriginal and Torres Strait Islander peoples and groups. The Court can resolve some issues about Aboriginal or Torres Strait Islander land, resources and cultural heritage such as:

- The Court can make orders about activities that may harm cultural heritage;
- The Court can hear some objections and decide disputes about agreements made under the Commonwealth Native Title Act;

- The Court can mediate disputes and make recommendations about some cultural heritage management plans;
- The Court can review some decisions about cultural heritage studies;
- The Court can review administrative decisions about leases over former Aboriginal or Torres Strait Islander trust land;
- The Court can decide what compensation must be paid to the owner, holder or trustee of Aboriginal or Torres Strait Islander land that is taken, or for which there is a reservation of or permit granted, to use forestry products or quarry materials; and
- In limited circumstances, the Court hears objections about certain acts that affect native title.



Helen Bannerman Librarian, Nichole Padovan Senior Registrar, Darren Campbell Principal Registrar, Paulo Frutuoso Deputy Registrar, Tyson Lee Administration Officer, Chris De Marco Senior Registrar & Elise Biggs Executive Assistant

What does reconciliation mean to you?

"Reconciliation for me means establishing a connection with Aboriginal and Torres Strait Islander peoples by gaining knowledge of their culture and history."

Chris De Marco



Monica Oates

"Acknowledging Australia's history and it's rich indigenous culture, and lore to create a future where indigenous peoples are recognised, heard and woven into the constitution of this country."

Tyson Lee

"Coming together to strengthen relationships between all Australians, for the benefit of all Australians. Learning from history and moving forward."

Nichole Padovan



Greg Grodecki

"Reconciliation is a process and a journey of creating trust, building new bonds and understanding. To me it means raising my children to respect and be respectful of the connection Aboriginal and Torres Strait peoples have with the land."

Greg Grodecki

"Reconciliation for me is about learning from the past so there can be a better future."

Darren Campbell

Our RAP

The main driver for developing a Land Court RAP is our Cultural Heritage jurisdiction. The Court has legislative powers to stop a person or a group from harming or taking Aboriginal or Torres Strait Islander cultural heritage by granting an injunction. The Court makes decisions that preserves Aboriginal and Torres Strait Islander peoples' rights. Visibility of the Court and its jurisdiction is an issue particularly with Aboriginal and Torres Strait Islander peoples and community organisations with one of the main reasons being the lack of communication about the Cultural Heritage jurisdiction.

The RAP is an ideal opportunity for the Court to reach out to inform Aboriginal and Torres Strait Islander peoples and community organisations of the jurisdiction of the Land Court and how they can access the services.

We decided that the Innovate RAP was most appropriate for the Land Court. We all felt that as an organisation we could contribute to developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples given our jurisdiction. The Innovate RAP would provide us with opportunities to be aspirational and innovative, something we felt we could work with given the size of our workforce and the geographical area that we cover, being the whole of the State of Queensland.

Our Champion

The Land Court's Reconciliation Action Plan Champion is President Fleur Kingham.

President Kingham came to the Court in 2016 after a career that included 10 years as a judge of the District Court, Deputy President of QCAT, Deputy President at the Land and Resources Tribunal, and before that as a barrister and solicitor working in the fields of mining law, environmental protection and mediation of complex disputes including Aboriginal and Torres Strait Islander matters, land, and governance issues.

The Land Court's jurisdiction includes matters that affect the land and cultural heritage of Aboriginal and Torres Strait Islander peoples and groups. President Kingham's time with the Land and Resources Tribunal has given her a commitment to enabling culturally appropriate environmental management and an appreciation for the nuanced business of mediating in Aboriginal and Torres Strait Islander communities.

Recently, she has spoken of the hope that the *Human Rights Act 2019* (which protects the cultural rights of Aboriginal and Torres Strait Islander peoples) could be used to promote "meaningful Aboriginal and Torres Strait Islander engagement and participation in environmental regulation and management".

Her Honour has a deep respect for Aboriginal and Torres Strait Islander knowledge and the shared histories of this land. Court staff are encouraged to

develop their own knowledge of the histories, the past injustices and the rich cultures of Aboriginal and Torres Strait Islander peoples

In December 2019, The Principal Registrar of the Land Court wrote to Reconciliation Australia and Reconciliation Queensland to formally notify them that the Land Court had commenced the process of developing a Reconciliation Action Plan (Innovate). At this point we had established the RAP Working Group which consisted of representatives from:

- The Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP);
- The Bar Association of Queensland (BAQ);
- The Land Court of Queensland; and
- The Department of Justice and Attorney-General (DJAG).

The RAP working group met twice in the first quarter of 2020, however little progress was made. Land Court staff attended a workshop facilitated by Reconciliation Australia, which was designed to assist organisations in understanding the RAP process and in managing some of the challenges. From that workshop we realised we needed to do a considerable amount of additional work as an organisation before we could commit to commencing the RAP journey.

We decided to pause, take the opportunity to explore our approach and, with the help of Beverley Colman, a Githabul woman from BC Consultants, facilitated our own internal workshop with the entire Land Court staff to work through some of the questions we had not originally considered, so that we could gain a better understanding of the way forward.



The outcomes from the workshop were further scrutinised in a second workshop facilitated internally. This paved the way forward and in February 2021, we wrote to Reconciliation Australia and Reconciliation Queensland to inform them that we were ready to participate, in the knowledge that we were on the right path and had the right people and ethos to make it happen.

In February 2021 the Land Court staff in consultation with the Australian Institute of Aboriginal and Torres Strait Islander Studies commenced a 12-month Core Cultural Learning Program. This program is a comprehensive and flexible online course comprising 10 learning modules each with a unique module that promotes dialogue between participants in group settings and stimulates a continued journey of exploration in all users. It promotes an understanding and appreciation in:

- Cultural perspectives;
- Unique aspects of Aboriginal and Torres Strait cultures; and
- Histories and its continued impact.

The approach is to complete one module per month and then come together as a group to discuss learnings.

Our RAP Working/ Advisory Group

The RAP Working Group will actively monitor and track our progress against the actions and deliverables. The RAP Working Group is made up of representatives from within the Land Court who can affect the changes needed to fulfil our commitments as well as representatives from the Aboriginal and Torres Strait Islander Justice program and the Indigenous Lawyers Association. The RAP Working Group members agreed that we would also take on the role of the RAP advisory group given the size of our organisation.

The Membership of the Land Court of Queensland Reconciliation Action Plan Working Group/Advisory Group are:

- **Darren Campbell,**
Principal Registrar,
Land Court of Queensland (Chair);
- **Paulo Frutuoso,**
Deputy Registrar,
Land Court of Queensland (Secretariat);
- **James McNamara,**
Member,
Land Court of Queensland;
- **Alan Dewis,**
Director,
Aboriginal and Torres Strait Islander
Justice Program and Partnerships Courts
Innovation Program;
- **Kristen Hodge**
Secretary,
Indigenous Lawyers Association
of Queensland; and
- **Beverley Coleman,**
Facilitator,
BC Consultancy (assisting the
RAP Working/Advisory Group progress
the RAP).



Aboriginal and Torres Strait Islander Representation

Alan Dewis, Director of Aboriginal and Torres Strait Islander Justice Programs and Partnerships, Magistrates Court Service. Alan is a proud Malu Ki'ai and Samsep man from the Torres Strait and a lawyer with over 25 years' experience across the justice sector. He has held a variety of roles including policy design and delivery, community engagement, legal advocacy and policing.

Kristen Hodge, Secretary of the Indigenous Lawyers Association of Queensland (ILAQ), is a Wiradjuri woman from central west NSW but has lived in Brisbane for the last 12 years. She holds a Bachelor of Laws and Bachelor of Criminology and Criminal Justice from Griffith University and is currently studying a masters with Macquarie University. Kristen has worked in native title, cultural heritage and economic participation for the past eleven years. She is passionate about Aboriginal and Torres Strait Islander peoples achieving success in the legal industry.

Beverley Coleman, a Githabul woman, is an independent consultant. Beverley is an experienced negotiator, facilitator and advocate with over 25 years' experience in native title, cultural heritage and engagement with Aboriginal and Torres Strait Islander communities. She has worked for government and private corporations in the areas of

native title, cultural heritage and Indigenous participation.

She has over 20 years' experience delivering and negotiating positive outcomes in community engagement and is experienced in negotiating native title and cultural heritage agreements, and development and implementation of Reconciliation Action Plans and Indigenous Participation Plans for transport infrastructure, resources and power industries and government.

Beverley has a background in law and was the first Indigenous law graduate from James Cook University. As a Senior State Negotiator for the Queensland Government for 12 years, she led many negotiations for native title agreements. She was also the Director of Aboriginal and Torres Strait Islander Programs for the Queensland Government for the 2018 Commonwealth Games. The Games RAP won the Premier's Award for Reconciliation.

Beverley is an accredited mediator and is on the Federal Court Native Title Mediator's panel. She currently runs her own consultancy business specialising in assisting corporations and organisations with Indigenous engagement and participation and in particular, Reconciliation Action Plans.

Relationships

Through engagement the Land Court will grow in understanding about cultural landscapes of Aboriginal and Torres Strait Islander communities in Queensland by building and maintaining trust and strong relationships. We recognise that land is of spiritual, social, historical, cultural and economic importance to Aboriginal and Torres Strait peoples. We recognise that the Court environment is complex and can be difficult to navigate. Building cultural competence through two-way communications, providing culturally appropriate information to inform and assist Aboriginal and Torres Strait Islander peoples access the Court on matters of cultural significance.

Focus area: Strengthen our internal and external relationships and alliances.

Action	Deliverable	Timeline	Responsibility
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2022	President
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2022	President & Principal Registrar
2	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022, 2023, 2024	RAP Secretariat
	RAP Working Group members to participate in an external NRW event.	May 2022, 2023, 2024	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2022, 2023, 2024	Principal Registrar
	Organise at least one NRW event each year.	May 2022, 2023, 2024	Principal Registrar
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2022, 2023, 2024	RAP Secretariat
3	Promote reconciliation through our sphere of influence.		
	Implement strategies to engage our staff in reconciliation.	Dec 2022	RAP Working Group Chair
	Communicate our commitment to reconciliation publicly.	May 2022	Principal Registrar & President
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Dec 2022	RAP Champion
4	Promote positive race relations through anti-discrimination strategies.		
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Jan 2023	Principal Registrar
	Develop, implement and communicate an anti-discrimination policy for our organisation.	May 2022	Principal Registrar
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	May 2022	RAP Working Group Chair
	Educate senior leaders on the effects of racism.	Feb 2023	Principal Registrar

Respect

Focus area: Build our capability and performance

Action	Deliverable	Timeline	Responsibility
5 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 our organisation.	Jul 2022	Principal Registrar
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Jul 2022	Principal Registrar & Secretariat
	Develop, implement and communicate a cultural learning strategy for our staff.	Feb 2023	Principal Registrar & Secretariat
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Mar 2023	RAP Working Group Chair
6 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 Acknowledgement of Country and Welcome to Country protocols.	June 2022	Principal Registrar
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2022	Principal Registrar & President
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2022	Principal Registrar
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2022	Principal Registrar & President
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2022, 2023	RAP Champion
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Mar 2023,2024	Principal Registrar
	Promote and encourage participation in external NAIDOC Week events to all staff.	First week in July, 2022, 2023	Principal Registrar & Secretariat

We commit to being respectful by continually improving our understanding of Aboriginal and Torres Strait Islander cultures, histories and rights. Developing respectful relationships that acknowledge the richness and diversity of Aboriginal and Torres Strait Islander peoples. Understanding our shared histories through self-discovery that provokes thinking and discussions, continuous learning and education that will promote two-way dialogue with Aboriginal and Torres Strait Islander peoples on cultures, histories and protocols. Sending a strong message that our organisation is a trusted source of information that values Aboriginal and Torres Strait Islander peoples cultures, histories and protocols.

Opportunities

Through our engagement with Aboriginal and Torres Strait Islander peoples and communities we will increase the knowledge to inform the way we deliver our services and provide opportunities to join the organisation with meaningful employment and access to professional development opportunities. Removing barriers to procurement practices to ensure Aboriginal and Torres Strait Islander businesses are able to provide goods and services to the Court.

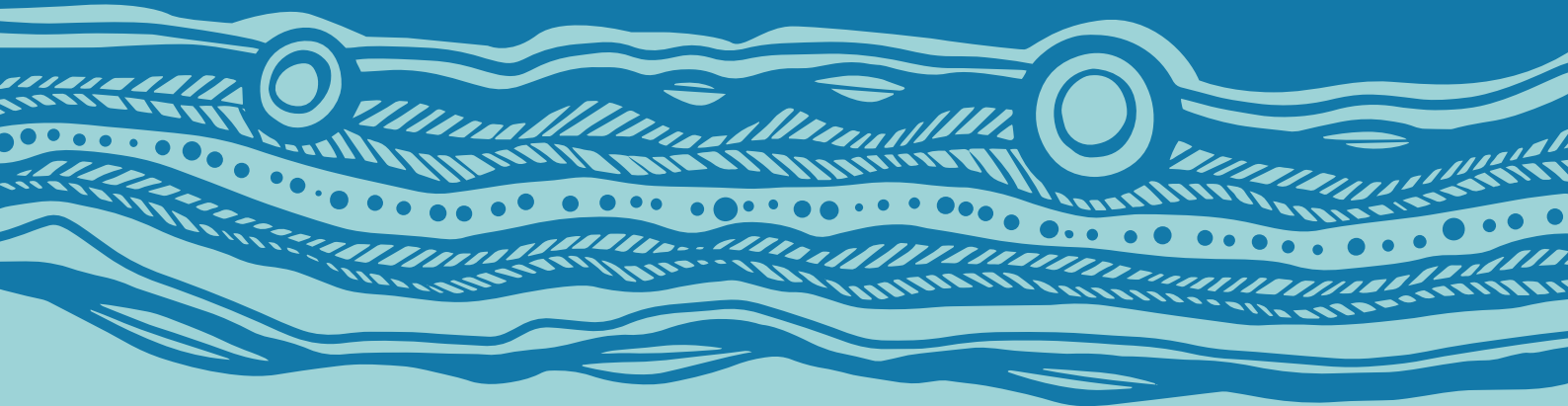
Focus area: Strengthen our internal and external relationships and alliances.

Action	Deliverable	Timeline	Responsibility
8 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.	Dec 2022	Principal Registrar & Senior Registrar
	Engage with Aboriginal and Torres Strait Islander staff across Court Services Queensland (CSQ) to consult on our recruitment, retention and professional development strategy. Align with the QSQ Workforce Plan.	Dec 2023	Principal Registrar
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Mar 2024	Corp HR Executive Director
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Apr 2024	Principal Registrar
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Mar 2024	Corp HR Executive Director
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Dec 2023	Deputy Principal Registrar
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update the Queensland (Aboriginal and Torres Strait Islander) Procurement Policy.	Jun 2023	Principal Registrar & Deputy Registrar
	Investigate Supply Nation membership.	Jun 2022	Deputy Registrar
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Jun 2022	Deputy Registrar
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Jun 2023	Principal Registrar
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Dec 2023	Principal Registrar
10 Prepare culturally appropriate information in relation to the types of cases people can bring to the Court.	When the Court is on circuit in regional Queensland, add an additional day to our program to provide information sessions about the Court and in particular the Cultural Heritage jurisdiction.	Dec 2022	President & Principal Registrar
	Contact Aboriginal and Torres Strait Islander community groups to let them know when and where those sessions will take place.	Dec 2022	President & Principal Registrar

Governance

Focus area: Strengthen our internal and external relationships and alliances.

Action	Deliverable	Timeline	Responsibility
11 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2022	Principal Registrar
	Establish and apply a Terms of Reference for the RWG.	May 2022	Principal Registrar
	Meet at least four times per year to drive and monitor RAP implementation.	Sept,Dec 2022 Mar,June,Sept,Dec 2023 Mar 2024	Secretariat
12 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2022	RAP Working Group Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2022	Principal Registrar & Secretariat
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2022	Principal Registrar & Secretariat
	Appoint and maintain an internal RAP Champion from senior management.	May 2022	Principal Registrar
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Dec 2023	Principal Registrar
13 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.	30 September, 2022, 2023	Principal Registrar
	Report RAP progress to all staff and senior leaders quarterly.	Sept,Dec 2022 Mar,June,Sept,Dec 2023 Mar 2024	Principal Registrar
	Publicly report our RAP achievements, challenges and learnings annually.	Oct 2022, 2023	Principal Registrar
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022, 2024	RAP Secretariat
14 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2024	RAP Secretariat



Contact details

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