

# Innovate Reconciliation Action Plan

July 2020–June 2022



**AASW**  
Australian Association  
of Social Workers



RECONCILIATION  
ACTION PLAN  
**INNOVATE**







# A message from the CEO

Social workers act collectively and individually to contribute to society in a way that is dedicated to achieving social justice, inclusion and wellbeing.

The Australian Association of Social Workers is the professional representative body of social workers in Australia, with more than 13,000 members. It was formed as a national association in 1946 and has since supported its members through the profession's many developments and changes.

We recognise that Aboriginal and/or Torres Strait Islander peoples are the oldest continuous living cultures in the world and an integral part of the social work community. There is much AASW can learn from Aboriginal and Torres Strait Islander peoples, and it is within this context that we are proud to present AASW's third Reconciliation Action Plan (RAP) and our second Innovate RAP. This document sets out the formal commitment to working in partnership with Aboriginal and/or Torres Strait Islander peoples both within our organisation and the people social workers work with. While we still have much work to do, we are proud of our Reconciliation journey so far, such as establishing partnerships with key groups, formalising coordination to celebrate National Reconciliation Week and NAIDOC week across the Association each year and introducing an Acknowledgement of Country to all gatherings, internal and external, to name a few.

However, we know that we are still on the journey to Reconciliation and this RAP sets out our actions for the next two years. We would like to thank the members of our RAP Working Group for their time

and passion in developing this RAP. The actions they have identified focus on four key areas:

- establishing and sustaining mutually respectful, inclusive, and robust connections with our Aboriginal and/or Torres Strait Islander colleagues and clients and with key Aboriginal and/or Torres Strait Islander peak bodies and organisations
- demonstrating appreciation and respect for Aboriginal and/or Torres Strait Islander ways of doing, being and believing as embodied in First Nations' cultures, beliefs and relationships with the land
- identifying strategies that promote the participation of Aboriginal and/or Torres Strait Islander members, businesses and organisations in our actions and initiatives as part of our core business
- ensuring that the governance of the RAP is strong and that the AASW provides the resources to implement it and reports on the progress made to members and Reconciliation Australia.

We are confident that this plan will set us up well to continue this work in the years ahead. We look forward to a time when all Australians can come together, acknowledge all of our history and move forward in a fair and just Australian society.

Cindy Smith  
**Chief Executive Officer**



## Contents

<b>A message from the CEO</b>	<b>3</b>
<b>Pathways of Champions</b>	<b>4</b>
<b>Our vision for Reconciliation</b>	<b>5</b>
<b>Our business</b>	<b>5</b>
<b>A message from the AASW RAP Working Group Chair</b>	<b>5</b>
<b>Our Reconciliation journey</b>	<b>6</b>
<b>The AASW 2020-2022 Reconciliation Action Plan</b>	<b>9</b>
<b>Relationships</b>	<b>10</b>
<b>Respect</b>	<b>14</b>
<b>Opportunities</b>	<b>16</b>
<b>Governance</b>	<b>18</b>



# Pathways of Champions



This beautiful piece was created to honour the journey of people moving towards their goals and realising optimal physical, mental, social and spiritual wellbeing. It recognises and celebrates that each person has a unique journey and that every step taken is another piece of their story, another step towards their future.

The circle in the centre of the work represents the individual, the many layers showing the complexity of mental, physical, social and spiritual experience and identity.

To the left a mountain containing a circle reflects the many challenges faced by individuals in today's society. The wavy line extending from this, leading towards the centre circle, shows individuals moving ahead, growing and developing, climbing higher on the mountain of wellbeing. The line is wavy acknowledging that this journey is not linear.

To the right of the individual are six circles broadly representing key goals of optimal holistic health

and wellbeing – physical and mental health, social wellbeing, spiritual fulfilment, autonomy, self-determination, and equity. The many wavy lines vertically intersecting this journey show the myriad pathways that individuals take in moving towards achieving these goals.

To the top and bottom of the artwork are factors external to the individual that shape and influence their pathway. The circle work in these sections represent tangible factors, both positive and negative – family, friends, support networks and professional services, experiences of disadvantage, exclusion, and inequity. The jigsaw pieces of dot work are representative of the intangible impacts of these factors, whether fleeting moments or long-term experiences, layering one upon another to shape the individual.

Pointing in multiple directions, the kangaroo and emu tracks in this section highlight that these factors can be supportive or detrimental, helping the individual to grow or hindering their pathway.

## About the artist - Tamara May Murray

Tamara May Murray is a proud member of the Barkindtji tribe on her mother's side, the Yorta Yorta and Dhudaroah tribes on her father's side. She grew up on the Namatjira Mission in the small country town of Coomealla.

*'My Dad and Pop built our home out of old tin and wood they collected from the local tip. We didn't*



*have running water, or flushing toilets and we used an open fireplace for a kitchen. We didn't have much and life was simple. I often think back to those days with a sense of pride and happiness.*

*'Culture is everything to me: it's a way of life, it's my identity, it's who I represent – my people, my family. Culture is our way of healing, telling stories, keeping spirits and traditions alive. It's our connection to the land.'*

Tamara first started painting when she was three years old and it was evident that she had a natural gift. However, it was not until after the birth of her second daughter in 2008 that the gift of art came to her in the form of healing, giving her a voice, a way of expression and a connection to the land, her culture and her ancestors. Tamara was diagnosed with post-natal depression and later bipolar disorder. In her darkest hours, art came to her.

For Tamara, family is what inspires her to continue to grow and to keep fighting. Her two daughters are her daily motivation – to provide for them and to be a strong, powerful role model of what is possible. Art is not simply paint on a canvas for Tamara. It's a story; it's a place; it's someone she has met along the way that has inspired her. It's a deep connection to the land and her culture. It is a story that has been passed down.

*'I want my art to help break down barriers between Indigenous and non-Indigenous Australians. I hope I can help educate and contribute to a more peaceful world where our children can all walk as one, hand in hand, no matter what their skin colour or cultural identity.'*

## Our vision for Reconciliation

The Australian Association of Social Workers' vision for Reconciliation is one where all Australians are united by our shared past, present and future. To achieve this, our Association must first acknowledge past injustices that the profession of social work has historically been involved in. We also envisage a continued and strengthened development of meaningful relationships that promote honesty, transparency and respect with Aboriginal and/or Torres Strait Islander people as AASW members, colleagues, community members and people who use our services. Through this Reconciliation Action Plan (RAP), we move forward together in the spirit of Reconciliation and solidarity, for a more just and culturally safe Australia for all.

## Our business

The AASW has corporate responsibility for promoting and regulating the social work profession in Australia. The AASW represents social workers by ensuring the sustainable development of the profession, the maintenance of accountability and compliance with the benchmark standards, and the promotion of professional identity. Membership offers social workers the opportunity to work collectively to contribute to Australian society, its communities and institutions in a way that is dedicated to improving social inclusion and social wellbeing.

The AASW has approximately 13,000 members across Australia, working in diverse roles in the community, health and welfare sectors. Almost 300 members identify as Aboriginal and/or Torres Strait Islander.

To assist in achieving our Vision and Purpose, the AASW employs approximately 40 staff nationally. There are staff in each State or Territory, and in northern Queensland, with the National Office located in Melbourne. The AASW staff group represents many cultural and ethnic backgrounds; however, to date there is no member of staff who identifies as an Aboriginal and/or Torres Strait Islander person. The AASW welcomes the opportunity to change this and identifies strategies in relation to this within the RAP.

## A message from the AASW RAP Working Group Chair

The Australian Association of Social Workers' vision for Reconciliation describes the steps we can and will take to create opportunities for Aboriginal and/or Torres Strait Islander social workers. Our new plan prioritises our Aboriginal and/or Torres Strait Islander social workers and is about taking actions and defining how we work with Aboriginal and/or Torres Strait Islander people in our communities. With this plan and alongside our Aboriginal and/or Torres Strait Islander colleagues, we will strive to be the best possible allies, by actively listening, by decolonising the way we work, by working in partnership and by making sure Aboriginal and/or Torres Strait Islander colleagues and members of our communities shape our work.



We also know that to build authentic partnerships requires truth-telling and real understanding. Acknowledging the black history of our country, the historical role of social work and the current status of Aboriginal and/or Torres Strait Islander peoples in our community is essential in building partnerships that are grounded in truth.

Our new Reconciliation Action Plan contains detailed actions that are ambitious and achievable. We want to increase our membership of Aboriginal and/or Torres Strait Islander social workers, Aboriginal and/or Torres Strait Islander access to services, employment, our procurement with Aboriginal and/or Torres Strait Islander-owned businesses and staff participation in training and days of cultural significance.

The creation of this plan would not have been possible without the exceptional work of AASW Board, staff and Aboriginal and/or Torres Strait Islander members, including members of the AASW's Reconciliation Working Group, which I have been proud to work with.

Linda Ford

**Aboriginal and Torres Strait Islander Representative Board Director**



# Our Reconciliation journey

This is the AASW's third RAP and the second Innovate RAP. Over the last two years, the RAP has helped lay the foundations of key actions, but also identified areas for continued improvement to move towards reconciliation through meaningful actions and change.

The 2017–19 RAP allowed the AASW to build on previous actions and processes and advance in several areas. This has included:

- Establishment of the RAP Working Group to monitor the RAP development
- Implementation of actions, tracking progress and reporting with increased Aboriginal and/or Torres Strait Islander voices and representation in the group
- Development of policies for Acknowledgement of Country and establishment of a protocol for every meeting. Meetings of the AASW now open with an Acknowledgement of Country. For more formal meetings, including conferences or similar events, a traditional Welcome to Country is delivered by Traditional Custodians or Aboriginal and/or Torres Strait Islander peoples, who have been given permission from Traditional Custodians, to welcome visitors
- Development and implementation of a cultural awareness training plan for all staff in conjunction with SNAICC (Secretariat of National Aboriginal and Islander Child Care)
  - National Voice for our Children
- Nationwide and national co-ordination of branches participating and undertaking National Reconciliation Week (NRW) and NAIDOC week events
- Scoping and identification of peak Aboriginal and/or Torres Strait Islander organisations for the AASW and the commencement of developing relationships at a national and branch level, in coordination with branches, including SNAICC and Indigenous Allied Health Association

- Engagement with some groups, for example SNAICC, leading to continuing policy and advocacy efforts, such as collaboration on the Close the Gap Refresh submission. As a result of this work we have advocated on key Aboriginal and/or Torres Strait Islander issues through our pre-budget submission and federal election campaign
- Increase in social policy activity and policy statements on key Aboriginal and/or Torres Strait Islander issues
- Establishment of dedicated pages on the website for RAP, Aboriginal and/or Torres Strait Islander engagement and other activities of the AASW and an annual Social Work Focus edition dedicated to Aboriginal and/or Torres Strait Islander social work, social policy issues, members and achievements.

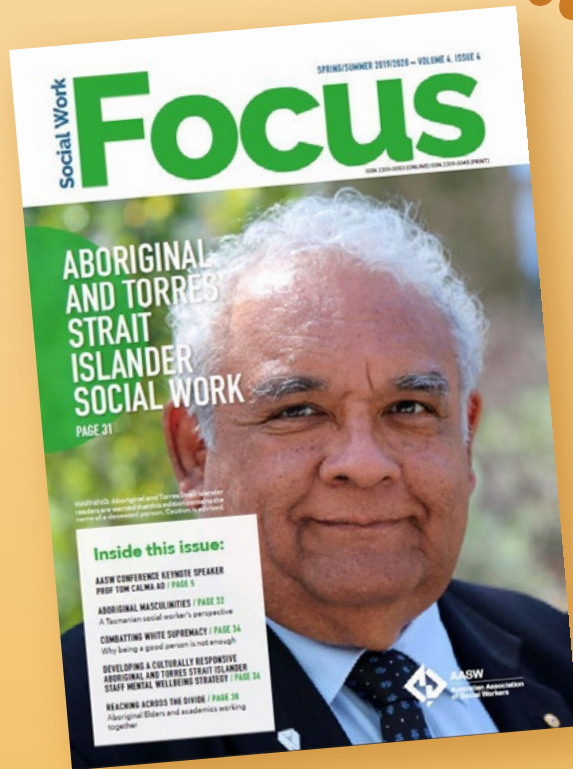
The review of our 2017–19 RAP has also identified key areas that the AASW needs to concentrate on for the next RAP, focusing on culture, process and communication.

While the Working Group acknowledged that a great deal has been achieved under the current RAP, some areas have not been fully realised. In particular, with a relatively small and dispersed staff group, it has been challenging to deliver cultural training in a consistent and meaningful way. The 2020–22 RAP will explore new ways to ensure this area is addressed and more opportunities are available to staff to increase their cultural understanding and participation in cultural events.

Our 2020–22 RAP will involve a greater focus on engaging and working with our Aboriginal and/or Torres Strait Islander members and stakeholders to test and trial approaches that build relationships, demonstrate respect and improve opportunities. We have built the foundation of this work in our previous RAP, but now need to identify ways that our RAP commitment is evidenced in our actions and outcomes for members and broader stakeholders, and ultimately Aboriginal and/or Torres Strait Islander people and communities.















# The AASW 2020-2022 Reconciliation Action Plan

The purpose of the AASW's RAP is:

- To action the commitment of the Board to working towards Reconciliation and promoting cultural understanding and social justice across our membership and through the diverse sectors and roles held by social workers
- To identify opportunities to give a greater voice to AASW Aboriginal and/or Torres Strait Islander members and promote and support Aboriginal and/or Torres Strait Islander members to take up leadership positions within the Association and/or the profession
- To demonstrate the value base of the social work profession in working collaboratively with Aboriginal and/or Torres Strait Islander peoples and communities to address injustice and discrimination being experienced by Aboriginal and/or Torres Strait Islander peoples
- To facilitate social workers becoming better informed about working with Aboriginal and/or Torres Strait Islander peoples and communities to achieve the provision of culturally competent, safe and sensitive practice.

An Aboriginal and/or Torres Strait Islander Director position on the Board has been established, and this position is the leading champion of the RAP for AASW. The Aboriginal and/or Torres Strait Islander Director is the chair of the RAP Working Group, reporting to the Board on progress towards implementation of the RAP.

The AASW RAP Working Group in 2020 will comprise the following positions:

- Aboriginal and/or Torres Strait Islander Director (chair)
- CEO
- National President (ex officio)
- Social Policy and Advocacy Manager
- Representatives of at least two, and no more than four, Branch Management Committees (BMC), preferably the convenor of the RAP Working Group, or an Aboriginal and/or Torres Strait Islander member of the BMC.



# Relationships



This goal embodies our commitment to establishing and sustaining mutually respectful, inclusive, and robust connections with our Aboriginal and/or Torres Strait Islander colleagues and clients and with key Aboriginal and/or Torres Strait Islander peak bodies and

organisations. This will enable us to work collectively to address the challenges of overcoming the legacy of past injustices and to shape a future society that upholds the richness of our diversity of thought, knowledge and beliefs.

Action	Deliverables	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and/or Torres Strait Islander stakeholders and organisations.</b>	• Meet regularly with Aboriginal and/or Torres Strait Islander stakeholders and organisations to strengthen collaboration and engagement	June 2021	Social Policy and Advocacy Manager
	• Identify key Aboriginal and/or Torres Strait Islander stakeholders and organisations at national and State or Territory levels for engagement, and development of protocols and collaborative relationships to progress action on key issues across the organisation	December 2020	Social Policy and Advocacy Manager
<b>2. Improve and increase engagement with Aboriginal and Torres Strait Islander social workers who are AASW members as well as those who are not members</b>	• Deliver an Aboriginal and/or Torres Strait Islander Social Work symposium	December 2020	National Membership Engagement Manager
	• Consult with the Aboriginal and/or Torres Strait Islander Advisory panel on the development and implementation of strategies to improve engagement with Aboriginal and/or Torres Strait Islander members	December 2020	Social Policy and Advocacy Manager
	• Targeted consultations will be held with Aboriginal and/or Torres Strait Islander members on AASW policy submissions and statements on Aboriginal and/or Torres Strait Islander and other social policy and social justice matters	December 2020	Social Policy and Advocacy Manager
	• Increase contributions by, and promotion of, Aboriginal and/or Torres Strait Islander members in publications such as <i>Australian Social Work</i> journal, newsletters, websites and social media	June 2022	Marketing and Communications Manager
	• Identify and implement strategies to increase contributions and participation of Aboriginal and/or Torres Strait Islander members in the annual edition of <i>Social Work Focus</i> dedicated to Aboriginal and/or Torres Strait Islander social policy and human rights developments and outcomes, and social work practice	December 2020	Marketing and Communications Manager
	• Develop and implement strategies for engagement of Aboriginal and/or Torres Strait Islander social workers who are not members of the Association	June 2021	National Membership Engagement Manager and Marketing and Communications Manager



Action	Deliverables	Timeline	Responsibility
<b>3. Build relationships through celebrating National Reconciliation Week (NRW)</b>	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in and report on an external NRW event in newsletters and <i>Social Work Focus</i></li> </ul>	27 May-3 June 2021 27 May-3 June 2022	Social Policy and Advocacy Manager and Marketing and Communications Manager
	<ul style="list-style-type: none"> <li>Encourage and support staff, including senior leaders , to participate in at least one external event to recognise and celebrate NRW</li> </ul>	27 May-3 June 2021 27 May-3 June 2022	CEO
	<ul style="list-style-type: none"> <li>Organise at least one NRW event, or other activity, in collaboration with AASW branches</li> </ul>	27 May-3 June 2021 27 May-3 June 2022	National Membership Engagement Manager
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	May 2021 May 2022	Social Policy and Advocacy Manager
	<ul style="list-style-type: none"> <li>Develop a newsletter that is dedicated to celebrating NRW, identifying activities that AASW (at national and State or Territory levels) and members have participated in, and reflecting on the theme of NRW</li> </ul>	June 2021 June 2022	Marketing and Communications Manager
	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and Reconciliation materials to our staff and members to increase participation in NRW and understanding of Reconciliation</li> </ul>	May-June 2021 May-June 2022	Social Policy and Advocacy Manager
Relationships - continued overleaf >			



# Relationships

Action	Deliverables	Timeline	Responsibility
<b>4. Promote reconciliation to our staff, members and key stakeholders</b>	Communicate our commitment to reconciliation publicly by: <ul style="list-style-type: none"> <li>• Further developing and maintaining the AASW website to provide: <ul style="list-style-type: none"> <li>o updates on RAP</li> <li>o updated sections on Aboriginal and/or Torres Strait Islander social work practice</li> <li>o features on Aboriginal and/or Torres Strait Islander members</li> <li>o features on Reconciliation</li> </ul> </li> </ul>	September 2020 July 2021 June 2022	Social Policy and Advocacy Manager
	• Embed in the communications and media strategies processes that articulate commitment to RAP and Reconciliation activities	December 2020 July 2021	Marketing and Communications Manager
	• Develop strategies across the organisation to positively influence our external partners and stakeholders to drive Reconciliation outcomes across the divisions of the organisation, including the following areas: <ul style="list-style-type: none"> <li>o membership engagement</li> <li>o university accreditation processes</li> <li>o development of credentials</li> <li>o international qualification assessments</li> <li>o continuing professional development offerings</li> </ul>	June 2021	CEO
	• Identify and mark key dates, events and activities of significance to Aboriginal and/or Torres Strait Islander people by: <ul style="list-style-type: none"> <li>o developing and disseminating calendar of key dates for AASW action to branches and members</li> <li>o providing links to websites that provide resources and information on key cultural activities</li> <li>o developing strategies to recognise and celebrate key Aboriginal and/or Torres Strait Islander events and activities</li> </ul>	September 2020 June 2021 June 2022	Social Policy and Advocacy Manager
	• Collaborate with like-minded organisations to develop ways to advance Reconciliation	June 2021	Social Policy and Advocacy Manager
	• Develop and implement strategies to engage our staff in Reconciliation	December 2020	CEO



Action	Deliverables	Timeline	Responsibility
<b>5. Promote positive race relations through antidiscrimination strategies</b>	• Develop, implement and communicate an antidiscrimination policy for our organisation	December 2020	CEO
	• Engage with Aboriginal and/or Torres Strait Islander members on the development and implementation of organisation-wide antidiscrimination policies and procedures to support recruitment, access and inclusion, and participation in cultural events	June 2021	National Membership Engagement Manager
	• Educate staff and senior leaders on the effects of racism	December 2020 December 2021	Social Policy and Advocacy Manager
	• Develop and implement a strategy, or strategies, to model and promote antidiscriminatory and anti-oppressive policy	September 2020 July 2021	Social Policy and Advocacy Manager
	• Conduct a review of HR policies and procedures to identify existing antidiscrimination provision, and future needs	December 2020	HR Consultant
<b>6. Work in partnership with stakeholders and members to address social justice concerns and advocate on human rights issues with Aboriginal and/or Torres Strait Islander peoples and communities</b>	• Embed advocacy for Aboriginal and/or Torres Strait Islander rights in social policy and advocacy strategies and engagement processes	June 2021	Social Policy and Advocacy Manager
	• Implement consultation processes to engage Aboriginal and/or Torres Strait Islander members and ensure their voice is represented in social policy and advocacy activities across the organisation	December 2020	Social Policy and Advocacy Manager
	• Identify relevant Aboriginal and/or Torres Strait Islander organisations to collaborate with, and participate in, campaigns and awareness-raising activities on Aboriginal and/or Torres Strait Islander rights issues	December 2020	Social Policy and Advocacy Manager





# Respect



For the AASW to participate in shaping a just and inclusive society we need to demonstrate appreciation and respect for Aboriginal and/or Torres Strait Islander ways of doing, being and believing as embodied in First Nations' cultures, beliefs and relationships with the land.

We recognise that we have much to learn from First Nations peoples and seek to join with them in shaping an Australian society that is truly just and inclusive.

Action	Deliverables	Timeline	Responsibility
<b>7. Increase understanding, value and recognition of Aboriginal and/or Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>	• Conduct a review of cultural learning needs within our organisation	December 2020	Education and Training Manager
	• Develop and implement a cultural learning strategy for our staff	December 2020	Education and Training Manager
	• Include cultural training and introduction to AASW reconciliation activities positions and protocols in induction processes for all staff, Board and senior leaders	December 2020	HR Consultant
	• Provide opportunities for RAP Working Group members, managers and other key leadership staff to participate in formal and structured cultural learning	March 2021	Education and Training Manager
	• Consult local Aboriginal and/or Torres Strait Islander Traditional Custodians and advisers on the development and implementation of a cultural learning strategy	December 2020	Education and Training Manager
<b>8. Demonstrate respect to Aboriginal and/or Torres Strait Islander peoples by observing cultural protocols</b>	• Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	September 2020 July 2021	CEO in collaboration with Social Policy and Advocacy Manager
	• Review AASW cultural protocol documents, including protocols for Welcome to Country and Acknowledgement of Country	October 2020	Social Policy and Advocacy Manager
	• Support the development of relationships with local communities and Elders at State or Territory levels (and national level as appropriate) to build on Welcome to Country protocols	December 2020	National Membership Engagement Manager
	• Incorporate Acknowledgement of Country and celebration of local Aboriginal and/or Torres Strait Islander cultures and languages, as appropriate, at significant events each year	December 2020, 2021	National Membership Engagement Manager
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, such as National Symposia and Conferences	December 2020, 2021	National Membership Engagement Manager
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	December 2020 July 2021	CEO



Action	Deliverables	Timeline	Responsibility
<b>9. Build respect for Aboriginal and/or Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event</li> </ul>	November 2020 July 2021	Social Policy and Advocacy Manager
	<ul style="list-style-type: none"> <li>Encourage members of RAP Working Group and staff at national and State or Territory Levels to participate, and report on their participation, in external NAIDOC Week events</li> </ul>	July 2020 July 2021	Social Policy and Advocacy Manager
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week</li> </ul>	September 2020	HR Consultant
	<ul style="list-style-type: none"> <li>Promote and encourage staff participation in external NAIDOC events</li> </ul>	November 2020 June 2021 June 2022	CEO
	<ul style="list-style-type: none"> <li>Organise at least one NAIDOC Week event or other activity for staff and promote to members and the AASW Branch Management Committees</li> </ul>	November 2020 June 2021 June 2022	National Membership Engagement Manager
<b>10. Support members to grow respect and understanding of Aboriginal and/or Torres Strait Islander peoples through continuing professional development, with a greater focus on practical skills</b>	<ul style="list-style-type: none"> <li>Explore the feasibility of increasing the content of the national continuing professional development (CPD) curriculum and other online resources for members that focus on Aboriginal and/or Torres Strait Islander specific content</li> </ul>	June 2021	Education and Training Manager
	<ul style="list-style-type: none"> <li>Review current availability and content of CPD training nationally and ensure all AASW members have access to CPD on Aboriginal and/or Torres Strait Islander Social Work Practice, with a focus on critical reflection and practical skills</li> </ul>	December 2021	Education and Training Manager





# Opportunities



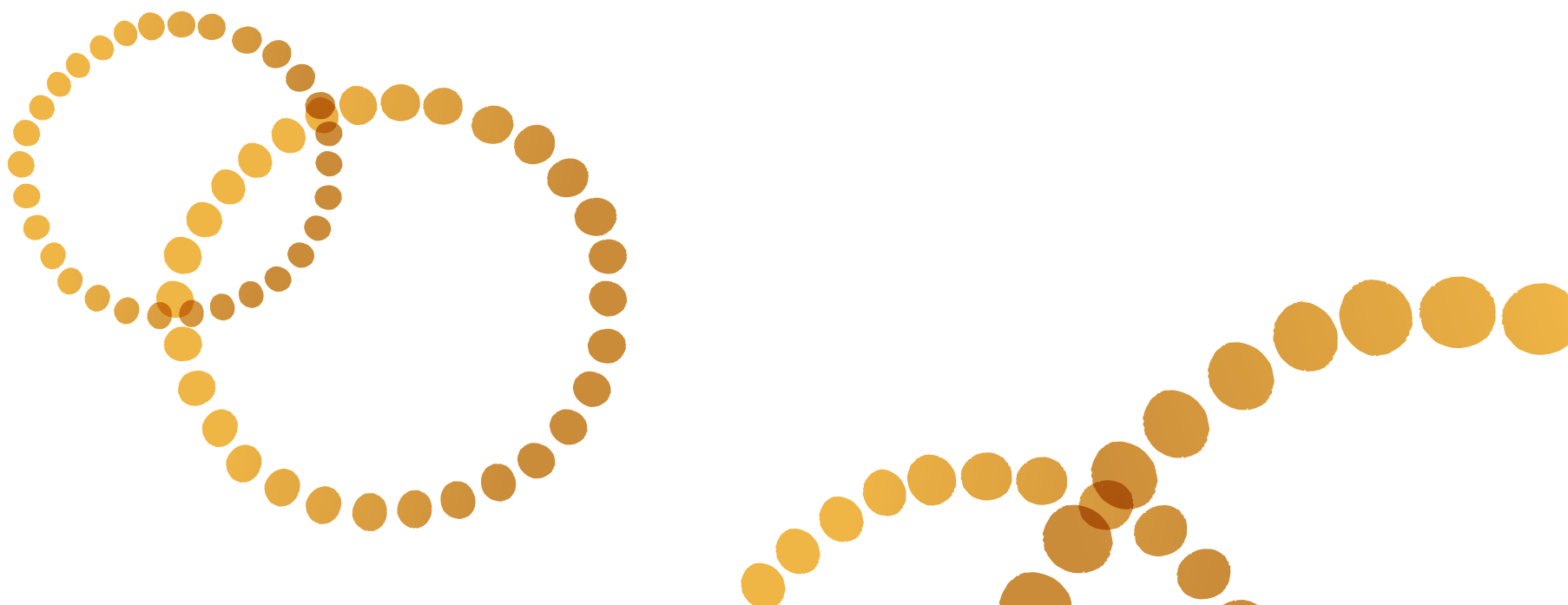
The RAP provides the AASW with an important opportunity to identify strategies that promote the participation of Aboriginal and/or Torres Strait Islander members, businesses and organisations in our actions and initiatives as part of our core business. It is through the creation of

such opportunities that we seek to build better relationships with Aboriginal and/or Torres Strait Islander communities and contribute to removing the structural barriers that have prevented Aboriginal and/or Torres Strait Islander Australians from achieving equal outcomes.

Action	Deliverables	Timeline	Responsibility
<b>11. Actively promote and support opportunities for Aboriginal and/or Torres Strait Islander members to take up leadership positions within the Association and/or the profession</b>	• Engage and consult with Aboriginal and/or Torres Strait Islander members on the feasibility of a professional mentoring network	June 2021	National Membership Engagement Manager
	• Develop and implement a strategy for AASW scholarship for Aboriginal and/or Torres Strait Islander members	September 2020	National Membership Engagement Manager
	• Support Aboriginal and/or Torres Strait Islander leadership within the Association by actively encouraging participation through representation on BMCs and RAP subcommittees	December 2020	National Membership Engagement Manager
<b>12. Improve employment outcomes by increasing Aboriginal and/or Torres Strait Islander recruitment, retention and professional development</b>	• Build understanding of current Aboriginal and/or Torres Strait Islander staffing to inform future employment and professional development opportunities	September 2020	HR Consultant
	• Develop and implement an Aboriginal and/or Torres Strait Islander recruitment, retention and professional development strategy	February 2021	HR Consultant
	• Advertise job vacancies to effectively reach Aboriginal and/or Torres Strait Islander candidates	September 2020	HR Consultant
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and/or Torres Strait Islander participation in our workplace	January 2021	HR Consultant
	• Engage with Aboriginal and/or Torres Strait Islander members and staff to consult on our recruitment, retention and professional development strategy	January 2021	HR Consultant
	• Increase the percentage of Aboriginal and/or Torres Strait Islander staff employed at AASW	June 2022	HR Consultant



Action	Deliverables	Timeline	Responsibility
<b>13. Increase Aboriginal and/or Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	<ul style="list-style-type: none"> <li>Review, and further develop a procurement strategy for Aboriginal and/or Torres Strait Islander goods and services</li> </ul>	December 2020	CFO
	<ul style="list-style-type: none"> <li>Review Supply Nation membership</li> </ul>	December 2020	CFO
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and/or Torres Strait Islander businesses to staff</li> </ul>	October 2020	CFO
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses</li> </ul>	October 2020	CFO
	<ul style="list-style-type: none"> <li>Continue to identify and develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses</li> </ul>	October 2020	CFO





# Governance



To ensure that AASW is accountable and achieves this RAP, the AASW is committed to providing leadership and the resources to implement it, to report on the achievements to Reconciliation Australia and to be transparent in its decision-making.

This includes honouring the voices of AASW Aboriginal and/or Torres Strait Islander members and stakeholders.

Action	Deliverables	Timeline	Responsibility
<b>14. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP</b>	• Review Terms of Reference and operations of RAP Working Group	May 2021 May 2022	Social Policy and Advocacy Manager
	• Maintain Aboriginal and/or Torres Strait Islander representation on the RWG	August 2020 July 2021 July 2022	Social Policy and Advocacy Manager
	• Meet at least four times per year to drive and monitor RAP implementation	Sept 2020, 2021 Dec 2020, 2021 Mar 2021, 2022 June 2021, 2022	Social Policy and Advocacy Manager
<b>15. Provide appropriate support for effective implementation of RAP commitments</b>	• Define resource needs for RAP implementation	August 2020	Social Policy and Advocacy Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments	August 2020	CEO
	• Define and maintain appropriate systems to track, measure and report on RAP commitments	September 2020	Social Policy and Advocacy Manager
	• Appoint and maintain an internal RAP Champion from senior management	July 2020	Social Policy and Advocacy Manager



Action	Deliverables	Timeline	Responsibility
<b>16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia</li> </ul>	30 September 2020, 2021, 2022	Social Policy and Advocacy Manager
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly</li> </ul>	Sept 2020, 2021 Dec 2020, 2021 Mar 2021, 2022 June 2021, 2022	Social Policy and Advocacy Manager
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings annually</li> </ul>	June 2021, 2022	Social Policy and Advocacy Manager
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer</li> </ul>	May 2022	Social Policy and Advocacy Manager
<b>17. Continue our Reconciliation journey by developing our next RAP</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP</li> </ul>	December 2021	Social Policy and Advocacy Manager







### Contact for all enquiries

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