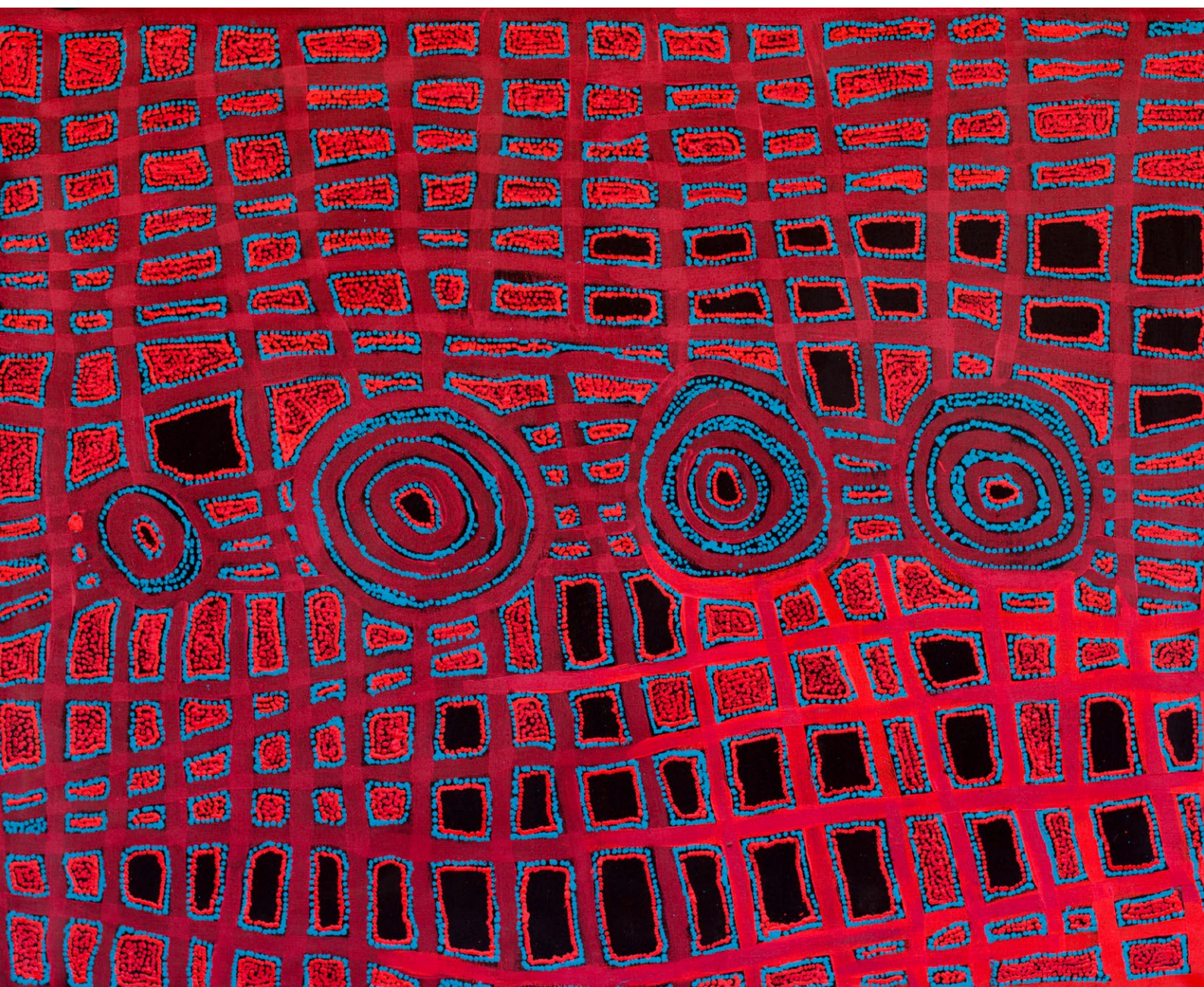


OXFAM AUSTRALIA

# **STRETCH RECONCILIATION ACTION PLAN**

AUGUST 2017—AUGUST 2020





# CONTENTS

FORWORD.....	PAGE 4
--------------	--------

OUR VISION FOR RECONCILIATION.....	PAGE 5
------------------------------------	--------

OUR ORGANISATION.....	PAGE 6
-----------------------	--------

Oxfam Australia's story.....	Page 6
------------------------------	--------

Our people.....	Page 7
-----------------	--------

Oxfam Australia's vision and values.....	Page 7
--	--------

What we are doing to address reconciliation.....	Page 8
--	--------

Our people working for reconciliation.....	Page 9
--	--------

OUR RECONCILIATION ACTION PLAN (RAP) AND ITS JOURNEY.....	PAGE 10
---	---------

Achievements from our last Reconciliation Action Plan (2014–2016).....	Page 10
--	---------

The next step.....	Page 10
--------------------	---------

THIS RECONCILIATION ACTION PLAN.....	PAGE 11
--------------------------------------	---------

Acknowledgement of RAP working group and other contributors.....	Page 12
--	---------



## **CASE STUDIES** ..... **PAGE 14**

Aboriginal and Torres Strait Islander Employment Strategy ..... Page 14

Building and Environmental Services Team ..... Page 14

Close the Gap ..... Page 14

Cultural Awareness Training ..... Page 15

Straight Talk ..... Page 16

Oxfam Australia Trading buying team ..... Page 16

## **RELATIONSHIPS** ..... **PAGE 18**

## **RESPECT** ..... **PAGE 21**

## **OPPORTUNITIES** ..... **PAGE 24**

## **TRACKING PROGRESS AND REPORTING** ..... **PAGE 30**

Aboriginal and Torres Strait Islander readers should be aware that this publication may contain images or names of people who have since passed away.



# FORWORD

BY DR HELEN SZOKE

Every day, around Australia, Oxfam staff and volunteers work to tackle poverty. And every day, we do so on land that has been home to the histories and cultures of Aboriginal and Torres Strait Islander peoples for more than 65,000 years.

Oxfam works around the world to tackle poverty, standing shoulder to shoulder with the most vulnerable people, putting our resources and expertise to work for communities building better lives for themselves and our children. And while Aboriginal and Torres Strait Islander Australians experience injustice, ill health and disempowerment in the shadow of this 'lucky country', we cannot be bystanders. We cannot let Aboriginal and Torres Strait Islander communities fight alone, walk this path alone, raise their voices alone.

As an organisation working tirelessly for social justice, for impact, for change, we have an obligation but also a remarkable opportunity to work with Aboriginal and Torres Strait Islander organisations and individuals. We can do this by connecting our relationships with politicians and our relationships with Aboriginal and Torres Strait Islander women. We can educate our current and future staff on the history of the country they work on every day. We can change how we use our resources to support Indigenous business. We can use our profile and our voice to give strength to activists, civil society and change-makers seeking an Australia that includes all of us.

We can acknowledge our shared history, good and bad, and from there look to a better future that builds on the best of us.

I am optimistic; in Oxfam's Reconciliation Action Plan I see our ambition to be a partner, to play a positive part. It is now up to every staff member, volunteer, Board member, partner, supporter and friend of Oxfam to hold ourselves accountable for achieving the ambitions set out in this plan. The journey of reconciliation will require all of us to work hard, to stay committed and focused, to acknowledge hard truths, but most importantly, to listen and learn.

**Dr Helen Szoke,**  
Chief Executive



# OUR VISION FOR RECONCILIATION

OXFAM AUSTRALIA BELIEVES THAT RECONCILIATION IS CRITICAL TO ACHIEVING A JUST WORLD WITHOUT POVERTY.

Our vision for reconciliation is a nation where all Australians acknowledge and affirm the special place and identity of Aboriginal and Torres Strait Islander Peoples as the First Australians. We see the dynamic and diverse nature of Aboriginal and Torres Strait Islander cultures and histories, and recognise our First Nations Peoples' deep connections with and custodianship of the land since time immemorial.

We want a future where the contributions made to our nation by Aboriginal and Torres Strait Islander Peoples, throughout history and today, are valued, and their resilience and strength is honoured. We envision a future where all Australians recognise the opportunity to learn from Aboriginal and Torres Strait Islander Peoples and the oldest surviving cultures on the planet.

Australians will know that we are truly reconciled when the past is no longer a barrier to us forming relationships of friendship and trust with one another. We must all play an active part in working towards this vision.

To achieve our vision, we will work in a respectful way with Aboriginal and Torres Strait Islander organisations and communities towards the realisation of their rights. We will support Aboriginal and Torres Strait Islander Peoples to achieve their potential, gain greater control over their own affairs, have their voice heard, and self-determine policy priorities relevant to their futures.

We will work towards our vision of a future where we have closed the health gap between Aboriginal and Torres Strait Islander Australians and other Australians, where all men and women lead long, healthy lives. In this reconciled future, Aboriginal and Torres Strait Islander children will have the capacity and opportunities to exercise choices about the way in which they lead meaningful, healthy lives, including ways to sustain their cultures.

We must stand together with Aboriginal and Torres Strait Islander peoples until proper restitution has been made for the suffering caused by the invasion of their lands, and the violence, dispossession and exclusion that followed without recompense. Past injustices — such as the hurt, pain and suffering caused to the Stolen Generations — continue to impact on the level of disadvantage faced by Aboriginal and Torres Strait Islander People today and must be acknowledged.

In our vision for reconciliation, Aboriginal and Torres Strait Islander Peoples' rights are realised and protected under Australian law, and every Australian has a responsibility to hold government, stakeholders and the public to account for realising positive change and social justice in Aboriginal and Torres Strait Islander Australia.



# OUR ORGANISATION

## OXFAM AUSTRALIA'S STORY

We are an independent, not-for-profit, secular, community-based international development agency, with more than 60 years of history in Australia. We are an affiliate of Oxfam International, a global confederation of 20 agencies working together to tackle poverty and injustice in more than 90 countries around the world. We tackle poverty by:

- Saving lives before, during, and after humanitarian crises;
- Working locally with people and communities to support their development and influence policies and practices that will reduce poverty and empower people to gain control over their lives;
- Influencing governments, institutions and businesses to develop and implement laws, policies and practices that help people rise out of poverty; and
- Promoting fair trade practices and supporting artisans and producers from developing communities through our fair brand and Oxfam Shops.

**We work in partnerships that empower marginalised people to control their own development, achieve equitable treatment, exercise their basic human rights, and have equal access to sustainable resources.**

**Just some of Oxfam's key activities, events and programs include:**

- **Close the Gap:** Oxfam Australia has been a proud and committed member of the Close the Gap campaign coalition for more than a decade, motivating hundreds of thousands of Australians to rally for health equality for Aboriginal and Torres Strait Islander Australians.
- **Oxfam Trailwalker:** Oxfam Trailwalker is an annual endurance and fundraising event staged in four Australian cities. Each year, thousands of participants raise millions of dollars by walking 100km together through bushlands, in teams of four.
- **Humanitarian responses:** Oxfam is responding to emergencies around the world, including Syria, Yemen, Nigeria, and the Pacific. With world-leading expertise in providing sanitation and clean water, Oxfam assists communities whenever disaster strikes.
- **Fair trade:** The Oxfam Shop network works with hundreds of artisans and producer partners — around the world and

in Australia — to bring ethically-sourced, Fair Trade goods to the Australian public. Oxfam's retail arm offers producer partners training and development opportunities and improved access to markets.

- **Community development:** We work collaboratively with communities to find sustainable solutions to poverty. For example, we've worked with a local partner in Vietnam to help pig farmers discover new income by generating bio-gas from pig waste. This innovative practice creates new revenue streams, reduces reliance on chopping wood and charcoal, and is low-cost.
- **Straight Talk:** This Oxfam-led event brings together Aboriginal and Torres Strait Islander women from around Australia with female politicians from all points on the political spectrum. By connecting these women, the event builds relationships and mutual trust. It also expands participants' understanding of political processes, teaching them how to make change happen.

## OUR PEOPLE

At the time of writing, Oxfam Australia (and its subsidiary company Oxfam Australia Trading, which is included in this RAP) has more than 400 employees working in 13 Oxfam Shops and seven Australian offices and workplaces, including five (1.2 %) employees who have identified as Aboriginal and Torres Strait Islander people. We currently work with 256 program partners globally and 143 producer partners. In the 2015–2016 financial year, our programs changed the lives of more than 2.5 million around the world.

Oxfam Australia is governed by a board of twelve members, who provide oversight and governance for the organisation. We also work with an Aboriginal and Torres Strait Islander Board Advisory Committee comprising a minimum of six members, who provide advice and guidance based on their experience and knowledge of current and emerging realities, directions and needs in Aboriginal and Torres Strait Islander Australia.



Our work is not possible without our supporters. We currently have supporter groups across Australia that meet to stage events, raise funds, support campaigns and promote our work. We also have seven active State Committees, and more than 3,000 volunteers who help our work happen. Our community also includes more than 600,000 active supporters who engage with us by donating funds, buying from Oxfam Shops, participating in events or pledging to support our campaigns.

## OXFAM AUSTRALIA'S VISION AND VALUES

Oxfam bases all of our work on human rights that are recognised and articulated in the world's declarations, treaties and covenants, and that aim to ensure peace and equality among people. We believe that a just world is one in which people can exercise their basic rights:

- The right to life and security;
- The right to a sustainable livelihood;
- The right to be heard;
- The right to an identity; and
- The right to essential services.

## WHAT WE ARE DOING TO ADDRESS RECONCILIATION

Oxfam Australia's Strategic Plan 2014–2019 states that we will support Aboriginal and Torres Strait Islander peoples to "strengthen their voice and achieve self-determination, eliminate injustice, hold governments to account, increase their participation in political and other decision-making processes, build public support to Close The Gap, and achieve Indigenous equality."

The Strategic Plan further states that: "By adopting a collaborative and consultative approach, and valuing the opportunity to learn from Aboriginal and Torres Strait Islander peoples, we can work to bring about sustained change in the lives of Aboriginal and Torres Strait Islander peoples. This will also inform our work with First Nations peoples in other countries".

### Our current goals to address reconciliation in Australia can be summarised as:

- Working to achieve health equality for all Australians, through our ongoing support and commitment to the Close the Gap campaign;
- Working to support and advocate for the rights of Aboriginal and Torres Strait Islander Peoples, and holding government and decision-makers to account for policies and practices affecting the lives of Aboriginal and Torres Strait Islander communities;
- Working with communities and individuals towards self-determination, and resilient and self-defined individual and collective identities; and
- Creating active participation in and support for reconciliation throughout the breadth of our organisation's staff and volunteers, through policies, processes and plans, as well as through our culture and leadership.

We believe that significant progress towards reconciliation can and must be achieved within a generation. However, we recognise the challenges to this progress, including lack of funding and insufficient genuine consultation and core involvement of Aboriginal and Torres Strait Islander communities, leaders and individuals in finding solutions and pathways forward. Sustained commitment over the long-term is required to achieve lasting justice and change, and we must continue to use our influence, resources and expertise to move governments, the private sector and the Australian public further along the journey of reconciliation.

## OUR PEOPLE WORKING FOR RECONCILIATION

We aim to embed our approach to reconciliation into every team and department of our organisation through this Reconciliation Action Plan. We also have dedicated teams working on key parts of our Aboriginal and Torres Strait Islander strategy, including:

- The Aboriginal and Torres Strait Islander Peoples' Program (ATSIPP);
- The Active Citizenship unit;
- The People and Culture team; and
- Oxfam Australia Trading.

**As a non-Indigenous organisation, Oxfam Australia is a strong, resourceful ally for reconciliation. Our strengths and resources include:**

1. Our international networks and experience;
2. Our independence from and ability to influence institutions, governments and decision-makers;
3. Our respectful long-term partnerships;
4. Our demonstrated advocacy, community organising, community development and campaigning skills; and
5. A team of knowledgeable and experienced Aboriginal and Torres Strait Islander and non-Indigenous staff.

However, we also recognise that we are not an Aboriginal and Torres Strait Islander organisation and that our greatest strength lies in our ability to support our Aboriginal and Torres Strait Islander partners and amplify their voices. It is not our prerogative to replace or speak on behalf of those voices.

As mentioned above, Oxfam Australia has an Aboriginal and Torres Strait Islander Reference Group, comprising Aboriginal and Torres Strait Islander leaders who provide advice, expertise and support to the organisation. The Reference Group was consulted as part of the creation of this document, and members of the group are included as key stakeholders for a number of the activities outlined in this plan.

Winnie Byanyima, Oxfam International Executive Director and Helen Szoke, Oxfam Australia Chief Executive with members of the Gindan Djalbu Dance Group. Photo: James Henry/OxfamAUS







# OUR RECONCILIATION ACTION PLAN (RAP) AND ITS JOURNEY

## TEN YEARS OF WORKING TOWARDS RECONCILIATION

In 2006, Oxfam Australia was invited to develop a Reconciliation Action Plan by Reconciliation Australia; we were one of the first organisations to be asked. The first plan, managed by Oxfam's Aboriginal and Torres Strait Islander Peoples' Program, ran from 2007 to 2009.

Following an evaluation and consultation throughout the organisation, the decision was made to move management of the RAP to the office of the Executive Director, to signal the central importance of the plan and the need for all teams to contribute. New plans were launched in 2011, 2013 and 2014, with each new plan being refreshed following a review and evaluation of our progress against the previous plan. Oxfam Australia's RAP ran from 2014 to 2016.

## ACHIEVEMENTS FROM OUR LAST RECONCILIATION ACTION PLAN (2014-2016)

Throughout the delivery of our most recent Reconciliation Action Plan, we achieved a number of significant milestones but acknowledge we still have a long way to go. Some highlights include:

- We established an Aboriginal Torres Strait Islander Employment Strategy, and increased the number of employees who identified as Aboriginal Torres Strait Islander peoples within the agency. For the first time, we also classified certain roles as Aboriginal and Torres Strait Islander identified positions.
- We continued to play a substantial role in the Close the Gap Coalition and campaign, with 2016 being the biggest year of the campaign.
- We celebrated at least fifteen cultural events internally and supported staff across the agency to participate in external events. Throughout the year we observed NAIDOC Week, National Close the Gap Day, National Reconciliation Week, and more.

- We joined Supply Nation and began to articulate our Indigenous procurement goals.
- We continued our history of strong programs managed by our Aboriginal and Torres Strait Islander Peoples' Program, including our flagship Straight Talk initiative, which has now engaged and empowered more than 600 Aboriginal and Torres Strait Islander women since 2009.
- We continued our commitment to cultural awareness training for our staff, with these experiences often noted as a highlight for new staff to the organisation.
- We've expanded and deepened our work on rights issues related to Aboriginal and Torres Strait Islander communities, including constitutional recognition, treaty and incarceration.

The RAP Working Group led all of this work with the support and engagement of the Aboriginal and Torres Strait Islander Peoples' Program and the wider organisation.

## THE NEXT STEP

Ten years after launching our first RAP, Oxfam Australia is now launching its fifth plan. For this current RAP, the Working Group conducted another thorough refresh and review including staff surveys which helped inform the articulation of some of the new commitments. We acknowledged that our previous RAPs had limitations in the indicators and measures of success and, for this new RAP, we have tried to make these targets more measurable and defined. We will also work hard over the course of the RAP to ensure we have a monitoring system in place so we can easily and robustly track and monitor our progress; not only to be able to report on that progress but, more importantly, to start to measure the impact of our activities.



Melbourne, Australia: Winnie Byanyima, Oxfam International Executive Director, attends a smoking ceremony at the Victorian Aboriginal Health Service (VAHS) in Fitzroy with Wurundjeri Elder, Bill Nicholson. Photo: Keith Parsons/OxfamAUS

# THIS RECONCILIATION ACTION PLAN

The following document articulates Oxfam Australia's commitment to pursuing reconciliation.

## Oxfam Australia commits to the following four focus areas:

- **Relationships:** Build meaningful relationships with Aboriginal and Torres Strait Islander people, based on respect and cross-cultural competence.
- **Respect:** Facilitate cross-cultural understanding, communication and competence; and create a safe, supportive working environment that is respectful of cultural diversity
- **Opportunities:** Support Aboriginal and Torres Strait Islander people in their quest for justice, improved health and wellbeing outcomes and control over their lives through genuine community engagement.

- **Monitoring:** Evaluate and report to ensure we are transparent and open about our activities, and constantly learn and improve as an organisation in relation to our reconciliation activities, including our own understanding and analysis of activities, achievements and shortcomings.

Anthea Spinks is Oxfam Australia's designated RAP Champion. In addition to being the Chair of the RAP Working Group, as Associate Director of Program Partnerships, Anthea also has oversight of the Aboriginal and Torres Strait Islander Peoples' Program and sits on Oxfam Australia's Senior Leadership Team.

## ACKNOWLEDGEMENT OF RAP WORKING GROUP AND OTHER CONTRIBUTORS

Our RAP has been developed by a group of hardworking and committed staff, who are all champions of reconciliation in the organisation and who will play a critical role in implementing and delivering on our actions and targets. We would like to acknowledge all current and past members of the Oxfam RAP Working Group, including (current members at time of endorsement):

- Anthea Spinks (Chair), Associate Director, Program Partnerships
- Sissy Austin, Senior Program Officer, Youth, ATSIPP
- Kevin Ayres, Facilities Coordinator
- Hazel Farrington, Buyer, Oxfam Australia Trading
- Alex Garay, Program Officer, ATSIPP
- Maddy Hay, Trailwalker Event Fundraising Support Officer
- Jez Hunghanfoo, Internal Communications Coordinator
- Steph Ianni, Event Fundraising Coordinator
- Cammi Marshall, Project Officer, Programs
- Ngarra Murray, National Programs Lead, ATSIPP
- Naomi Harvey, Program Officer, Public Policy and Advocacy
- Jessica Rowe, Contract Management Coordinator
- Shannon Tanner, Contract Management Team Manager
- Annie Wearne, Events and Community Fundraiser Coordinator
- Pam White, Associate Director, People and Culture

At the time of publication there are three Aboriginal and Torres Strait Islander people who are members of the RAP Working Group.

Our thanks also go to those who contributed to and provided assistance in the creation of this RAP, including the team at Reconciliation Australia who provided advice and guidance and Ian Rictor, for the amazing artwork on the cover.

Right: Straight Talk National Summit 2016 delegates at Parliament House Canberra.  
Photo: Jillian Mundy/OxfamAUS







# CASE STUDIES

## ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT STRATEGY

"As an organisation that wants to work with Aboriginal and Torres Strait Islander communities and organisations, and contribute to reconciliation in Australia, it's essential that we are also a welcoming and nurturing workplace for current and potential Aboriginal and Torres Strait Islander employees and volunteers. We're fortunate to have talented staff in our ATSIPP team (Aboriginal and Torres Strait Islander Peoples' Program), but we want to see diversity growing across our entire workforce. Developing and launching our Aboriginal and Torres Strait Islander Employment Strategy was a critical part of our previous RAP, and is an important first step in our journey towards becoming an employer of choice for Aboriginal and Torres Strait Islander candidates.

With a focus on creating a workplace culture that not only supports but attracts the brightest talent from across Australia, we not only want to see Aboriginal and Torres Strait Islander candidates applying for staff and volunteers roles at Oxfam, but staying with us for a long time, learning, growing and developing. And this includes our non-Indigenous staff and volunteers; we want to connect them to the histories and cultures of communities where they work, and encourage them to be part of the process of reconciliation in this country.

If Oxfam Australia can be a part of cultivating a new generation of Aboriginal and Torres Strait Islander leaders in our sector and beyond, then I'll be incredibly proud."

**Pam White**

Associate Director, People and Culture

## BUILDING AND ENVIRONMENTAL SERVICES TEAM

In managing the locations where our staff and volunteers work around Australia, it's important to us that we do what we can to contribute to reconciliation. From installing formal acknowledgement of the traditional lands and countries on which we work, to proudly displaying Aboriginal and Torres Strait Islander artworks in our offices, we are glad to celebrate the cultures and histories of our First Nations peoples. And in future,

we want to deepen and strengthen our relationships; our new procurement strategy calls on the organisation to investigate Aboriginal and Torres Strait Islander businesses as suppliers for the goods and services we need. We can't wait to start expanding our network of Indigenous suppliers, and show that partnerships can happen everywhere throughout the agency.

**Peter and Kevin,**

Building and Environmental Services Team

## CLOSE THE GAP

Aboriginal and Torres Strait Islander people can expect to live 10–17 years less than other Australians. Babies born to Aboriginal mothers die at more than twice the rate of other Australian babies, and Aboriginal and Torres Strait Islander people experience higher rates of preventable illness, such as heart disease, kidney disease and diabetes.

Together with more than 200,000 Australians, the Close the Gap Coalition — a grouping of Indigenous and non-Indigenous health and community organisations — is calling on governments to take real, measurable action to achieve Indigenous health equality by 2030.

In 2016, we celebrated the ten-year anniversary of the Close the Gap campaign. The fact that this campaign has endured for a decade is testament to the strength of public support for improving health outcomes for Aboriginal and Torres Strait Islander people. The campaign put Aboriginal and Torres Strait Islander health on the national agenda and has effectively kept it there for more than a decade.

Oxfam is a committed member of the Close the Gap Coalition, providing material support to the campaign as well as the key annual event, National Close the Gap Day. Professor Tom Calma AO, founding Chair of the Close the Gap Steering Committee, reflects on Oxfam's involvement with the Close the Gap campaign:

"Inequality in health and life expectancy between Aboriginal and Torres Strait Islander Australians and non-Indigenous Australians is a national shame. That our kids miss out on 10 to 17 years more time with parents and grandparents



is not an inevitable tragedy. We have the means and we have the resources to close the gap in health equality in our generation; now we need the commitment, the will and the collaboration to get us there.

Oxfam Australia has been a key supporter and generous contributor to the Close the Gap campaign since day one. For over a decade now, the campaign has raised awareness of Indigenous health inequality among Australians and motivated people to stand up and show their support. I've seen Oxfam provide expertise, resources, specialist staff and volunteers to work in close collaboration with Aboriginal and Torres Strait Islander peoples to build Close the Gap into a public campaign that's reached hundreds of thousands of Australians.

Having a non-Indigenous organisation like Oxfam work with Aboriginal and Torres Strait Islander communities is so important; it's about solidarity, partnership and respect. Oxfam sits down, listens and works with Indigenous organisations and communities, even when that means letting others take the lead. In fact, this community empowerment approach is a hallmark of Oxfam's business model.

The progress we've made on Indigenous health equality over the years has sometimes been challenged, sometimes been fraught, and sometimes seemed almost too hard. But Oxfam has never backed away from the hard work, and I hope we keep working together for many more years. I can say that without Oxfam's support, Close the Gap would not have achieved the gains that it has to date."

## CULTURAL AWARENESS TRAINING

"It's so important for people to understand the history that surrounds them every day, whether at home or at work. Oxfam's office stands on country that has been home to Aboriginal men and women for thousands of years, and Oxfam staff and volunteers should understand the heritage and cultures of these First Nations. I'm committed to connecting people to this history, and it's fantastic that Oxfam is literally walking the talk and showing its commitment to the Aboriginal community on its doorstep. I believe that the cultural training that we provide to Oxfam not only affirms their solidarity, but helps contribute to their work against poverty and inequality not just in Australia, but around the world."

**Rueben Berg,**  
RJHB Consulting





## STRAIGHT TALK

Straight Talk connects Aboriginal and Torres Strait Islander women with the political system and builds the capacity of women as change-makers. With a focus on practical tools and confidence, Straight Talk brings people together to share, learn and be effective in making a difference.

The program includes opportunities for building relationships between Aboriginal and Torres Strait Islander women and parliamentarians, sharing information and developing strategies for change in Aboriginal and Torres Strait Islander communities.

For the past seven years, the Straight Talk program has brought together more than 600 Aboriginal and Torres Strait Islander women from across the nation to Canberra and to regions throughout the country to learn about Australia's political system and form powerful networks with each other and with women of Federal and State Parliament. Straight Talk focuses on developing Aboriginal and Torres Strait Islander women's skills to make positive changes through political engagement, while also increasing engagement in public and political life.

Straight Talk National Summit participant Shelly Cable, reflected on her experience in a blog:

"Let me begin by confessing: last week, I had no interest in politics. Zilch ... To me, Parliament House was a place I couldn't relate to, where people I didn't know made decisions for everybody else.

That was until Straight Talk at least, which involved flying 80 Indigenous women to Ngannawal Country (Canberra), from literally every nook and cranny of Australia. Run by Oxfam Australia ... the program aimed to educate us all about Australia's political history and system.

'Parliament' was no longer a black box, and words like 'front bench', 'Minister' and 'electorate' no longer scared us. We knew what they meant, we knew how they worked, and finally we knew how to pull the levers.

And in that moment, it all clicked for me. All of a sudden, politics seemed like a natural progression from being an ambassador for a community."

## OXFAM AUSTRALIA TRADING BUYING TEAM

We're lucky to be able to work with some incredibly talented Aboriginal and Torres Strait Islander producers, and connect these producers with ethical Australian shoppers. Seeing the beautiful products from Aboriginal and Torres Strait Islander artists and business in Oxfam Shops around the country is satisfying — even better when products are selling out!

But our relationships go deeper than just stocking items from Aboriginal and Torres Strait Islander producers; we work hard to be real partners, and help grow our mutual businesses. Working with producers from product design to marketing to sales, we want to be side-by-side and helping grow our market with initiatives like BWA, a cross-cultural and economic exchange between Aboriginal Australian artists and traditional artisans in Kashmir. They work with Aboriginal and Torres Strait Islander artists on designs, which are then interpreted onto products by artisans in India. We've been working with BWA since 2004, featuring them in our catalogues, expanding the range we stock due to their popularity, and working with them to develop new products.

For Oxfam Shops, it just makes sense of us to work with some of the country's leading Aboriginal and Torres Strait Islander enterprises. Our relationships with Aboriginal and Torres Strait producers bring real value to our retail network — it's a natural extension of Oxfam Australia's commitment to partnership and solidarity with First Nation peoples.

**Robin and Karen,**  
Buyers, Oxfam Australia Trading

Banok Rind was a Close the Gap spokesperson in 2017. As a nursing student she knows only too well the health impacts on her community. As part of her engagement with Oxfam and Close the Gap, she “took over” the Oxfam Twitter account for the day! Photo: Carla Gottgens/OxfamAUS



# RELATIONSHIPS

Oxfam's relationships with Aboriginal and Torres Strait Islander individuals, communities and organisations are essential to our work. As a globally-focused organisation with deep roots in Australia, it is critical that we tackle poverty and injustice in our own communities as well as internationally.

Central to this aim are our relationships with Aboriginal and Torres Strait Islander Australians, who are members of our workforce, trusted advisors, generous donors, suppliers of goods and services, allies in our advocacy and campaigns, and partners in our programs.

As a non-Indigenous organisation, not only do we benefit from Aboriginal and Torres Strait Islander experiences, voices and

perspectives, we have an opportunity and obligation to facilitate and strengthen connections and dialogue between Aboriginal and Torres Strait Islander Australians and non-Indigenous Australians, and advance reconciliation.

Focus area: Build meaningful relationships with Aboriginal and Torres Strait Islander people based on respect and cross-cultural competence.

ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
1.1.1 Work closely with the Aboriginal and Torres Strait Islander Reference Group to develop strategic directions for our domestic programs	<ul style="list-style-type: none"> <li>Convene the Board Advisory Committee at least twice a year and once face-to-face.</li> <li>Invite the Board Advisory Committee to attend partner and program-related events where appropriate.</li> <li>Invite Board Advisory Committee to contribute to working groups and attend face-to-face meetings where relevant.</li> <li>Ask Board Advisory Committee to provide specific feedback or advice as needed to support the delivery of Oxfam Australia's RAP.</li> <li>Provide quarterly progress reports about significant achievements and challenges within Oxfam's work with Aboriginal and Torres Strait Islander people and communities.</li> </ul>	<ul style="list-style-type: none"> <li>July and November 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2018, 2019, 2020</li> <li>At July meeting 2017, 2018, 2019 and ad hoc</li> <li>January, April, June and October 2018, 2019, 2020</li> </ul>	Primary: CE  Supporting: ATSIPP Manager

Continues on next page



ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
1.1.2 Continue to expand the network of staff working on reconciliation within Oxfam Australia and ensure that our plan is disseminated throughout the organisation to raise awareness of our RAP commitments.	<ul style="list-style-type: none"> <li>• Include the RAP in Oxfam Australia's induction and all other relevant training events.</li> <li>• Hold annual information sessions for all staff and volunteers explaining the RAP and our current progress to deliver, ensuring copies of the current RAP are available.</li> <li>• Hold a multistate launch of the endorsed 2017–2020 RAP.</li> <li>• Provide all staff with a version of the new RAP and make hard copies available in all offices, Oxfam stores and warehouses.</li> <li>• The Senior Leadership Team (SLT) will ensure that their employees have demonstrable accountability to deliver RAP commitments within their performance plans.</li> <li>• Develop and implement a plan to promote awareness of Oxfam Australia's RAP internally and externally.</li> </ul>	<ul style="list-style-type: none"> <li>• Report August 2017, 2018, 2019</li> <li>• April 2018, 2019, 2020</li> <li>• August 2017</li> <li>• August 2017</li> <li>• April 2018, 2019, 2020</li> <li>• March 2018, 2019 and 2020</li> </ul>	<p>Primary: Chief Operating Officer (COO)</p> <p>Supporting: RAP Chair</p>
1.1.3 The RAP Working Group (RAP WG) actively monitors the development and implementation of the RAP.	<ul style="list-style-type: none"> <li>• Review the RAP WG terms of reference.</li> <li>• Oversee the development, endorsement and launch of the RAP.</li> <li>• Ensure the next iteration of the RAP builds on learnings from this RAP.</li> <li>• Appoint an internal RAP Champion from the SLT.</li> <li>• Ensure that there are Aboriginal and Torres Strait Islander people on the RAP WG, including at least one representative from ATSIPP.</li> <li>• The RAP WG to meet at least four times per year to monitor and report on RAP implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• July 2017</li> <li>• July 2017</li> <li>• January 2020</li> <li>• July 2017</li> <li>• Report August, 2017, 2018, 2019</li> <li>• January, April, June and October 2018, 2019, 2020</li> </ul>	RAP Working Group Chair
1.1.4 Incorporate reconciliation initiatives into strategic and operational plans where relevant to ensure Aboriginal and Torres Strait Islander matters are considered in all our plans.	<ul style="list-style-type: none"> <li>• Directors to consider, develop and include relevant reconciliation initiatives into work plans for their sections annually.</li> <li>• Review and update policies and procedures for compatibility with RAP.</li> </ul>	<ul style="list-style-type: none"> <li>• February 2018, 2019, 2020</li> <li>• June 2018</li> </ul>	COO
1.1.5 Create stronger links between our plan and agency governance to strengthen Aboriginal and Torres Strait Islander discussion in our governance decisions.	<ul style="list-style-type: none"> <li>• The Board will review annually the RAP report.</li> <li>• Ensure there are appropriate linkages and oversight between the OAU Board and the Board Advisory Committee.</li> <li>• Maintain a targeted board position for an Aboriginal or Torres Strait Islander board member as per current status.</li> <li>• Ensure board members are invited to participate in workshops and reconciliation events.</li> </ul>	<ul style="list-style-type: none"> <li>• August 2017, 2018, 2019</li> <li>• Report August 2017, 2018 and 2019</li> <li>• Report August 2017, 2018 and 2019</li> <li>• Report August 2017, 2018, 2019</li> </ul>	Chief Executive (CE)

Continues on next page



ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
1.1.6 Engage staff, volunteers and Oxfam groups to ensure that all staff are practising the values of the RAP.	<ul style="list-style-type: none"> <li>Develop a list of activities for staff and supporters to participate in to demonstrate their commitment to reconciliation (to be developed and promoted each year in the lead up to National Reconciliation Week)(NRW).</li> <li>Advise managers to support all employees to actively participate in reconciliation activities.</li> <li>Send RAP document to all Oxfam Groups for discussion at their meetings, and involve them in activities and events.</li> <li>Managers will work with teams to develop a statement of commitment to support staff in living out the values of the RAP.</li> </ul>	<ul style="list-style-type: none"> <li>April 2018, 2019, 2020</li> <li>April 2018, 2019, 2020</li> <li>August 2017</li> <li>September 2017</li> </ul>	Primary: RAP WG Chair  Supporting: SLT and Internal Communications Coordinator (ICC)  SLT
1.1.7 Utilise events and significant Aboriginal and Torres Strait Islander dates (such as National Reconciliation Week) to build relationships and understanding between staff and Aboriginal and Torres Strait Islander communities.	<ul style="list-style-type: none"> <li>Engage with Aboriginal Torres Strait Islander communities to celebrate and acknowledge at least four events of significance every 12 months. Existing events include Close the Gap Day, National Reconciliation Week, National Sorry Day and Mabo Day.</li> <li>Organise two NRW events each year</li> <li>Ensure our RAP Working Group participates in a minimum of two external NRW events each year.</li> <li>All members of the RAP WG to attend each event, unless unable to do so.</li> <li>Register NRW events via Reconciliation Australia's NRW website.</li> <li>Ensure there are no barriers to staff participating in these events and that managers support staff to attend.</li> <li>Encourage staff and senior leaders to participate in external events to recognise and celebrate NRW.</li> <li>Include at least two events per year with external members of the Aboriginal and Torres Strait Islander community to connect and share experiences with staff and volunteers.</li> <li>Measure participation and gather feedback on events held and lessons learnt.</li> </ul>	<ul style="list-style-type: none"> <li>Calendar of key events agreed by February 2018, 2019, 2020</li> <li>May 2018, 2019, 2020</li> <li>May 2018, 2019, 2020</li> <li>May 2018, 2019, 2020</li> <li>May 2018, 2019, 2020</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> </ul>	RAP WG Chair
1.1.8 Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and organisations to support positive outcomes.	<ul style="list-style-type: none"> <li>Ensure continuous review of engagement plans with our current Aboriginal and Torres Strait Islander stakeholders and partners, including looking at guiding principles for ongoing and future engagement.</li> <li>Ensure these principles are applied across all areas of the agency.</li> <li>Commit to establishing at least three formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities.</li> </ul>	<ul style="list-style-type: none"> <li>February 2018, 2019, 2020 as part of annual planning</li> <li>Report August 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> </ul>	ATSIPP Manager



Above: Participants walking during the 2016 Close The Gap Oxfam Larapinta Challenge; a trek following the Larapinta Trail that raises awareness and funds for Oxfam's work with Aboriginal and Torres Strait Islander Peoples. Photo: Kate Bensen/OxfamAUS.

# RESPECT

Oxfam recognises the powerful and unique role of Aboriginal and Torres Strait Islander Australians as the First Peoples of our nation, and we value the tens of thousands of years of Aboriginal and Torres Strait Islander histories and cultures that continue to this day. Aboriginal and Torres Strait Islander communities and organisations offer insight and connection to our country and history that commands respect, and also offer direction and solutions for our collective future.

Oxfam's work within Australia and internationally is fundamentally driven by empowering communities and protecting their rights. It is essential that we first practice this cultural respect and understanding within our own community,

and position ourselves as supportive allies to Aboriginal and Torres Strait Islander women, men and children.

Focus area: Facilitate cross-cultural understanding, communication and competence.

ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
2.1.1 Optimise internal induction processes to prioritise cultural awareness and understanding	<ul style="list-style-type: none"> <li>Update the induction process for employees, volunteers and board members to ensure it includes:               <ul style="list-style-type: none"> <li>— An overview of our Aboriginal and Torres Strait Islander programs;</li> <li>— Cultural protocols training; and</li> <li>— Presentation and copy of our RAP.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>August 2017</li> </ul>	AD People and Culture
	<ul style="list-style-type: none"> <li>Annually review and update our induction process to ensure alignment with RAP objectives.</li> </ul>	<ul style="list-style-type: none"> <li>December 2018, 2019</li> </ul>	

Continues on next page



ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
2.1.2 Increase our understanding of Aboriginal and Torres Strait Islander peoples, cultures, histories and world views to help promote cross-cultural understanding.	<ul style="list-style-type: none"> <li>Continue to implement and review the cultural awareness training and strategy for our staff which defines continuous cultural learning needs of employees.</li> </ul>	<ul style="list-style-type: none"> <li>Report August 2017, 2018, 2019</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure all Australian-based staff complete cultural awareness training including:               <ul style="list-style-type: none"> <li>100% or 411 staff to undertake face to face cultural learning activities and for that to occur within six months for new employees and across the life of the RAP for existing employees</li> <li>100% or 411 to undertake cultural immersion learning activities and for that to occur within 12 months for new employees and across the life of the RAP for existing employees</li> <li>100% of SLT members to undertake cultural learning activities within the first year of RAP if not already completed</li> <li>100% of RAP WG members undertake cultural learning activities within the first year of the RAP if not already completed</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Report August 2017, 2018, 2019</li> </ul>	
	<ul style="list-style-type: none"> <li>Provide all employees with access to annual refresher training.</li> </ul>	<ul style="list-style-type: none"> <li>Report August 2017, 2018, 2019</li> </ul>	
	<ul style="list-style-type: none"> <li>Deliver a minimum of five cultural awareness training sessions annually.</li> </ul>	<ul style="list-style-type: none"> <li>Report August 2017, 2018, 2019</li> </ul>	
	<ul style="list-style-type: none"> <li>Deliver at least two cultural understanding sessions annually.</li> </ul>	<ul style="list-style-type: none"> <li>Report August 2017, 2018, 2019</li> </ul>	
	<ul style="list-style-type: none"> <li>Promote the use of Reconciliation Australia's Share our Pride online tool for staff.</li> </ul>	<ul style="list-style-type: none"> <li>Report August 2017, 2018, 2019</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure cultural awareness training is accessible to all agency sites.</li> </ul>	<ul style="list-style-type: none"> <li>Report August 2017, 2018, 2019</li> </ul>	
	<ul style="list-style-type: none"> <li>Review cultural awareness training annually, with the involvement of Aboriginal and Torres Strait Islander people.</li> </ul>	<ul style="list-style-type: none"> <li>Report August 2017, 2018, 2019</li> </ul>	
	<ul style="list-style-type: none"> <li>Identify where work-specific information sessions or briefings are required regarding Aboriginal and Torres Strait Islander engagement, and ensure 80% delivery for the life of the RAP.</li> </ul>	<ul style="list-style-type: none"> <li>Report August 2017, 2018, 2019</li> </ul>	
	<ul style="list-style-type: none"> <li>Review performance plans to look to embed a cultural awareness Key Performance Indicator in future plans.</li> </ul>	<ul style="list-style-type: none"> <li>January 2018</li> </ul>	

Continues on next page



ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
<p>2.1.3 Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions.</p>	<ul style="list-style-type: none"> <li>• Ensure a Welcome to Country or Acknowledgment of Country is conducted for all local events.</li> <li>• Embed Aboriginal and Torres Strait Islander cultural protocols within a protocol document relevant to each State, Territory or specific local community, and ensure that it is accessible to staff and volunteers.</li> <li>• Engage with local leaders and Elders to seek advice about the cultural sensitivity and appropriateness of public activities and events.</li> <li>• Maintain and review a list of key contacts for organising Welcome to Country.</li> <li>• Invite local Traditional Owner to provide a Welcome to Country for all large public events, such as community forums and at least five events per year.</li> <li>• Seek permission from the appropriate people to deliver events and to use Aboriginal and Torres Strait Islander stories, photos and spaces.</li> <li>• Staff and Senior Leadership Team to provide Acknowledgement of Country at all other events.</li> <li>• Ensure public messaging is reviewed and approved by the ATSIPP Team.</li> <li>• Explore and begin to implement specific integration of cultural protocols into the Oxfam Trailwalker events, including but not limited to looking at identifying significant locations or landmarks along the event route.</li> <li>• Ensure the already created Acknowledgement of Country plaques continue to be displayed at all Australian office locations.</li> </ul>	<ul style="list-style-type: none"> <li>• Report August 2017, 2018, 2019</li> <li>• January 2018</li> <li>• Report August 2017, 2018, 2019</li> <li>• Report August 2017, 2018, 2019</li> <li>• Report August 2017, 2018, 2019</li> <li>• Report August 2017, 2018, 2019</li> <li>• Report August 2017, 2018, 2019</li> <li>• June 2018</li> <li>• Report August 2017, 2018, 2019</li> </ul>	<p>Primary: DPE</p> <p>Supporting: RAP WG Chair and SLT</p>
<p>2.1.4 Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week.</p>	<ul style="list-style-type: none"> <li>• Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</li> <li>• Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in community NAIDOC Week events.</li> <li>• Support all staff to participate in NAIDOC Week events in the local community.</li> <li>• In consultation with Aboriginal and Torres Strait Islander peoples, hold an internal or public NAIDOC Week event.</li> </ul>	<ul style="list-style-type: none"> <li>• August 2017</li> <li>• Report August 2017, 2018, 2019</li> <li>• Report August 2017, 2018, 2019</li> <li>• Report August 2017, 2018, 2019</li> </ul>	<p>Primary: AD People and Culture</p> <p>Supporting: RAP WG Chair</p>

Continues on next page



## 2.2. FOCUS AREA: CREATING A SAFE AND SUPPORTIVE WORKING ENVIRONMENT WHICH IS RESPECTFUL OF CULTURAL DIVERSITY

ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
2.2.1 Foster a culturally aware and inclusive workplace.	<ul style="list-style-type: none"><li>• Ensure all employee feedback mechanisms include reflection on workplace culture (with reference to the Employment Strategy) and the data is used to refine procedures and protocols.</li><li>• Promote inclusive and culturally aware workplace strategies and expectations for all levels of management.</li><li>• Link overall workplace culture initiatives (such as Wellbeing in Mind) to cultural awareness.</li></ul>	<ul style="list-style-type: none"><li>• February 2018</li><li>• Report August 2018, 2019</li><li>• Report August 2018, 2019</li></ul>	AD People and Culture

## OPPORTUNITIES

Strengthening and deepening the opportunities available at Oxfam to Aboriginal and Torres Strait Islander individuals and organisations is of profound mutual benefit. Oxfam can only be strengthened by increasing its diversity and incorporating the material contributions to be made by current and future Aboriginal and Torres Strait Islander staff and volunteers, suppliers and partners, and all who wish to work with us.

In creating practical and tangible opportunities, Oxfam not only demonstrates our commitment to reconciliation and our principles, but also takes advantage of the talent, ingenuity, entrepreneurship and unique value to be found in Aboriginal and Torres Strait Islander business, partners, applicants and supporters. Through our demonstrated partnerships, we can show leadership in our community and inspire others to create further opportunities.

Focus area: Support Aboriginal and Torres Strait Islander People in their quest for justice, improved health and wellbeing outcomes and control over their lives through genuine community engagement.



ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
<p>3.1.1 Aboriginal and Torres Strait Islander Peoples' Program and Advocacy contribution will support Aboriginal and Torres Strait Islander people in their quest for justice, improved health and wellbeing outcomes and control over their lives through genuine community engagement.</p>	<ul style="list-style-type: none"> <li>Continue membership of and working with the Close the Gap Campaign Steering Committee and the Change the Record Coalition.</li> <li>Continue to contribute to policy papers and an annual shadow report and other campaign policy opportunities as requested.</li> <li>Organise advocacy events with the Close the Gap Steering Committee as per the Coalition strategy and work plan.</li> <li>Continue to provide appropriate support and actively participate in the Constitutional Recognition campaign based on the campaign needs and requests over the period of this RAP.</li> <li>Continue to provide both technical and financial resources to support key ATSIPP partners in the areas of gender and governance, youth, health and well-being by increasing support to monitoring, evaluation and learning. Connect Straight Talk alumni and provide small financial grants to key partners.</li> <li>Respond to emerging Aboriginal and Torres Strait Islander rights issues, such as parliamentary submissions, with a minimum of three submissions or media briefs and one substantive policy report per year.</li> <li>Support communities and partners on local advocacy issues in collaboration with the Aboriginal and Torres Strait Islander Peoples' Program team by supporting local media access, using case studies in Oxfam policy papers, supporting access to local decision-makers and other methods appropriate to the issue and community.</li> <li>Raise awareness within parliament about Aboriginal and Torres Strait Islander Peoples' incarceration rates through submissions, briefings to parliamentarians and other engagement opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Report August 2017, 2018, 2019</li> <li>January to March 2018, 2019 2020</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> </ul>	<p>Campaigns Manager ATSIPP Manager</p>
<p>3.1.2 Ensure Aboriginal and Torres Strait Islander voices are heard internally and externally.</p>	<ul style="list-style-type: none"> <li>Support Aboriginal and Torres Strait Islander women to strengthen their skills to bring about change through Oxfam's Straight Talk program.</li> <li>Support Aboriginal and Torres Strait Islander individuals and organisations to raise their concerns directly with politicians, and gain the skills to maintain active and effective advocacy within their communities, through our Straight Talk events and programs.</li> <li>Support Aboriginal and Torres Strait Islander young people to increase their capability to create change and play an active role in their communities, through our ATSIPP initiatives.</li> <li>Increase social media representation of Aboriginal and Torres Strait Islander voices through actively supporting our partners and Straight Talk alumni on Oxfam social media platforms.</li> </ul>	<ul style="list-style-type: none"> <li>September 2017, November 2018</li> <li>Report August 2017 2018, 2019</li> <li>Report August 2017 2018, 2019</li> <li>Report August 2017 2018, 2019</li> </ul>	<p>Primary: ATSIPP Manager Supporting: AD Public Affairs</p>

Continues on next page



ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
3.1.3 Continue to prioritise our involvement in the Close the Gap campaign to help raise awareness of the issues outlined in the Campaign.	<ul style="list-style-type: none"> <li>Continue our technical and resourcing support of the Close the Gap Steering Committee.</li> <li>Boost community support for the Close the Gap campaign by raising public awareness about Aboriginal and Torres Strait Islander Peoples' rights and engaging the public in dialogue and actions to uphold those rights, such as events and online petitions. Measure the increased support by monitoring the number of engagements, events and sustained campaign activity throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>March 2018, 2019, 2020</li> <li>March 2018, 2019, 2020</li> </ul>	Campaigns Manager
3.1.4 Continue to develop communication materials, tools and events to engage the general public about successes in relation to Aboriginal and Torres Strait Islander issues.	<ul style="list-style-type: none"> <li>Ensure our Aboriginal and Torres Strait Islander Peoples' Programs are featured in at least one edition of <i>Voices</i> (magazine for Oxfam supporters) every year.</li> <li>Develop and promote relevant online content at key moments throughout the year, such as Close the Gap Day and Straight Talk.</li> <li>Secure positive and inspiring stories from Aboriginal and Torres Strait Islander people, and engage media as appropriate.</li> <li>Undertake regular media monitoring of Aboriginal and Torres Strait Islander issues and provide media resources (including social media content) to support our Aboriginal and Torres Strait Islander Rights Advocacy Team.</li> <li>Intentionally engage in positive media portrayal of Aboriginal and Torres Strait Islander Peoples to counteract negative media portrayal. Create opportunities for Aboriginal and Torres Strait Islander voices to be heard in media reports and public engagement opportunities — amplify the voices and perspectives of our partners and Straight Talk alumni.</li> <li>Support staff to engage positively and with confidence in public discussion of issues affecting Aboriginal and Torres Strait Islander Australians by providing materials about Oxfam programs as well as regular staff briefings, updates and talking points on topical issues.</li> <li>Maximise the influence of OAU board to advance issues of importance to Aboriginal and Torres Strait Islander Australians at strategic events and opportunities by ensuring board members have relevant and up-to-date briefings and talking points for key issues on which Oxfam is advocating.</li> <li>Develop materials to explain and promote our Aboriginal and Torres Strait Islander programming for the international Oxfam Confederation.</li> </ul>	<ul style="list-style-type: none"> <li>Report August 2017 2018, 2019</li> <li>Report August 2017 2018, 2019</li> <li>Report August 2017 2018, 2019</li> <li>Report August 2017 2018, 2019</li> <li>Report August 2017 2018, 2019</li> <li>Report August 2017 2018, 2019</li> <li>February 2018</li> </ul>	Primary: DPE Support: ATSIPP Manager

Continues on next page



ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
3.1.5 Strengthen the participation of Aboriginal and Torres Strait Islander People in our work with a focus on recruitment and retention.	<ul style="list-style-type: none"><li>• Implement our Aboriginal and Torres Strait Islander Employment Strategy</li><li>• Ensure a RAP WG member participates in the review and development of Aboriginal and Torres Strait Islander Employment Strategy</li><li>• Implement the Aboriginal and Torres Strait Islander Employment Strategy, with the following focus areas:<ul style="list-style-type: none"><li>— Build and maintain an environment that acknowledges respects and supports cultural differences, for example through our Enterprise Agreement, and other employment policy and procedures such as cultural leave and flexibility arrangements amongst others</li><li>— Create and support opportunities and pathways, including at least 2 internship programs and graduate entry opportunities</li><li>— Drive towards the current target of 4% of total employees at any given time, for Aboriginal and Torres Strait Islander employment with the view to increasing the number of Aboriginal and Torres Strait Islander Identifiable roles over the course of the RAP</li><li>— Continue to include the following statement in all job vacancies: 'Aboriginal and Torres Strait Islander people are encouraged to apply'</li><li>— In consultation with Aboriginal and Torres Strait Islander Staff undertake the development of a specific retention and talent management strategy that also looks at professional development</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Report August 2017 2018, 2019</li><li>• Report August 2017 2018, 2019</li><li>• Report August 2017 2018, 2019</li></ul>	AD People and Culture

Continues on next page



ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
3.1.6 Create more opportunities for Aboriginal and Torres Strait Islander contractors and businesses.	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	<ul style="list-style-type: none"> <li>July 2018</li> </ul>	COO
	<ul style="list-style-type: none"> <li>Develop commercial relationships with a minimum of five Aboriginal and/or Torres Strait Islander businesses or contractors (not including Oxfam Trading producers and artisans).</li> </ul>	<ul style="list-style-type: none"> <li>July 2018</li> </ul>	
	<ul style="list-style-type: none"> <li>Retain membership of Supply Nation and actively seek to procure suppliers from them.</li> </ul>	<ul style="list-style-type: none"> <li>Report August 2017, 2018, 2019</li> </ul>	
	<ul style="list-style-type: none"> <li>Through our Building and Environmental Services team, engage 'Indigenous Services', who are an accredited supplier to Supply Nation, to review and where possible integrate the following services into the agency's procurement of suppliers :               <ul style="list-style-type: none"> <li>Pest control</li> <li>Waste management</li> <li>Hygiene services</li> <li>Consumables (including hand soap)</li> <li>Emergency lighting and firefighting maintenance</li> <li>Office supplies (all stationary and furniture)</li> <li>Secure data removal from all PCs and hardware destruction</li> <li>Maintenance: carpentry, electrical, mechanical and handyman services</li> <li>Security</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>July 2018</li> </ul>	
	<ul style="list-style-type: none"> <li>Review and update procurement processes to increase support for Aboriginal and Torres Strait Islander contractors and businesses, including reviewing set expenditure targets for the use of Aboriginal and Torres Strait Islander contractors and businesses.</li> </ul>	<ul style="list-style-type: none"> <li>July 2018</li> </ul>	
	<ul style="list-style-type: none"> <li>Review the feasibility of our ethical screening on procurement (tenders) on suppliers to include consideration of those with RAPs.</li> </ul>	<ul style="list-style-type: none"> <li>July 2018</li> </ul>	

Continues on next page



ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
3.1.7 Develop relationships and find new opportunities to work with Aboriginal and Torres Strait Islander producers and artists to help develop more producers grow their businesses.	<ul style="list-style-type: none"> <li>Determine the target and increase the number of producers we are working with accordingly (currently four excluding artists responsible for calendars and cards).</li> <li>Collaborate with Aboriginal and Torres Strait Islander artists and producers for the development of a product range.</li> <li>Include at least one of our Aboriginal and Torres Strait Islander producers or products in every catalogue.</li> <li>Ensure there are at least two Aboriginal and Torres Strait Islander producers featured via the online shop every 12 months.</li> <li>Support Aboriginal and Torres Strait Islander producer partners through the implementation of our revised contracts and royalties program.</li> <li>Feature at least one display in Oxfam Shop outlet windows that celebrates these products, and align with key event dates (such as National Reconciliation Week and Close The Gap Day).</li> <li>Review and determine how to increase the use of Aboriginal and Torres Strait Islander artwork submissions in new products, such as cards, calendars, gift wrap and diaries.</li> <li>Ensure representation of Aboriginal and Torres Strait Islander artists or producers are on the panel responsible for selecting artworks used in products.</li> <li>Ensure we are working with at least one developing Aboriginal or Torres Strait Islander producer — for example, those classified as 'First Step'.</li> </ul>	<ul style="list-style-type: none"> <li>March 2018</li> <li>March 2018</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> <li>Report August 2017, 2018, 2019</li> </ul>	GM Trading
3.1.8 Explore the establishment of an Aid and Development Reconciliation Industry Network Group (RING)	<ul style="list-style-type: none"> <li>Collaborate with Reconciliation Australia to establish a RING</li> <li>Undertake consultation and discussion with aid and development stakeholders with a view to formalising a RING for our sector.</li> </ul>	<ul style="list-style-type: none"> <li>December 2018</li> <li>December 2018</li> </ul>	RAP Chair

# TRACKING PROGRESS AND REPORTING

4.1 Focus area: Evaluation and reporting — to ensure we are transparent and open about our activities and constantly learn and improve as an organisation in relation to our reconciliation activities, including our own understanding and analysis of activities, achievements and shortcomings.

ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
4.1.1 Actively supervise progress of our RAP and provide feedback, on achievements, challenges and learnings to Reconciliation Australia.	<ul style="list-style-type: none"> <li>Submit a completed RAP Impact Measurement Questionnaire to Reconciliation Australia once every 12 months.</li> <li>Investigate participation in the RAP Barometer.</li> <li>Develop a clear monitoring framework and data sources for monitoring of actions and achievement against the RAP plan.</li> </ul>	<ul style="list-style-type: none"> <li>September 2017, 2018, 2019, 2020</li> <li>February 2018, 2020</li> <li>February 2018</li> </ul>	RAP Chair
4.1.2 Publicly celebrate and share our RAP and report on achievements, challenges and learnings, internally and externally.	<ul style="list-style-type: none"> <li>Ensure RAP launch includes a Welcome to Country; a speech by the Chief Executive; recognition of key Aboriginal and Torres Strait Islander initiatives and programs; and an invitation for all Australian offices to participate.</li> <li>Publish our RAP on the intranet and our website to make it widely accessible and available, with hard copies also printed for all state offices and shops.</li> <li>Produce summary version/promotional materials.</li> <li>Monitor progress at quarterly meeting of the Senior Leadership Team (SLT) and submit a formal mid-term progress report to the SLT.</li> <li>Report on progress to the Aboriginal and Torres Strait Islander Reference Group and Board annually.</li> <li>Report key achievements in the Oxfam Australia Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>August 2017</li> <li>August 2017</li> <li>September 2017</li> <li>August 2018</li> <li>Report August 2018, 2019</li> <li>August 2018, 2019</li> </ul>	RAP Chair

Continues on next page



ACTION	MEASURABLE TARGET	TIMEFRAMES	RESPONSIBILITY
4.1.3 Allocate internal resources for management of our RAP.	<ul style="list-style-type: none"><li>Secure commitment from the SLT to support ongoing management of RAP by freeing up workload and resourcing constraints when necessary and appropriate, and by using the organisational business and planning cycles to ensure that RAP activities are supported.</li><li>Secure commitment from the COO to include appropriate resourcing for cultural awareness training and support for our plan (within agreed budget parameters).</li><li>Ensure RAP Working Group membership is reflected in the performance plans of relevant staff and they are actively supported to carry out their roles.</li></ul>	<ul style="list-style-type: none"><li>August 2017</li><li>January 2018, 2019, 2020</li><li>April 2018, 2019, 2020</li></ul>	COO
4.1.4 Review, refresh and update the RAP.	<ul style="list-style-type: none"><li>Undertake staff survey regarding engagement with, understanding of, and suggestions for the RAP.</li><li>Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements, including potential integration of Elevate RAP minimum requirements in an effort to increase investment in reconciliation.</li><li>Send a draft of the next RAP to Reconciliation Australia for formal feedback and endorsement.</li></ul>	<ul style="list-style-type: none"><li>November 2017, 2018 2019</li><li>September 2019</li><li>January 2020</li></ul>	RAP Chair

**Explanation of those responsible:**

**CE:** Chief Executive

**COO:** Chief Operating Officer

**DPE:** Director of Public Engagement

**DP:** Director of Programs

**GM Trading:** General Manager Trading

**AD P&C:** Associate Director of People and Culture

**Manager ATSIP Program:** Manager of the Aboriginal and Torres Strait Islander Peoples' Program

**D&C Communications Manager:** Digital and Corporate Communications Manager, Aboriginal and Torres Strait Islander Rights Advocacy, Lead Active Citizenship Manager (Public Engagement Section)

**Management Team:** All Directors and Chief Executive

**Senior Leadership Team:** All Directors, Associate Directors and Chief Executive

**Board:** Board of Oxfam Australia

**Contact Details:**

Anthea Spinks, Associate Director,  
Program Partnerships, RAP Chair

antheas@oxfam.org.au  
0398299491

**Cover artwork:**

*"Miramiratjara"*

© Ian Rictor/Licensed by Viscopy, 2017

Ian has depicted country in the north of traditional Spinifex lands. The significant sites of Miramiratjara and Kamanti, both of which consists of two rock holes and holds the Wati Kutjara Tjukurpa (Two men Creation Line). This is country that Ian has intimate knowledge of, as he was still a young man living a traditional nomadic life in the sandhill country when he and his family 'walked in' in 1986. Ian has authority and birth lineage to this country.