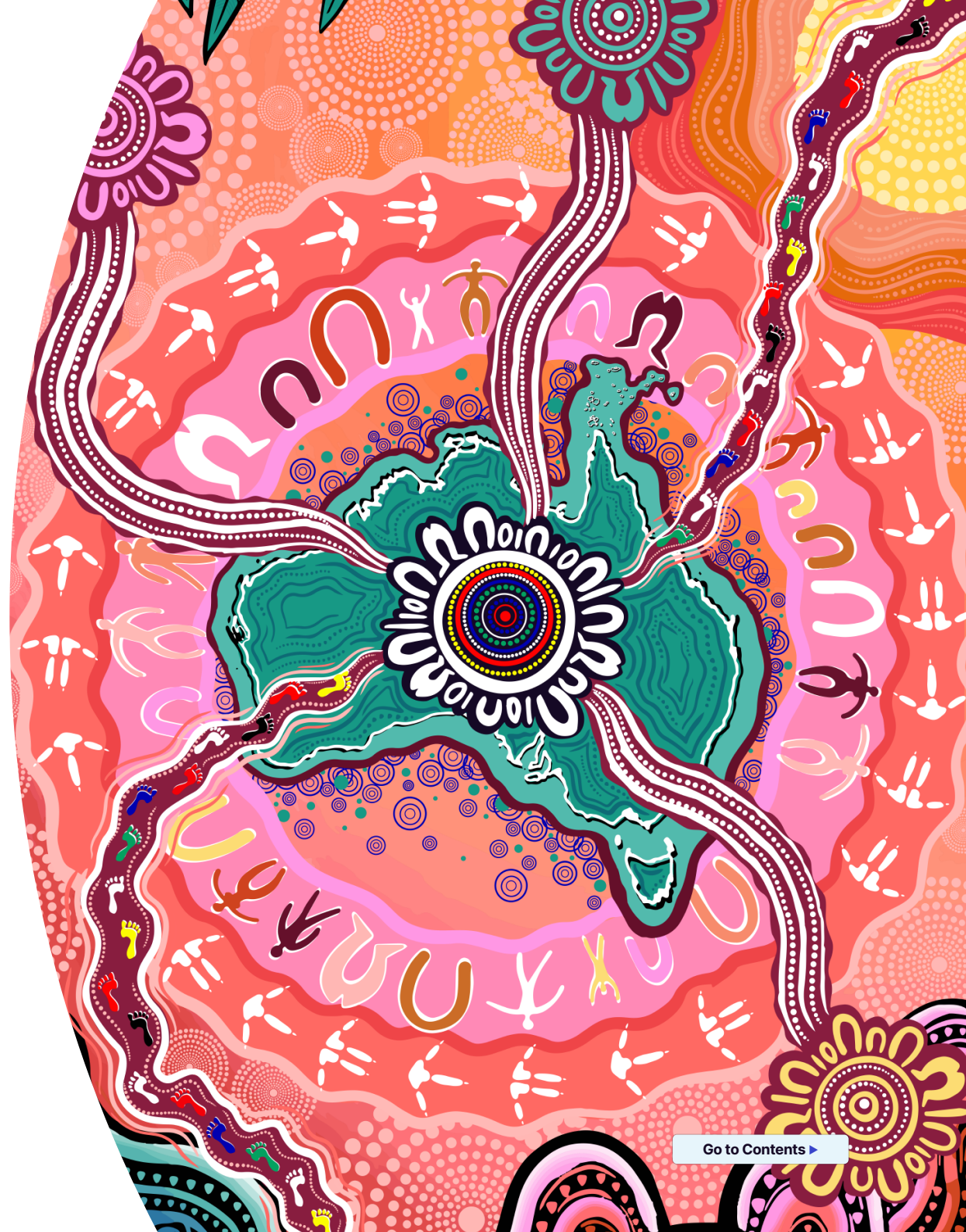




**Australian Government**  
**Australian Taxation Office**

# Reconciliation Action Plan

July 2024 – June 2027



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# Reconciliation Action Plan

July 2024 – June 2027

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# Acknowledgment of Country



We acknowledge the Traditional Owners and Custodians of Country throughout Australia and their continuing connection to land, waters and community. We pay our respects to them, their cultures, and Elders past and present. We recognise the unique relationship Aboriginal and Torres Strait Islander peoples have to Country, culture, and community, and the important role this plays in us all walking together as Australians.

We value the contribution Aboriginal and Torres Strait Islander peoples make to our organisation and the broader tax, superannuation and registry systems.



**RECONCILIATION  
ACTION PLAN**

**STRETCH**



**Relationships**



**Respect**



**Opportunities**



**Governance**

## Cultural sensitivity statement

Aboriginal and Torres Strait Islander peoples are advised that this document may contain images or content referring to deceased persons.

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NAT 75097-06.2024 DE-63248



## Message from the Commissioner of Taxation

I am pleased to present our *Reconciliation Action Plan (RAP) 2024–27*.

The work we do is fundamental to sustaining a strong economy that contributes to the wellbeing of our community. In this RAP, we commit to improving economic inclusion for Aboriginal and Torres Strait Islander Australians by enhancing our services and better supporting participation in the taxation system.

We recognise that reconciliation initiatives are about rebalancing our systems and structures to move towards greater equity and unity in Australian society. To this end, we are committed to transforming our organisation in line with the National Agreement on Closing the Gap, using the RAP as a blueprint to further embed reconciliation into our day-to-day work.

We are focused on creating an environment where Aboriginal and Torres Strait Islander employees thrive in fulfilling careers and culturally safe workplaces. Our aim is to be an organisation that people from all backgrounds genuinely want to work for and with, that reflects the diversity of the community we serve.

This is the ATO's sixth RAP and our fourth at the Stretch level, which positions us as a leader in the APS in advancing reconciliation internally and within our sphere of influence. It sets out an ambitious delivery agenda. In developing it, we've reflected on our past successes as well as the lessons learned through the implementation of previous plans. We consulted with Aboriginal and Torres Strait Islander employees and representatives from key partners, to ensure our RAP hits the mark.

We listened to, and are acting upon, the feedback that we received by further building:

- our engagement with, development of, and networking opportunities for Aboriginal and Torres Strait Islander employees
- our communication with, and in-person assistance to, Aboriginal and Torres Strait Islander taxpayers.

I acknowledge the work of our RAP Champions and Aboriginal and Torres Strait Islander Champions and the RAP Working Group, for their efforts in developing this plan. Together with our first, and newly appointed, ATO Executive member RAP Champion, Second Commissioner Jeremy Hirschhorn, their daily efforts to improve reconciliation outcomes will be critical to ensuring our continued progress and success.

A handwritten signature in black ink, appearing to be 'Rob Heferen'.

**Rob Heferen**

Commissioner of Taxation  
Registrar of the Australian Business Register  
Australian Business Registry Services, and  
Register of Foreign Ownership  
of Australian Assets



## Message from the Reconciliation Australia Chief Executive Officer

On behalf of Reconciliation Australia, I congratulate the Australian Taxation Office (ATO) on renewing its formal commitment to reconciliation, as it implements its fourth Stretch Reconciliation Action Plan (RAP) and its sixth RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. Through the creation of this Stretch RAP, the ATO continues to contribute to the ever-growing community of RAP organisations that have taken this consideration and goodwill and transformed it into action.

As the government's principal revenue collection agency, the ATO holds considerable influence towards the economic and social welfare of all Australians. To this end, the ATO has a significant role to play in supporting Aboriginal and Torres Strait Islander peoples' rights to financial wellbeing. Understanding this influence and that reconciliation requires a rebalancing of systems and structures to further equity, the ATO aims to tackle systemic barriers, support the community-controlled sector and improve the management of data and information sharing in its new RAP.

This renewed commitment aims to sustain its forward momentum in the reconciliation space and is built upon the ATO's experiences and lessons garnered in previous RAPs.

To address accessibility barriers to financial wellness resources, the ATO invested in tax assistance and tailored education programs which included translating information into 13 Aboriginal languages and a dedicated Indigenous Helpline.

Furthermore, we know that supports are more effective when those identifying and working to remove barriers represent or have a deep understanding of those experiencing them. The ATO seeks to address this through initiatives like the Evergreen Program which aims to attract and maintain Aboriginal and Torres Strait Islander staff.

The ATO has worked to increase the impact of Aboriginal and Torres Strait Islander staff recruitment and retention initiatives by building development pathways through leadership and professional learning programs. The transformative influence of Aboriginal and Torres Strait Islander peoples helping to build services that affect them is only strengthened through leadership and decision-making pathways.

As it considers its new commitments to the continued improvement of economic inclusion for Aboriginal and Torres Strait Islander peoples, the ATO notes that governance and accountability play pivotal roles in driving strong reconciliation outcomes. By establishing clear accountability structures for reconciliation commitments, the ATO is taking meaningful steps to ensure they are met.

Accessibility and availability of culturally appropriate services remain key determinants of equitable economic and social inclusion for Aboriginal and Torres Strait Islander peoples in Australia. Understanding that this work starts with adequate representation of Aboriginal and Torres Strait Islander peoples within its staff cohort, the ATO is renewing its focus on increasing Aboriginal and Torres Strait Islander staff retention and career development opportunities. This internal representation can drive improved uptake of its services for Aboriginal and Torres Strait Islander clients, narrowing the gap in economic wellbeing and independence for Aboriginal and Torres Strait Islander communities.

With its considerable staff base and daily direct connection with so many Australians, the ATO has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend the ATO on this Stretch RAP and look forward to following its ongoing reconciliation journey.

**Karen Mundine**

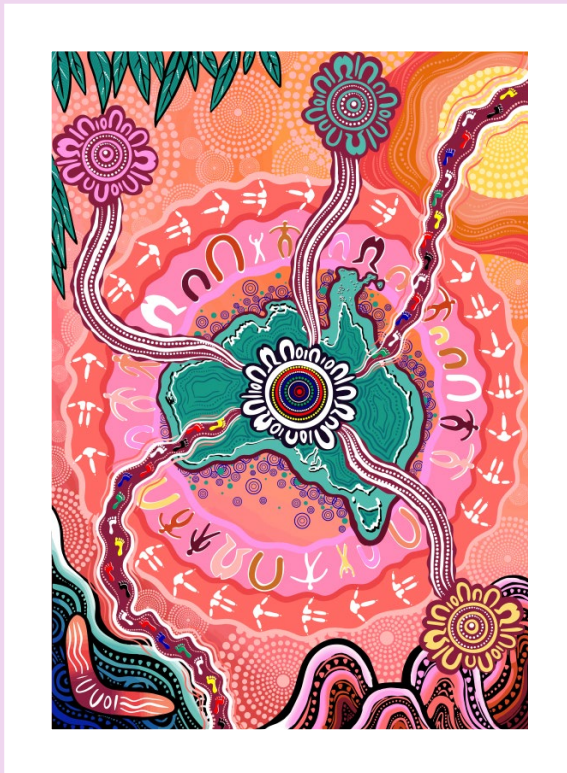
Chief Executive Officer  
Reconciliation Australia

# Reconciliation Action Plan artwork – Ajarku Muruu



Our Reconciliation Action Plan artwork, Ajarku Muruu (aja-koo muh-roo), was created by Chern'ee Sutton. A proud Kalkadoon woman from Mount Isa, Chern'ee is passionate about her culture and wants to share it with the world. Chern'ee's unique style involves traditional Aboriginal heritage with a contemporary twist.

Chern'ee is passionate about reconciliation and equality, having worked with many government and community organisations to bring reconciliation to life through art.



## Chern'ee explained:

*The artwork I have created, 'Ajarku Muruu' – All One Country in the Kalkadoon language – represents reconciliation through the harmony of elements showcasing the diversity of cultures across Australia.*

*The map of Australia represents our beautiful country, with a community symbol in the centre demonstrating the diverse people who make up our nation.*

*The travelling lines leading out of the centre represent the ATO's connection to all communities. The Aboriginal and Torres Strait Islander story of Australia is a big story of vast landscapes with a richness of diversity.*

*The 2 rings surrounding the map of Australia symbolise the ATO's vision for reconciliation. In these rings, the kangaroo and emu footprints represent moving towards a reconciled Australia. This recognises our shared history, and demonstrates valuing Aboriginal and Torres Strait Islander knowledge and relationships.*

*The community symbols represent all Australians coming together. These U-shaped symbols represent Aboriginal men as U shapes with spears, Aboriginal women as U shapes with coolamons and digging sticks, and Aboriginal children as the smaller U shapes, while Torres Strait Islander peoples are signified through the Dhari.*

*The boomerang represents the reoccurring interactions the ATO has with its clients.*

*The mountains, water and leaves around the edge of the design represent the landscapes throughout Australia, from the deserts, mountains, coastlines and rivers, to the rainforests and bushlands.*

*The footprints represent the ATO's journey from the past to the present and into a brighter future. They represent a shared respect and connection between Aboriginal, Torres Strait Islander and non-Indigenous Australians.*

## Our vision for reconciliation

Our vision for reconciliation is that we all benefit from a reconciled Australia, where we value Aboriginal and Torres Strait Islander knowledge and perspectives. We recognise our shared history and we are committed to creating and sustaining positive relationships as a united country.





# Our vision for reconciliation

As a leading government agency known for our contemporary service, expertise and integrity, we provide:

- culturally appropriate support for Aboriginal and Torres Strait Islander staff
- cultural competency training for all staff
- equal employment opportunities at all levels
- improved economic outcomes for Aboriginal and Torres Strait Islander peoples by
  - tailoring services to our clients' needs
  - sourcing goods and services from Aboriginal and Torres Strait Islander suppliers.

The actions outlined in our Reconciliation Action Plan (RAP) will help us to achieve this vision. We have broad responsibilities to enhance the economic and social wellbeing of the nation. This provides us with avenues to advance reconciliation through:

- supporting Aboriginal and Torres Strait Islander clients to participate in the tax, superannuation and registry systems
- employing staff that represent the community we serve
- working with diverse suppliers.

Reconciliation involves shared effort, with non-Indigenous and Aboriginal and Torres Strait Islander peoples working together for a common goal.

As an Australian Government agency, we contribute to the National Agreement on Closing the Gap. We shape our work to deliver against the priority reforms (PRs) and socio-economic targets (STs). The National Agreement provides focus areas for us to invest time and resources for tangible change.

These are to:

- establish and maintain formal partnerships with Aboriginal and Torres Strait Islander organisations
- support the community-controlled sector
- transform our organisation to ensure
  - a culturally safe workplace
  - improved engagement with Aboriginal and Torres Strait Islander clients
- improve the management of available data and information to inform shared decision making, while meeting privacy requirements.

Reconciliation Australia's vision for reconciliation is based on 5 interrelated dimensions of reconciliation: historical acceptance, race relations, institutional integrity, equality and equity, and unity. We consider all of these dimensions as we progress towards reconciliation.

Our RAP outlines how our deliverables relate to the National Agreement and support the dimensions of reconciliation by noting any relevant priority reform (for example, PR1), socio-economic target (for example, ST16) and dimensions of reconciliation they align to. Transforming our organisation relies on our non-Indigenous staff working side by side with Aboriginal and Torres Strait Islander staff as allies and using the RAP as a guide to progress towards equity.

## Our business

**The Australian Taxation Office (ATO) is the Australian Government's principal revenue collection agency, with our purpose being to contribute to the economic and social wellbeing of Australians by fostering willing participation in the tax, superannuation and registry systems.**

We administer the tax and superannuation systems and Australian Business Registry Services and support the delivery of government benefits to the community.

We employ approximately 20,700 employees, across 24 locations in capital cities and regional centres. We strive to embed respect for the Traditional Custodians of the lands on which we operate. We display Acknowledgment of Country plaques and Aboriginal and Torres Strait Islander flags at all of our office locations. We employ approximately 620 Aboriginal and Torres Strait Islander staff, making up 3% of our workforce.

We aim to keep increasing and retaining our Aboriginal and Torres Strait Islander workforce to achieve representation across all staff levels in line with the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy](#).

Our operations have a national focus with an international reach, enabling us to engage with diverse partners. This includes our employees, encompassing Australian Charities and Not-for-profits Commission (ACNC) and Tax Practitioners Board (TPB) staff, key federal agencies (such as the Treasury and Services Australia), international revenue agencies, and the Organisation for Economic Co-operation and Development (OECD).

We also work closely with professionals within the tax, superannuation, and registry sectors, digital service providers, and the businesses from which we procure goods and services. Through our operations, we interact with most individuals and businesses in Australia, underlining our pivotal role in the nation's economy.

## Our goals

**Our goals throughout our RAP are to:**

- increase economic inclusion and equity for all Australians
- establish cultural competency within our organisation
- increase participation and representation of Aboriginal and Torres Strait Islander peoples within our organisation
- improve our service offerings and tailor support to Aboriginal and Torres Strait Islander clients
- enhance relationships with Aboriginal and Torres Strait Islander communities
- increase collaboration with internal and external partners.

**These goals align with our key activities as noted in our Corporate Plan, our primary planning document.**

## Our reconciliation journey

We launched our first RAP in 2007. As we renew our long-standing commitment to reconciliation through our sixth RAP, we take pride in our achievements.

We have enhanced our staff's cultural awareness and introduced initiatives to increase our procurement from Aboriginal and Torres Strait Islander-owned suppliers.

We continue to develop career pathways for Aboriginal and Torres Strait Islander staff and improve services for our clients.



# Our achievements

Since launching our previous RAP in December 2021, we have demonstrated a commitment to reconciliation across a range of areas.

## Cultural competency

To build cultural competency we have undertaken the following:

- We include Acknowledgments of Country at the commencement of external meetings, cross agency meetings and significant events.
- We maintain our *Aboriginal and Torres Strait Islander protocols guide* and update it in consultation with Aboriginal and Torres Strait Islander employees. These updates are communicated to all staff through internal communication channels.
- We continue to focus on cultural awareness training for our staff and engage with Aboriginal and Torres Strait Islander businesses to develop and deliver tailored, culturally appropriate training resources.

- Our online cultural awareness training has been reviewed and refreshed and is now mandatory for staff to complete. It focuses on understanding Aboriginal and Torres Strait Islander cultures, history, and identity, and the importance of communication to strengthen our support for Aboriginal and Torres Strait Islander clients and staff.
- Over 97% of our staff have completed our online cultural awareness training.
- We have offered over 30 face-to-face and virtual training sessions.
- More than 20 staff have participated in Jawun secondments, including in-person and virtual placements, with secondees using their skills to support community organisations to achieve their aims.



- We celebrate National Reconciliation Week (NRW) and NAIDOC annually with events.
  - We often include a national livestream with guest speakers and invite staff from other government agencies.
  - Celebrations in past years have included Welcomes to Country, dance performances and smoking ceremonies.
- To increase appreciation and recognition of Aboriginal and Torres Strait Islander cultures, we have created a virtual art gallery, which we regularly promote so staff can view the Aboriginal and Torres Strait Islander artwork and artefacts we hold across our sites.

**Photograph:** Lorraine, Leanne, Kasey.

## Recruitment and career development

We undertake a range of activities to attract and retain Aboriginal and Torres Strait Islander staff, with a strong focus on reducing the attrition rate (13.55% as at February 2024). Our Aboriginal and Torres Strait Islander staff leadership pathway sets out examples of internal and external professional development options that are applicable at various staff levels. Over the duration of our previous RAP, we have supported staff by:

- offering tuition assistance to undertake qualifications to enhance their capabilities – we have supported around 30 Aboriginal and Torres Strait Islander staff to undertake study
- partnering with TAFE NSW to provide training to participants in our Evergreen program
  - The Evergreen program is an entry level program that combines work experience and formal training over 12 months, with a permanent job placement at the end of the program.
  - Over 170 Evergreens have joined and remained with the ATO over the lifetime of our previous RAP.

- offering around 10 staff the opportunity to participate in the ANU Management Program
- offering Executive Level staff the opportunity to undertake the UNSW Emerging Indigenous Leaders Program to strengthen their leadership skills and participate in a cultural immersion experience, with around 10 staff participating
- offering internal and external secondment opportunities, including with the WA Government, the Australian Securities & Investments Commission (ASIC), the Australian Public Service Commission (APSC), Treasury, and the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS)
- offering an internal Indigenous Mobility Development Program, a 12-week program supporting career development that builds experience across the wider organisation
- holding Nginu Yalga, our internal Aboriginal and Torres Strait Islander Employee Roundtable
  - 170 Aboriginal and Torres Strait Islander employees attended the latest roundtable in 2023.
  - Additional APS portfolio agency staff participated in select sessions.

Around 80 staff have participated in further career development opportunities, including:

- an Indigenous Leadership Summit
- an APS Indigenous Leadership Workshop
- a First Nations Employment and Leadership Conference
- the Australia and New Zealand School of Government First Nations Public Administration Conference
- Wiyi Yani U Thangani National Summit
- the Australian Institute of Aboriginal and Torres Strait Islander Studies Summit
- the 2023 First Nations Women's Leadership Summit.

We will continue to review and offer opportunities to our staff to enhance their professional development.

**Photograph:** Amanda, Karen, Sarah.



## Tax assistance and tailored education

In delivering our previous RAP, we have enhanced our services for Aboriginal and Torres Strait Islander clients:

- We offer Tax Help services, including free tax return preparation through community centres, with over 20 centres specifically supporting Aboriginal and Torres Strait Islander clients.
- We have translated 2 Tax Help promotional posters into 13 Aboriginal languages.
- We have a dedicated Indigenous Helpline that has received over 71,300 calls.
- Our Reach Out program continues to improve the Aboriginal and Torres Strait Islander business client experience through collaboration with Aboriginal and Torres Strait Islander partners.
  - Participation in our Reach Out initiatives increased by over 60% from 2022 to 2023.
  - We have delivered tailored products, and worked with ASIC and the Fair Work Ombudsman to co-deliver webinars related to topics such as ‘Employer: Paying workers’ and ‘Starting a Small Business’.
  - We have delivered over 80 webinars to over 1,800 participants, with evaluation surveys providing positive feedback. 90% of these webinars have been co-presented and supported by Aboriginal and Torres Strait Islander staff.

- We have worked with First Nations Foundation to support its Financial Wellness Week events, attending 7 events in NSW and QLD in 2023, and we have participated in other business and community events to help clients apply for tax file numbers (TFNs), link to myGov, find lost super and meet their business obligations. Through attendance at face-to-face events in 2023, we engaged with around 900 Aboriginal and Torres Strait Islander small business owners and individuals.
- We have provided free education sessions on tax and super including 6 digital presentations, one face-to-face careers expo and a face-to-face industry expo to over 230 attendees combined.

## Procurement

Our supplier expenditure with Aboriginal and Torres Strait Islander businesses contributes towards the Treasury Portfolio’s [Indigenous Procurement Policy](#) (IPP) targets for both number and value of contracts. Treasury’s:

- number target is 3% of average number of contracts over the past 3 years (both Aboriginal and Torres Strait Islander business and non-Indigenous business contracts across the entire Treasury Portfolio)

- value target is 2% of the average value of contracts over the past 3 years (both Aboriginal and Torres Strait Islander business and non-Indigenous business contracts across the entire Treasury Portfolio).



To contribute to the IPP targets, we have:

- maintained our membership with Supply Nation
- exceeded our target for engaging Aboriginal and Torres Strait Islander businesses to supply goods and services
- worked with major suppliers to promote subcontracting of Aboriginal and Torres Strait Islander businesses, requiring contracts valued at over \$7.5 million in certain industries to meet Mandatory Minimum Indigenous Participation Requirements (MMR) by either
  - employing a minimum number of Aboriginal and Torres Strait Islander people
  - using a minimum number of Aboriginal and Torres Strait Islander businesses in their supply chain.

**Photograph:** Matt, Brittney.

# Our learning

**As we reflect on our achievements and how far we have come, we acknowledge that we have more to do to contribute to economic and social inclusion for Aboriginal and Torres Strait peoples. We have faced challenges in achieving some of our previous RAP deliverables, which have helped us recognise the importance of integrating reconciliation into our day-to-day operations.**

For instance, as we are still working to achieve our representation targets, improving recruitment, retention, and career development opportunities for Aboriginal and Torres Strait Islander staff have become key focuses. Our Evergreen program attracts Aboriginal and Torres Strait Islander staff into our organisation, and we continue to take on feedback to improve the program.

Beyond this, we need to attract and retain candidates at higher classification levels, and reinforce the value of diverse perspectives with all managers, so they regularly consider Aboriginal and Torres Strait Islander applicants and merit pools. As a step towards this, we have adjusted the accountability for employee representation targets in this RAP to be shared across the organisation. We recognise that having a workforce that reflects our population supports our corporate vision for serving the community.

Due to the challenges of balancing our obligation to work within legislative requirements with the National Agreement's requirement for shared decision making, we are yet to establish formal partnerships with communities or organisations. We continue to work with the National Indigenous Australians Agency (NIAA) to identify partnerships under the National Agreement to participate in.

We have made efforts to better tailor our support to Aboriginal and Torres Strait Islander clients by supporting staff to attend business and community events. As we plan for the future, our staff are building their knowledge about the systemic reasons for differences in economic outcomes and the importance of responding appropriately to the needs of clients with targeted support. As part of this, our cultural awareness training covers historic events leading to the current outcomes and communication styles to consider when interacting with clients.



It's evident that governance and accountability play pivotal roles in driving strong reconciliation outcomes. To this end, we have established clear accountability structures for our reconciliation deliverables. In particular, we're strengthening our governance to enhance reporting and improve visibility of our progress. This is, in part, by elevating the level of accountability for deliverables to Deputy Commissioner level.

We continue to review the RAP Working Group membership to:

- ensure Aboriginal and Torres Strait Islander perspectives are represented
- improve collaboration across the organisation in delivering on our commitments.

**Photograph:** Kristy, Stella, Claire, Jessica, Clare.

## RAP Sponsor

**The RAP Sponsor is the Assistant Commissioner, Enterprise Planning and Performance Reporting Branch. They are responsible for the implementation and governance of the RAP.**

They work closely with the RAP deliverable owners, RAP Champions, Aboriginal and Torres Strait Islander Champions, and the RAP Working Group to drive and coordinate the implementation of the RAP.

As Chair of the RAP Working Group, the Sponsor supports partners to participate and deliver on RAP commitments. The Sponsor also ensures we are represented at Reconciliation Australia leadership gatherings. This is with the aim of collaborating with other RAP organisations on strategies to progress reconciliation at a broader scale.

## RAP Champions and Aboriginal and Torres Strait Islander Champions

**We maintain dedicated RAP Champions and Aboriginal and Torres Strait Islander Champions at senior leadership levels who recognise the value diversity brings to a large federal government agency like ours. We currently have 9 Champions, with the number fluctuating as roles are redefined and new appointments are approved.**

The Champions are responsible for:

- supporting and achieving our Aboriginal and Torres Strait Islander workforce and business outcomes
- promoting awareness and understanding of our commitment to reconciliation within our sphere of influence, including progressing the RAP
- representing us at Aboriginal and Torres Strait Islander events and celebrations
- advocating for training and development opportunities for Aboriginal and Torres Strait Islander staff
- championing the interests of Aboriginal and Torres Strait Islander staff within the senior leadership group
- promoting and supporting staff participation in the Aboriginal and Torres Strait Islander employee network (Moondani) and ally network (Kawutilin).

**Photograph:** Zane, Andrew, Tia.





## Moondani

**Moondani is our network for Aboriginal and Torres Strait Islander employees. Moondani means 'embrace' in the Woi wurrung language of the Wurundjeri People, the Traditional Owners of Melbourne and surrounding lands of Victoria.**

The Moondani co-chairs hold positions on the RAP Working Group. Moondani is an important mechanism to offer advice to our organisation on workplace and workforce matters. It is also a means to share guidance among members, and encourage peer support and mentoring that promotes career development for Aboriginal and Torres Strait Islander employees.

**Photo:** Jacqueline, Matthew, Melissa, Stella.



## Kawutilin

**Kawutilin (pronounced Kar-woo-ti-lin) is our network for non-Indigenous staff who are allies of Aboriginal and Torres Strait Islander peoples. Kawutilin means 'coming together' in the language of the Wonnarua People, the Traditional Owners of the Hunter Valley region of New South Wales.**

This is a volunteer ally network that gives an opportunity for all employees to demonstrate support for their Aboriginal and Torres Strait Islander colleagues. For example, Kawutilin members work alongside Moondani to deliver site events on days of importance and build active allyship among ATO employees.

## Indigenous Liaison Officers (ILO)

**Our ILOs provide specialist advice and support to all staff on matters affecting Aboriginal and Torres Strait Islander peoples.**

Their role can cover:

- providing guidance, recommendations and specialised advice on complex issues
- developing and co-ordinating projects that support the delivery of human resource (HR) outcomes, including initiatives that drive cultural reform
- engaging with internal and external partners, such as HR partners and other APS agencies
- designing and implementing solutions that may affect legislative and policy requirements
- sharing cultural guidance with Aboriginal and Torres Strait Islander employees
- giving cultural advice to supervisors and managers
- supporting the management of employment initiatives to improve attraction and retention of Aboriginal and Torres Strait Islander peoples
- liaising and partnering with other agencies to improve training and employment pathways opportunities.

# Our RAP development process

**We are dedicated to advancing reconciliation through this, our sixth RAP and fourth at the Stretch level. This commitment aligns with our broader vision and the government's objectives to contribute significantly to closing the gap.**

The RAP is supported by a RAP Working Group, currently consisting of 32 members with 50% representation from Aboriginal and Torres Strait Islander staff in addition to our Champions. The involvement of key staff such as Second Commissioners, Deputy Commissioners, Assistant Commissioners, Directors, Assistant Directors, and Indigenous Liaison Officers in the RAP Working Group underscores the comprehensive support for reconciliation within our organisation.

Throughout the process of developing our RAP, the RAP Working Group has reviewed our progress, including refreshing our vision for reconciliation. Working group members ensured our new vision aligns to our corporate vision and the 5 dimensions of reconciliation.

The strong support for development of this RAP evidences our commitment to inclusivity and diversity. It was shaped by comprehensive consultation with internal and external partners.

These included:

- RAP deliverable owners and the RAP Working Group
- Moondani and Kawutilin members and Jawun alumni
- external partners such as Treasury, Services Australia, the Office of the Registrar of Indigenous Corporations (ORIC), Australian Securities & Investments Commission (ASIC), NIAA, APSC, Aboriginal and Torres Strait Islander representatives on our Stewardship Groups and Financial Counselling Australia.

IPS Management Consultants – an Aboriginal owned and operated organisation – was engaged to support our RAP's development. They:

- facilitated internal and external consultation through
  - staff focus groups
  - meetings with deliverable owners and representatives of external organisations
- provided advice on incorporating the resulting insights into our RAP.

IPS Management Consultants facilitated 4 staff focus groups, attended by 100 employees. These were convened to:

- gauge awareness about our RAP
- discuss options for improving reconciliation outcomes.

**Photograph:** Cultural Ceremony, Tribal Experiences.



These discussions, and the results of targeted consultation with Moondani and Kawutilin members and Jawun alumni, highlighted the importance of:

- cultural awareness training and immersion activities
- encouraging all managers and executives to work towards our employee representation targets
- strengthening engagement with Aboriginal and Torres Strait Islander communities
- improving digital and in-person services to meet the needs of communities potentially facing systemic barriers.

**Photograph:** Jade, Nicki.



IPS Management Consultants also conducted meetings with Champions and RAP deliverable owners. Key themes emerging from these consultation sessions included:

- **career development and leadership representation**

- prioritising the development and retention of Aboriginal and Torres Strait Islander staff, for example, through mentoring, training, networking and secondment opportunities
- creating career pathways and optimising affirmative measures processes
- ensuring representation at Executive Level and Senior Executive Service (SES) levels to foster diverse leadership

- **SES visibility and role modelling**

- SES visibility is important in promoting inclusive behaviour and driving tangible outcomes by championing projects and deliverables, mentoring staff, attending staff network meetings and supporting days of importance
- staff value the efforts of RAP Champions and Aboriginal and Torres Strait Islander Champions and seek more active support of RAP commitments

- **listening to, and tailoring support to, clients**

- recognising the need to consult with clients to adapt support accordingly
- reviewing our Indigenous Helpline and providing face-to-face assistance at community and financial events
- leveraging partners to promote our assistance to clients

- **cultural competency**

- enhancing cultural competency of all staff through ongoing training and immersion opportunities
- leveraging the experience of staff who have participated in cultural exchanges
- ensuring a culturally safe workplace and culturally informed services for staff and clients

- **commitment to reconciliation**

- promoting reconciliation initiatives, and the awareness and integration of RAP commitments within the organisation
- increasing ally involvement at all levels in delivering on our RAP responsibilities

• **engagement and accountability**

- establishing strong accountability for RAP deliverables and refining deliverables for clarity and impact
- engaging senior leaders with regular reporting on our progress against our RAP
- ensuring resources are allocated effectively to support RAP implementation
- ensuring governance, reporting and feedback mechanisms capture outcomes from initiatives so we can assess effectiveness.

**Photograph:** Julie, Catherine.



We also consulted with government organisations and representatives of organisations supporting Aboriginal and Torres Strait Islander peoples.

These discussions focussed on:

- better practice reconciliation approaches
- gaps in our services
- RAP development methodologies
- implementation strategies.

Recommendations emerging from the meetings with external partners included:

- sharing better practice across organisations, which we will continue to do through cross-agency network meetings
- reviewing workforce strategy and securing recruitment pipelines for increased Aboriginal and Torres Strait Islander staff numbers across the APS
- sharing information about tax, super and registration with other organisations where it will assist their clients
- tailoring support to clients, for example, through providing face-to-face help to clients living in regional areas.

We are committed to ongoing collaboration with our external partners throughout the duration of the RAP to improve our services for our clients.

## Staff stories

### Evergreen

#### Robert – Administration Officer

In 2021, I joined the Evergreen Program; at the time, an 18-month development program for Aboriginal and Torres Strait Islander peoples.

As a second-generation Public Servant, I have seen first-hand the meaningful impact these roles have on peoples' lives.

Since joining the Australian Public Service, I have had many opportunities to experience different business lines and work on various projects. The on-the-job training and formal qualifications available have also given me the confidence to build my career profile and make long lasting connections with people from all walks of life.

The workplace provides me with flexibility for work life balance and conditions that support a culturally inclusive environment. I have learned so much and am looking forward to furthering my career as I continue to build different skills and capabilities along the way.



### Emerging Indigenous Executive Leaders Program

#### Sarah – Data Analysis Manager

I recently had the opportunity to participate in the Emerging Indigenous Executive Leadership Program through the University of NSW Australian Graduate School of Management (AGSM).

This program was a truly transformative experience for me. I acquired invaluable skills and knowledge that have enhanced my performance and equipped me with the tools necessary to excel in an executive role.

The program challenged me to grow personally and professionally in areas such as:

- deepening my cultural awareness and identity in business
- giving me the concept of walking and leading in 2 worlds
- strengthening my leadership and strategic thinking capabilities
- supporting me to build a strong network of Aboriginal and Torres Strait Islander leaders across the community.

I'm excited to leverage these newfound capabilities to further contribute to the organisation and hope to further my career as I look to secure my Executive Level position.



## Jawun

### Mark – Service Delivery Director

I was fortunate to participate in the Jawun secondments. Jawun aims to increase the capacity of Indigenous leaders, organisations and communities to achieve their development goals.

I was based in Alice Springs (Mparntwe) with 7 other secondees from government and private organisations.

My project was to review and provide recommendations to implement preventative property maintenance for the Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council (NPYWC) properties in remote communities.

This was largely a project management and stakeholder engagement activity; it was interesting to recognise that my ATO and personal skills are transferable to something so different.

It was rewarding to see recommendations be implemented and know I was able to make a little difference for an important organisation. I have learnt so much as part of my Jawun experience and have a greater appreciation for the challenges Indigenous communities face in remote regions of Australia.



## Jawun

### Katie – Client Relationship Officer

I went on a Jawun secondment and was placed with the Darkinjung Local Aboriginal Land Council (DLALC) on the New South Wales Central Coast.

Being on secondment helped me understand the impacts of colonialisation and see the complex challenges of managing traditional lands in an urban environment. I saw the use of technology to record and register habitats, and plant and animal species, and to protect geological features, icons and sites of national significance.

During the secondment, I wrote 8 ministerial briefs, and wrote and reviewed content for an annual report. I went on Country and visited DLALC development sites.

I also did a virtual placement with the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Empowered Communities in the Central desert, providing NPY Emerging Leaders with media and engagement advice to prepare them for a trip to Parliament House, Canberra.

The Jawun experience strengthened my commitment to being an active ally and to keep learning about the diverse cultures and experiences of Aboriginal and Torres Strait Islander people.



## Walking together

### Lachlan – Diversity Manager



I am passionate about supporting Aboriginal and Torres Strait Islander staff through everyday actions, mentoring and actively raising Aboriginal and Torres Strait Islander perspectives. Part of working in Inclusion and Diversity is providing strategic advice, and ensuring voices and perspectives of people of lived experience are central to what we do.

I am motivated to do work that matters and to deliver meaningful outcomes. At the ATO, this has included supporting commitments under the Reconciliation Action Plan, managing the ATO's involvement in the Jawun Program, influencing the decision to mandate the ATO Indigenous Australian Cultural Awareness course, and mentoring and coaching Aboriginal and Torres Strait Islander staff toward promotion.

Prior to the ATO, I supported outcomes through roles living and working on remote communities in the Kimberley at Services Australia, in Indigenous Affairs at Department of Prime Minister and Cabinet (PM&C) and NIAA and advocacy to governments as CEO of the United Nations Association of Australia.

I am committed to continuing education to understand the unique barriers Aboriginal and Torres Strait Islander peoples experience and supporting colleagues to do the same. I believe we all have an important role to play in calling out non-inclusive behaviour and language, and working together to find solutions and create change.

For me, I am most proud of the connections I've made in my career and work with Aboriginal and Torres Strait Islander staff to ensure they have been recognised and moved into roles leading the change they want to see.

## Aboriginal and Torres Strait Islander Champion

### Andrew – Deputy Commissioner, Individuals and Intermediaries



I became an Aboriginal and Torres Strait Islander Champion in 2017, recognising the need for strong allies to support Aboriginal and Torres Strait Islander peoples and programs.

Through my role I advocate for improved initiatives for Aboriginal and Torres Strait Islander peoples and am committed to supporting programs that increase workplace inclusion and participation in the taxation and superannuation systems. I also collaborate with other government agencies to share best practice and explore ideas that lead to better outcomes for Aboriginal and Torres Strait Islander peoples.

Personally, I have gained a greater understanding of the broader connections and roles Aboriginal and Torres Strait Islander peoples have with family and community, and the importance of that to culture, as well as the challenges they still face in the workplace and society.

Closer to home, I've had the privilege to get involved in many events over the years and meet with Aboriginal and Torres Strait Islander people at our Nakurrinthe office on Kurna Country (Adelaide). Listening to people share stories, culture and language has helped me on my own journey in appreciating more about the oldest living cultures in the world. It's also made me aware of how much more there is that we can do together and how we can all make a difference.

## Tailoring services to clients

### Jane – Assistant Commissioner, Australian Business Registry Services



All directors of Australian companies are required to obtain a director ID, which is a unique number assigned to each director once they verify their identity.

The purpose of director ID is to prevent the use of false and fictitious identities and enable regulators to trace directors' relationships with companies over time. Directors appointed under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* were required to have a director ID by 30 November 2023.

There are around 14,000 directors of Aboriginal and Torres Strait Islander corporations. My branch engaged with Aboriginal and Torres Strait Islander corporations and learnt about the unique challenges that many directors face getting a director ID. We heard that directors in remote locations would find it difficult to get their director ID because they didn't have the right identity documents or access to technology – making it challenging to use the online application process.

That's why we rolled out innovative approaches. These included:

- virtual and face-to-face application processing at events and corporation meetings
- a dedicated phone line to provide advice and process applications, serviced by specially trained staff
- alternative approaches to identity verification, recognising the challenges for some Aboriginal and Torres Strait Islander people
- outbound calls to larger Aboriginal and Torres Strait Islander corporations, offering virtual application processing
- tailored correspondence to Aboriginal and Torres Strait Islander corporations and directors.

The approaches are proving successful, with corporations and directors lining up for virtual and phone applications. Our services to Aboriginal and Torres Strait Islander corporations and directors are proudly delivered by staff that include Aboriginal and Torres Strait Islander officers.

ABRS officer, Jade, is one staff member who meets with directors and corporations to support them with the application process. 'Our approach makes the process easier, as many directors can now get a director ID using the identity documentation they have available.

Often, they don't need to lodge paperwork. Lodging paperwork is hard to do if you live in a remote community without a computer, printer or post office. The team has processed applications at more than 160 virtual and face-to-face events. We've also answered over 2,000 phone calls providing help to directors and corporations. It's generating a lot of goodwill – the feedback from stakeholders and staff is very positive,' Jade said.

Another ABRS officer, Nicki, has seen first-hand how directors are embracing the approach, having personally represented ABRS at face-to-face events, where she processed applications on-site. 'I'm a First Nations woman from Ngemba Country and there's several other Aboriginal and Torres Strait Islander staff in our branch. All the staff – Aboriginal and Torres Strait Islander or non-Indigenous – love this work because we know how meaningful it is and we can see the difference it is making to the community,' Nicki said.



## Helping Aboriginal and Torres Strait Islander communities find lost super

### Julie – Client Engagement Manager

My team collaborates with First Nations Foundation by participating in Financial Wellness Week events. In 2023, a multi-disciplinary team travelled around Sydney, Cairns, Yarrabah, Mornington Island and Doomadgee and assisted over 500 attendees.

These events aim to improve the financial literacy of Aboriginal and Torres Strait Islander peoples and communities, while maintaining a culturally safe experience.

Through each interaction, staff work to build community capability on taxation and superannuation matters and assist attendees to find any super they may have lost track of.

This enables relationship building in communities, which is sometimes difficult to replicate over the phone. We intend to continue working with First Nations Foundation at these events.

**Photograph:** Julie, Cathryn, Justin, Anne, Nick.



## Supporting staff

### Emmie – Communications Director

We all have the power to make a difference through everyday actions. My team has strived to support our reconciliation journey in our own little corner of the organisation.

Since 2022, we have committed to supporting career pathways for Aboriginal and Torres Strait Islander peoples by hosting entry level program participants in the Evergreen program, with a number of employees receiving permanent positions in my team.

Each participant is offered tailored learning opportunities that align with their career goals and grow their skills for more advanced roles. Guiding employees to navigate the selection process is a key component to career development and we match staff with mentors for resume feedback and interview preparation. Helping people to succeed and grow to their potential is not only personally fulfilling but promotes a 2-way exchange of knowledge and experience that enhances the quality of our work for the benefit of all Australians.

Another way we promote reconciliation is through our contribution to highlighting cultural events such as National Reconciliation Week and NAIDOC Week. In the past, our team has developed staff video montages, social media posts and corporate videos of cultural performances including a smoking ceremony. Through this work, we are proud to have contributed to the culture of our organisation to support a more diverse and inclusive workplace.

**Photograph:** Tammy, Soraya, Emmie, Aaliyah.



## Supporting staff

### Linda – Indigenous Liaison Officer



Wadda Mooli everyone – hello in my Birrigubba language of the Bindal people. I started my journey in the Australian Taxation Office (ATO) in 2010 as a participant of the APSC Indigenous Pathways Program, as a Service Delivery Officer.

Shortly after I moved to the shopfront as a Customer Service Officer providing face-to-face assistance and support to our clients, some of whom were the most vulnerable in our communities, which was invaluable in understanding the range of client needs.

For many years, I worked on the Indigenous Helpline, providing tailored assistance to our Aboriginal and Torres Strait Islander clients. As an Aboriginal woman, this has been one of the most rewarding roles in my career. I provided one-on-one support, where calls could take hours as there were long lines of people in one community office waiting to speak to someone who could provide a culturally aware and safe client service. Due to the remoteness of some of these communities, we had some clients calling from the top of hills just to get phone reception.

Working in the ATO has opened many pathways for me to engage with community across Country, whether that be providing training to the Tax Clinic Program, Tax Agent Forums, career expos, pop-up stalls in shopping centres, or small business events in Normanton, Cloncurry, Hughenden and Charters Towers.

Through an affirmative measures process, I obtained a leadership position as an Indigenous Liaison Officer (ILO) in the First Nations Support Team. I now support our Aboriginal and Torres Strait Islander employees and staff to achieve reconciliation through building cultural capability and guidance to influence an inclusive work environment. I am excited to be working in a role that empowers our Aboriginal and Torres Strait Islander staff by supporting, and advocating for best practice, creating future leaders of tomorrow.

**Photograph (right):** Cultural Ceremony, Tribal Experiences.



## Relationships

We recognise the importance of building respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations as it:

- helps us to better understand and meet the needs of Aboriginal and Torres Strait Islander peoples
- encourages and assists with willing participation in the tax, superannuation and registry systems
- supports Aboriginal and Torres Strait Islander peoples to understand their rights and obligations
- improves ease of compliance and access to benefits.

We will explore ways to improve existing services and build new relationships with Aboriginal and Torres Strait Islander partners to support improved economic outcomes. This will lead to increased confidence in the Australian tax, superannuation and registry systems.

## Relationships

**PR** Priority reform

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Review and implement an engagement plan, including guiding principles, to work with Aboriginal and Torres Strait Islander stakeholders.	February, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Race relations</li> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR1 PR3</b>
	1.2 Establish and maintain 2 formal 2-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	June, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Race relations</li> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR1 PR3</b>
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	May – June, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Race relations</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR3</b>
	2.2 RAP Working Group members to participate in 2 external NRW events.	May – June, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Race relations</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR3</b>
	2.3 Encourage and support staff and senior leaders to participate in 2 external NRW events.	May – June, annually	Deputy Commissioner, ATO People RAP Champions and Aboriginal and Torres Strait Islander Champions	<ul style="list-style-type: none"> <li>Race relations</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR3</b>

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b> (continued)	<b>2.4</b> Organise, encourage and support staff and senior leaders to participate in 1 organisation-wide NRW event, and additional site-specific NRW events.	May – June, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Race relations</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR3</b>
	<b>2.5</b> Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>
<b>3. Promote reconciliation through our sphere of influence.</b>	<b>3.1</b> Communicate our commitment to reconciliation publicly through public-facing communication channels including social media and website messaging.	December, annually	Deputy Commissioner, ATO Corporate	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>
	<b>3.2</b> Participate in 2 quarterly RAP leadership gatherings.	June, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>
	<b>3.3</b> Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes, e.g. by exploring opportunities to collaborate with state revenue agencies.	June, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR3</b>

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>3. Promote reconciliation through our sphere of influence.</b> (continued)	<b>3.4</b> Collaborate with 2 RAP and other like-minded organisations to implement approaches to advance reconciliation.	December, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> <b>PR1 PR3</b>
	<b>3.5</b> Review and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>• Race relations</li> <li>• Institutional integrity</li> </ul> <b>PR3</b>
	<b>3.6</b> Support the Aboriginal and Torres Strait Islander ally network (Kawutilin) to engage with the Aboriginal and Torres Strait Islander employee network (Moondani) to drive allyship and collaboration, including: <ul style="list-style-type: none"> <li>• promoting the ally guide to enhance ally competency</li> <li>• developing an engagement opportunities plan.</li> </ul>	February, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>• Race relations</li> <li>• Unity</li> <li>• Historical acceptance</li> </ul> <b>PR3</b>
	<b>3.7</b> Co-host a minimum of 3 forums and maintain membership at cross-agency networks to advance reconciliation.	February, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> <b>PR3</b>

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	<b>4.1</b> Engage with stakeholders, including Aboriginal and Torres Strait Islander advisers, to review and update HR policies and procedures concerned with anti-discrimination.	March, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>• Race relations</li> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> <b>PR3</b>
	<b>4.2</b> Implement HR policies and procedures concerned with anti-discrimination.	March, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>• Race relations</li> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> <b>PR3</b>
	<b>4.3</b> Provide ongoing education for senior leaders and staff on cultural safety and the effects of racism.	June, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>• Race relations</li> <li>• Equality and equity</li> <li>• Institutional integrity</li> <li>• Historical acceptance</li> </ul> <b>PR3</b>
	<b>4.4</b> Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism (e.g., Human Rights Commission campaign – It stops with me).	March, annually	Deputy Commissioner, ATO Corporate	<ul style="list-style-type: none"> <li>• Race relations</li> <li>• Equality and equity</li> <li>• Institutional integrity</li> <li>• Unity</li> </ul> <b>PR3</b>

# Respect

Respectful relationships between Aboriginal and Torres Strait Islander peoples and the broader community are important to us, as we continue to support reconciliation and ensure our services are culturally appropriate.

We build relationships with Aboriginal and Torres Strait Islander peoples by being aware of, acknowledging and respecting the unique cultures and lived experiences.





## Respect

**PR** Priority reform **ST** Socio-economic target

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<b>5.1</b> Conduct a review of cultural learning needs to align with the APS Cultural Capability Hub.	December 2024, then annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Race relations</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR3</b>
	<b>5.2</b> Implement and communicate the cultural learning strategy.	December 2024, then annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Race relations</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR3</b>
	<b>5.3</b> All RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	June, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Race relations</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR3</b>
	<b>5.4</b> 95% of staff to complete online, Indigenous Australian cultural awareness training.	June, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Race relations</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR3</b>
	<b>5.5</b> A minimum of 2 facilitated training sessions (in person or virtual) available to all staff each quarter.	March, June, September, December annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Race relations</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR3</b>

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b> (continued)	<b>5.6</b> Participate in cultural immersion opportunities, including: <ul style="list-style-type: none"> <li>• 6 Jawun secondments open to APS6 to SES1 staff</li> <li>• 2 Jawun executive visits open to senior leaders.</li> </ul>	June, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>• Race relations</li> <li>• Equality and equity</li> <li>• Institutional integrity</li> <li>• Unity</li> <li>• Historical acceptance</li> </ul> <b>PR3</b>
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<b>6.1</b> Review and update the <i>Aboriginal and Torres Strait Islander protocols guide</i> , tailored for local communities we operate in, including protocols for Welcome to Country and Acknowledgment of Country.	February 2025, then annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>• Race relations</li> <li>• Institutional integrity</li> <li>• Unity</li> <li>• Historical acceptance</li> </ul> <b>PR3</b>
	<b>6.2</b> Invite a Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at 5 events, including: <ul style="list-style-type: none"> <li>• National Reconciliation Week</li> <li>• NAIDOC Week celebrations</li> <li>• site-sponsored and corporate events (e.g., building openings, leadership conferences, external industry events).</li> </ul>	June, annually	Deputy Commissioner, ATO Corporate	<ul style="list-style-type: none"> <li>• Race relations</li> <li>• Equality and equity</li> <li>• Unity</li> <li>• Historical acceptance</li> </ul> <b>PR3</b>

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. (continued)	6.3 Senior leaders and staff provide an Acknowledgment of Country or other appropriate protocols at the commencement of key meetings and public events.	June, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Institutional integrity</li> <li>Unity</li> </ul> <b>PR3</b>
	6.4 Display Acknowledgment of Country plaques, and Aboriginal and Torres Strait Islander flags in all ATO buildings.	June, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Institutional integrity</li> <li>Unity</li> </ul> <b>PR3</b>
7. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in 2 external NAIDOC Week events.	July, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Race relations</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR3</b>
	7.2 Promote <i>First Nations Ceremonial leave and NAIDOC leave</i> policy to managers to remove barriers to staff participating in cultural activities.	April, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Race relations</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR3</b>
	7.3 Support all staff to participate in 2 NAIDOC Week events in their local area.	July, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Race relations</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR3</b>

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
7. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. (continued)	7.4 In consultation with Aboriginal and Torres Strait Islander stakeholders, support 5 external NAIDOC Week events, e.g. community events.	July, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Race relations</li> <li>Equality and equity</li> <li>Institutional integrity</li> <li>Unity</li> <li>Historical acceptance</li> </ul> <b>PR1 PR3</b>
	8. Improve accessibility of products, resources and support for Aboriginal and Torres Strait Islander peoples.	8.1 Review and expand offering of products in language for Aboriginal and Torres Strait Islander clients.	December 2026	Deputy Commissioner, ATO Corporate
	8.2 Review and expand offering of animations/videos to communicate tax, superannuation and registry information.	December 2026	Deputy Commissioner, ATO Corporate	<ul style="list-style-type: none"> <li>Race relations</li> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR3 ST16</b>

## Opportunities

We support opportunities through our efforts to be an employer of choice for Aboriginal and Torres Strait Islander peoples and a leader in Aboriginal and Torres Strait Islander procurement. By enhancing opportunities for participation by our Aboriginal and Torres Strait Islander staff, we ensure their knowledge and perspectives are valued throughout our decision-making processes.

We recognise our crucial role in giving opportunities for Aboriginal and Torres Strait Islander suppliers to improve economic outcomes. We support Aboriginal and Torres Strait Islander businesses by giving tailored education opportunities to encourage participation in the tax, superannuation and registry systems.

We continue to expand our Tax Help volunteers program in regional and remote areas. We do this by working with trusted partners in communities to establish programs, and provide tailored tax, superannuation and registry education and support to Aboriginal and Torres Strait Islander communities.



## Opportunities

**PR** Priority reform **ST** Socio-economic target

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	<b>9.1</b> Review and update group workforce strategies to embed Aboriginal and Torres Strait Islander recruitment, retention and professional development strategies, with input from Aboriginal and Torres Strait Islander HR advisers.	October, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR3</b> <b>ST7</b> <b>ST8</b>
	<b>9.2</b> Support Aboriginal and Torres Strait Islander employees through leadership pathways.	October, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR3</b> <b>ST7</b> <b>ST8</b>
	<b>9.3</b> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR3</b> <b>ST7</b> <b>ST8</b>
	<b>9.4</b> Advertise job vacancies to effectively attract Aboriginal and Torres Strait Islander candidates.	January, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR3</b> <b>ST7</b> <b>ST8</b>

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b> (continued)	<b>9.5</b> Increase Aboriginal and Torres Strait Islander employee representation, e.g. through affirmative measures recruitment processes: <ul style="list-style-type: none"> <li>• 2023/24 – APS 4–6 3.5%, EL1–2 2.0% and SES 1.5%</li> <li>• 2024/25 – APS 4–6 4%, EL1–2 2.5% and SES 2.0%</li> <li>• 2025/26 – APS 4–6 4.5%, EL1–2 3.0%, and SES 2.5%</li> <li>• 2026/27 – APS 4–6 5%, EL1–2 3.5% and SES 3%.</li> </ul>	June, annually	Group Heads, supported by Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> PR3 ST7 ST8
	<b>9.6</b> Establish a minimum of 2 partnerships with the tertiary sector, commonwealth, state or territory governments or non-government organisations to attract and recruit Aboriginal and Torres Strait Islander people.	June, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> PR3 ST6 ST7 ST8
	<b>9.7</b> Provide opportunities for Aboriginal and Torres Strait Islander staff to participate in tertiary education, including the Tuition Assistance Program (TAP) and External Learning Event Application Form (eLEAF).	August, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> PR3 ST6

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b> (continued)	<b>9.8</b> Provide improved resources and training to managers to support study leave for Aboriginal and Torres Strait Islander staff.	August, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> PR3 ST6
	<b>9.9</b> Actively promote Indigenous Liaison Officers (ILO); a national cultural advocacy, support and advice service.	July, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> PR3
	<b>9.10</b> Design and deliver a series of professional development events, virtual and face-to-face, to support the skills and career progression of Aboriginal and Torres Strait Islander employees.	October 2024, then quarterly	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> PR3 ST7 ST8
	<b>9.11</b> Design and deliver a series of networking opportunities, virtual and face-to-face, to support the engagement and wellbeing of Aboriginal and Torres Strait Islander employees.	October 2024, then quarterly	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> PR3 ST7 ST8



Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<b>10.1</b> Review and maintain a Supplier Diversity Strategy to remove barriers in procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June, annually	Chief Finance Officer	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR3 ST7 ST8</b>
	<b>10.2</b> Maintain corporate membership and grow the relationship with Supply Nation to support improvements in procurement practices.	June, annually	Chief Finance Officer	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR3 ST7 ST8</b>
	<b>10.3</b> Develop targeted internal communications to build awareness and promote the benefits of engaging Aboriginal and Torres Strait Islander businesses, including through participation in Supplier Diversity September.	September, annually	Chief Finance Officer	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR3 ST7 ST8</b>
	<b>10.4</b> Ensure internal procurement policies and procedures continue to highlight the benefits of procuring with Aboriginal and Torres Strait Islander businesses.	June, annually	Chief Finance Officer	<ul style="list-style-type: none"> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR3 ST7 ST8</b>

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b> (continued)	<b>10.5</b> Maintain commercial relationships with 40 Aboriginal and/or Torres Strait Islander businesses.	June, annually	Chief Finance Officer	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> <b>PR3 ST7 ST8</b>
	<b>10.6</b> Continue to contribute to the Treasury Portfolio's achievement of the 3% Aboriginal and Torres Strait Islander procurement targets, as set out in the Indigenous Procurement Policy.	June, annually	Chief Finance Officer	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> <b>PR3 ST7 ST8</b>
	<b>10.7</b> Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June, annually	Chief Finance Officer	<ul style="list-style-type: none"> <li>• Race relations</li> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> <b>PR3 ST7 ST8</b>

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b> (continued)	<b>10.8</b> Actively encourage our suppliers to sub-contract with Aboriginal and Torres Strait Islander businesses and maintain existing relationships by: <ul style="list-style-type: none"> <li>• working with select suppliers to set up their own Indigenous Participation Plans</li> <li>• biannually requesting suppliers report on their use of Aboriginal and Torres Strait Islander subcontractors</li> <li>• applying the Mandatory Minimum Indigenous Participation Requirements (MMRs) to contracts over a certain value.</li> </ul>	June, annually	Chief Finance Officer	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> <b>PR3 ST7 ST8</b>
<b>11. Tailor tax, superannuation and registry services for Aboriginal and Torres Strait Islander peoples to increase financial literacy and economic outcomes.</b>	<b>11.1</b> Develop and deliver at least 10 virtual tailored community education sessions to inform and support Aboriginal and Torres Strait Islander peoples' participation in the tax, superannuation and registry systems.	June, annually	Deputy Commissioner, Individuals and Intermediaries Deputy Commissioner, Small Business Deputy Commissioner, Superannuation and Employer Obligations	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> <b>PR3 ST17</b>

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>11. Tailor tax, superannuation and registry services for Aboriginal and Torres Strait Islander peoples to increase financial literacy and economic outcomes.</b> (continued)	<b>11.2</b> Contribute to at least 10 community events annually, to provide education and assistance to Aboriginal and Torres Strait Islander clients on tax, superannuation and registry matters.	June, annually	Deputy Commissioner, Individuals and Intermediaries Deputy Commissioner, Small Business Deputy Commissioner, Superannuation and Employer Obligations	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> <b>PR1 PR2 PR3 ST17</b>
	<b>11.3</b> Train volunteers for Tax Help Centres and administer the National Tax Clinic Program, with centres and clinics providing free tax assistance to Aboriginal and Torres Strait Islander clients among other groups.	July – October, annually	Deputy Commissioner, Individuals and Intermediaries Deputy Commissioner, Objections and Review	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> <b>PR1 PR2 PR3 ST17</b>
	<b>11.4</b> Collaborate with the Office of the Registrar of Indigenous Corporations (ORIC) and Australian Charities and Not-for-profits Commission (ACNC) to inform and improve support programs for Aboriginal and Torres Strait Islander not-for-profit organisations.	December, annually	Deputy Commissioner, Small Business	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> <b>PR3</b>

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>11. Tailor tax, superannuation and registry services for Aboriginal and Torres Strait Islander peoples to increase financial literacy and economic outcomes.</b> (continued)	<b>11.5</b> Maintain a position for Aboriginal and Torres Strait Islander representatives on the: <ul style="list-style-type: none"> <li>• Not-for-profit Stewardship Group</li> <li>• Individuals Stewardship Group</li> <li>• Small Business Stewardship Group.</li> </ul>	June, annually	Deputy Commissioner, Individuals and Intermediaries Deputy Commissioner, Small Business	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> PR1 PR3
	<b>11.6</b> Seek opportunities to work with Services Australia to visit regional and remote Aboriginal and Torres Strait Islander communities to provide tax and superannuation advice.	October, annually	Deputy Commissioner, Superannuation and Employer Obligations Deputy Commissioner, Individuals and Intermediaries	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> PR1 PR3 ST17
	<b>11.7</b> Progress Framework for Governance of Indigenous Data.	December 2025	Deputy Commissioner, Smarter Data	<ul style="list-style-type: none"> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> PR3 ST17
	<b>11.8</b> Review Indigenous Helpline telephony services.	June, annually	Deputy Commissioner, Client Account Services	<ul style="list-style-type: none"> <li>• Race relations</li> <li>• Equality and equity</li> <li>• Institutional integrity</li> </ul> PR3

## Governance

We will support and manage accountability for our RAP initiatives through monitoring actions, tracking progress against the planned deliverables, and communicating our commitment to reconciliation publicly.

Our progress will be communicated internally and externally to ensure our RAP is successfully implemented across our agency.



## Governance

**PR** Priority reform

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>12. Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.</b>	<b>12.1</b> Maintain Aboriginal and Torres Strait Islander representation on the RAPWG, including co-chairs of Moondani.	June, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Race relations</li> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR3</b>
	<b>12.2</b> Review and update the RAPWG terms of reference.	June, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Race relations</li> <li>Equality and equity</li> <li>Institutional integrity</li> </ul> <b>PR3</b>
	<b>12.3</b> RAPWG to meet at least 4 times a year to drive and monitor RAP implementation.	February, May, August, November, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>
<b>13. Give appropriate support for effective implementation of RAP commitments.</b>	<b>13.1</b> Embed resource needs for RAP implementation.	March, annually	Group Heads	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>
	<b>13.2</b> Embed RAP actions in performance expectations of senior management aligned to the APS SES Performance and Leadership Framework.	September, January/February, June, annually	Deputy Commissioner, ATO People	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>
	<b>13.3</b> Embed appropriate systems and capability to track, measure and report on RAP commitments.	June, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>

Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>13. Give appropriate support for effective implementation of RAP commitments.</b> (continued)	<b>13.4</b> Maintain internal RAP Champion at the Second Commissioner (SES3) level.	January, annually	Deputy Commissioner, Enterprise Strategy & Design RAP Champions	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>
	<b>13.5</b> Include our RAP as a standing agenda item at senior management meetings.	August, November, February, May, annually	Deputy Commissioner, Enterprise Strategy & Design RAP Champions and Aboriginal and Torres Strait Islander Champions	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>
	<b>13.6</b> Include reference to the RAP in the corporate plan and annual report.	August, October, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>
<b>14. Build accountability and transparency through reporting RAP achievements, challenges and learning both internally and externally.</b>	<b>14.1</b> Complete and submit the annual RAP impact survey to Reconciliation Australia.	September, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>
	<b>14.2</b> Report RAP progress to staff and senior leaders quarterly.	August, November, February, May, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>
	<b>14.3</b> Publicly report against our RAP commitments, outlining achievements, challenges and learnings.	August/September, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>Institutional integrity</li> </ul> <b>PR3</b>



Action	Deliverable	Timeline	Responsibility	Dimensions of Reconciliation/ Closing the Gap
<b>14. Build accountability and transparency through reporting RAP achievements, challenges and learning both internally and externally.</b> (continued)	<b>14.4</b> Investigate participation in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>• Institutional integrity</li> </ul> <b>PR3</b>
	<b>14.5</b> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2026	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>• Institutional integrity</li> </ul> <b>PR3</b>
	<b>14.6</b> Report to Treasury and the National Indigenous Australians Agency on our contribution to the National Agreement on Closing the Gap.	January, annually	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>• Institutional integrity</li> </ul> <b>PR3</b>
<b>15. Continue our reconciliation journey by developing our next RAP.</b>	<b>15.1</b> Register at <a href="#">Reconciliation Australia's website</a> to begin developing our next RAP.	December 2026	Deputy Commissioner, Enterprise Strategy & Design	<ul style="list-style-type: none"> <li>• Institutional integrity</li> </ul> <b>PR3</b>



If you'd like more information about our plan and programs, visit [ato.gov.au/reconciliation](https://ato.gov.au/reconciliation) or email us at [RAPProjectTeam@ato.gov.au](mailto:RAPProjectTeam@ato.gov.au)