



Administrative
Appeals Tribunal

REFLECT

Reconciliation Action Plan - May 2022 to May 2023



RECONCILIATION
ACTION PLAN
REFLECT

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Acknowledgement of Country

The Administrative Appeals Tribunal (AAT) acknowledges the Traditional Owners and Custodians of Country throughout Australia, and acknowledges their continuing connection to land, waters, and community. We pay our respects to the peoples, the cultures, and the Elders past and present.



The artwork We come together

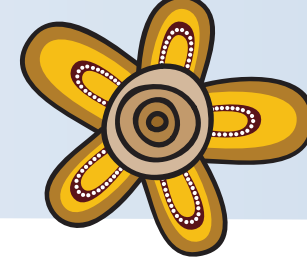
Artist - De Greer-Yindimincarlie

Through the process of amalgamation, the three became one. Now joined, we move forward in harmony, and through collaboration we evolve into an organisation we can all be proud of. Acknowledging Australia's history, we want to learn about our oldest living culture, and we wish to share in the learning of its peoples and protocols. We want to walk beside you, sit and yarn with you, and join with you in celebration of learning together.

The artwork represents the once separate Migration Review Tribunal and Refugee Review Tribunal, Social Security Appeals Tribunal and Administrative Appeals Tribunal, coming together as one tribunal. They sit together on their countries in the middle to form one. They are surrounded by the 9 divisions that undertake their commitment to this Reflect Reconciliation Action Plan.

Surrounding them are the people that are a part of these divisions, and the tracks they take to Indigenous community, knowledge and learning. When we all sit together, symbolised by the satellite campsites, the respect, rapport, and knowledge we all bring blossoms and beautiful things happen, which is symbolised by the growing of the leaves.

Foreword



We are pleased to introduce this Reflect Reconciliation Action Plan on behalf of the Administrative Appeals Tribunal. Together, we acknowledge the central place of Aboriginal and Torres Strait Islander peoples in our nation's history and future.

In early 2021, the Administrative Appeals Tribunal (AAT) established a diverse working group to develop a Reconciliation Action Plan (RAP). Most importantly, this group included First Nations staff to ensure that the practical actions we have chosen to take as part of our Reflect RAP are informed by the strong voices of the Traditional Owners and Custodians of Country. The resulting RAP was developed through a process of internal consultation, building on previous RAPs developed by former tribunals that merged in 2015 to become what the AAT is today.

We are delighted to present this Reflect RAP to set out our commitment to reconciliation with Aboriginal and Torres Strait Islander peoples in Australia. Our focus, in developing this RAP, has been on laying the foundations for future reconciliation by striving to become an 'employer of choice' for First Nations peoples. We seek to create the right environment to take practical steps with Aboriginal and Torres Strait Islander peoples as our members and staff, users and suppliers.

This RAP is itself a practical step for the AAT to improve access to justice for all Australians. We are required by law to provide a mechanism of review that is accessible, fair, just, economical, informal, quick and proportionate. Each year, several hundred people who apply to the AAT for review of a government decision identify as First Nations peoples. We believe this may understate the number of First Nations peoples who use our services. There is also evidence that Aboriginal and Torres Strait Islander peoples are less likely to apply to the AAT for a review in the first place, particularly if they live in remote communities. The AAT acknowledges the access to justice issues that First Nations peoples face and is seeking to address this in our reconciliation work. Throughout the drafting of this RAP, we at the AAT were inspired by the 2021 National Reconciliation Week theme of 'More than words, reconciliation takes action'. We are proud to have committed to additional deliverables in our Reflect RAP and have already begun planning how we can implement these actions into our organisation to strengthen our commitment to reconciliation.

The AAT has not had a RAP since 2017, although we have undertaken actions to support and recognise the rich culture and diversity of First Nations peoples upon whose lands we all live and work. These actions have included participation in a targeted graduate employment program, offering online cultural competency training and commissioning artworks for display in our offices, on the AAT website and on our security lanyards. We now seek to do more: by working with key stakeholders, by showing respect and creating opportunities with First Nations peoples, and by establishing strong governance to ensure actions are achieved.

We ask for the support of all our members and staff, our users and other stakeholders to ensure we achieve what we set out to do in our Reflect RAP.

The Hon Justice F Meagher
President of the Administrative Appeals Tribunal

Michael Hawkins AM
Registrar

About us

The AAT provides people with the chance to seek an independent review of a decision made by the Australian Government. We can review decisions made under more than 400 laws. We aim to make our review process accessible, fair, just, economical, informal and quick.

As at 28 February 2022, there were 304 members and 768 staff working at the AAT, including 5 staff who identified as Aboriginal and/or Torres Strait Islander people for Equal Employment Opportunity data reporting.

The AAT is a Commonwealth government agency. Its decisions affect all Australians living in Australia and overseas, people with residency status, as well as migrants and refugees appealing their government decisions. We have offices in Adelaide, Brisbane, Canberra, Hobart, Melbourne, Perth and Sydney, as well as a registry office in Kingston, Norfolk Island.

Our journey

The focus of our Reflect RAP is on creating a culturally safe workplace and fostering deeper connections with Aboriginal and Torres Strait Islander peoples. We want to build momentum for future action towards reconciliation and seek to attract and retain Aboriginal and Torres Strait Islander peoples as members and staff.

We will take action to:

- become an employer of choice and provide a culturally safe workplace for Aboriginal and Torres Strait Islander peoples
- remove barriers to participation for Aboriginal and Torres Strait Islander peoples who seek to have an Australian Government decision reviewed
- increase supplier diversity
- adopt inclusive practices and protocols by updating our Acknowledgment of Country guidance and improving our HR policies and practices
- improve our cultural awareness training to increase our understanding of Aboriginal and Torres Strait Islander histories, cultures and knowledge
- celebrate significant events including NAIDOC week and National Reconciliation Week.



Our RAP

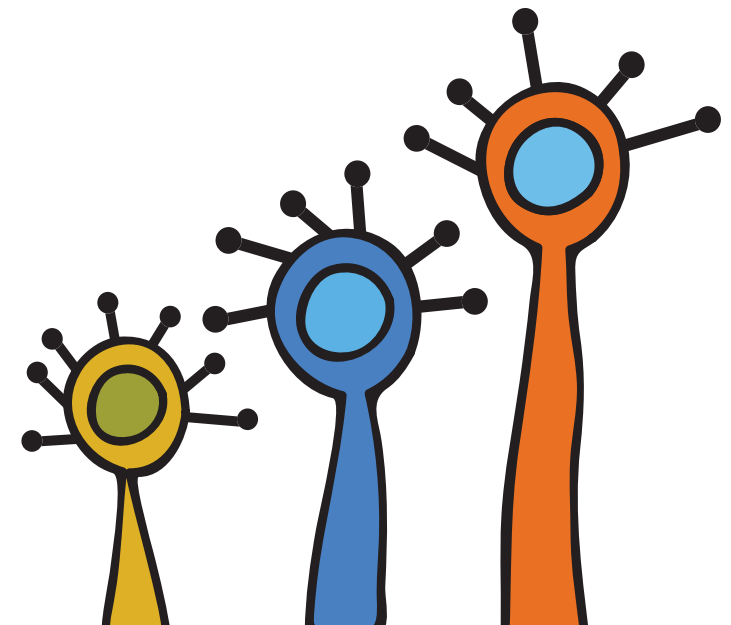
The AAT has not had a standalone Reconciliation Action Plan (RAP) since 2017, although we have taken other action to build relationships, show respect and create opportunities with First Nations peoples. These actions include participation in the Australian Public Service Commission's Indigenous Graduate Pathways Program, offering online cultural competence training, and supporting emerging artists through commissioning works for the AAT website, reception screens and wall art and for AAT specific lanyards. We also included reconciliation actions in our Accessibility plan: Indigenous users and Reconciliation plan 2020-2025.

We will take action to make our workplaces more inclusive and respectful of Aboriginal and Torres Strait Islander peoples. Our initial focus is with Aboriginal and Torres Strait Islander peoples as members and staff. We will also seek to begin establishing relationships with Aboriginal and Torres Strait Islander organisations, stakeholders and communities including those who need to access our services and those who can provide us with the goods or services we need to do our work.

To ensure that we meet the deliverables contained within the RAP, the working group will continue to meet monthly and oversee the RAP's implementation. The working group will also report progress on a quarterly basis to the Senior Executive Group. The AAT's Chief Corporate Officer is the RAP Champion and will oversee the implementation of the RAP to ensure that the AAT can meet its reconciliation commitments.

All Australian Government agencies are required to have a RAP, endorsed by Reconciliation Australia. Our RAP will help us meet other obligations including the requirement to operate in accordance with the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24 and achieve targets in the Indigenous Procurement Policy.

The AAT's Reconciliation Action Plan is supported by our President, Registrar, the Tribunal Leadership Group and the Senior Executive Group. We established a working group in February 2021 to draft this plan. The working group has consulted with a group of volunteer contributors and relevant business units to ensure actions are relevant and appropriate.



Core working group

Karina Hawtrey – Legal Officer, Migration and Refugee Division Legal Services – Gamilaroi woman – working on the land of the Gadigal people of the Eora Nation (Sydney)

Heath Thomas - Office Manager, Business Support – Narungga man – working on the land of the people of the Kulin Nation (Melbourne)

Lauren Boyer - Manager Performance and Development – working on the land of the Gadigal people of the Eora Nation (Sydney)

Peter Emmerton – Member – working on Kurna Country (Adelaide)

Jennifer Lock - Conference Registrar – working on Kurna Country (Adelaide)

Mark Shepley - Tribunal Officer – working on Kurna Country (Adelaide)

Lauren Tanfield - Assistant Director, Public Affairs – working on the land of the Gadigal people of the Eora Nation (Sydney)

Volunteer contributors

Julian Archer, acting District Registrar – working on the land of the Gadigal people of the Eora Nation (Sydney)

John Macleod, Executive Manager, Registry Operations – working on the land of the Gadigal people of the Eora Nation (Sydney)

Jane Marquard, Member – working on the land of the Gadigal people of the Eora Nation (Sydney)

Sinead Williams, Manager, Member Appraisal – working on the land of the people of the Kulin Nation (Melbourne)



Relationships



We want to build and maintain strong relationships with Aboriginal and Torres Strait Islander peoples, to ensure we are able to develop meaningful, mutually beneficial and sustainable reconciliation action into the future. Our focus is on improving relationships with our current and prospective members and staff and we will also develop foundations to grow relationships with Tribunal users and suppliers who are First Nations peoples.

What action will we take ?	Who is responsible?	How we will get it done	By when?
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Chair RAP WG (1.1 to 1.5)	1.1 Identify our internal stakeholders who need to engage effectively with Aboriginal and Torres Strait Islander peoples and organisations (e.g. Business Support, Human Resources)	July 2022
		1.2 Identify Aboriginal and Torres Strait Islander external stakeholders and organisations within our local area or sphere of influence who may engage with us on our reconciliation journey	October 2022
		1.3 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	October 2022
		1.4 Draft a business case for developing an Aboriginal and Torres Strait Islander stakeholder engagement strategy for the Tribunal	April 2023
		1.5 Work with relevant sections to highlight the business case for ensuring that we collect reliable data regarding our Aboriginal and Torres Strait Islander users and their experience with the Tribunal	October 2022
	Manager Performance and Development (1.6)	1.6 Promote the Jawun program internally to AAT staff, which is a 6-week program supporting First Nations organisations to leverage the skills and expertise of staff from both the public and private sectors to achieve their aims.	May 2022
2. Build relationships through celebrating NRW annually 27 May – 3 June	Manager Performance and Development	2.1 Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and materials to staff and members	May 2022
		2.2 RAP Working Group members to participate in external NRW events	May 2022
		2.3 Encourage and support staff, members, and senior leaders to participate in external events to recognise and celebrate NRW	May 2022

Relationships (cont)

What action will we take?	Who is responsible?	How we will get it done	By when?
3. Promote reconciliation through sphere of influence	Assistant Director Communications (3.1)	3.1 Develop a communications plan to ensure we have an ongoing conversation with members and staff about reconciliation	July 2022
	Chair RAP working group (3.2 to 3.3)	3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey	October 2022
		3.3 Identify RAP, other like-minded organisations and Australian Public Service (APS) agencies that we could approach and collaborate with on our reconciliation journey	October 2022
	Chair RAP working group AND district registrars (3.4)	3.4 Update our website to include information about organisations that provide legal and non-legal support to Aboriginal and Torres Strait Islander peoples	April 2023
4. Promote positive race relations through anti-discrimination strategies	Human Resources Knowledge Manager AND Manager Performance and Development	4.1 Investigate opportunities to improve awareness and accessibility of our current anti-discrimination policy and process	October 2022
		4.2 Undertake a review of our current anti-discrimination policy and identify future improvements	December 2022
		4.3 Identify opportunities to incorporate anti-discrimination strategies into corporate induction programs	April 2023
		4.4 Continue to research and investigate best practice in race relations and anti-discrimination	April 2023

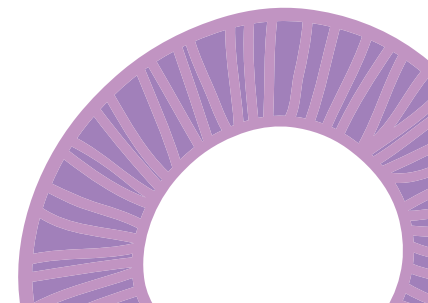




Respect

It is important to the work of the Tribunal that we show our respect for First Nations peoples. Respect underpins our goal to deliver merit reviews that are accessible, fair, just, economical, informal, and quick, and that build public trust and confidence in our decision making.

What action will we take?	Who is responsible?	How we will get it done	By when?
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Manager Performance and Development (5.1 to 5.5)	5.1 Draft a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation	October 2022
		5.2 Present the business case as noted above to the Tribunal Leadership Group	February 2023
		5.3 Conduct a review of cultural learning needs within our organisation by undertaking a survey of members and staff to determine current level of cultural knowledge	February 2023
		5.4 Work towards 50% of staff having completed the current online Reconciliation Walk cultural awareness training (authored by National Indigenous Training Employment Solutions)	February 2023
		5.5 Investigate new training opportunities including a new online training module and the option of face-to-face training	October 2022
	Director Business Support AND Assistant Director Communications' (5.6)	5.6 Maintain a record of Indigenous artwork displayed around Tribunal locations and promote the art through a communications strategy, including sharing appropriate information about the artworks and the artists	October 2022
	Manager Performance and Development (5.7)	5.7 Develop a dedicated intranet space to house First Nations cultural information, cultural events, RAP, policies and Acknowledgement of Country information	December 2022





Respect (cont)

What action will we take?	Who is responsible?	How we will get it done	By when?
6. Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Assistant Director Communications AND Assistant Director Public Affairs (6.1)	6.1 Promote the use of the Acknowledgement of Country wording that has been developed and endorsed by AAT Aboriginal and Torres Strait Islander staff members as the standard wording across the Tribunal	May 2022
	Chief Corporate Officer (6.2)	6.2 Continue to maintain and update, as required, an online guide for members and staff on our intranet to outline the cultural significance of Welcome to Country and Acknowledgement of Country	May 2023
	Assistant Director Communications AND Assistant Director Public Affairs (6.3 to 6.4)	6.3 Investigate opportunities to encourage members and staff to include an Acknowledgement of Country at the commencement of all hearings and meetings and include in the AAT meeting agenda template	July 2023
		6.4 Identify and record the Traditional Owners of the lands and waters where each state office is located	December 2022
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC week	Assistant Director Communications AND Assistant Director Public Affairs (7.1)	7.1 Develop a NAIDOC Week communications plan to promote the week across all channels by: <ul style="list-style-type: none"> i) sharing NAIDOC week resources ii) educating staff about NAIDOC Week and the theme for that year iii) providing links to external events in local areas 	June 2022
	Chair RAP working group (7.2)	7.2 RAP working group members to participate in external NAIDOC Week events	July 2022
	Manager Performance and Development (7.3)	7.3 Investigate local groups and social clubs that we can work with to form NAIDOC event committees in each office to run internal NAIDOC Week events	June 2022

Opportunities



We enrich our workplaces by providing employment, development and commercial opportunities for Aboriginal and Torres Strait Islander peoples, organisations and businesses.

What action will we take?	Who is responsible?	How we will get it done	By when?
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Chief Corporate Officer AND Director Human Resources (8.1)	8.1 Implement deliverables contained within the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24 as required	May 2023
	Manager Performance and Development (8.2 to 8.3)	8.2 Work within our portfolio and with the Attorney-General's Department Indigenous Workforce Strategy Coordinator on recruitment, retention and development initiatives	May 2023
	Manager HR Partnering and Support AND Manager Performance and Development (8.4 to 8.5)	8.3 Identify barriers for career advancement for Aboriginal and Torres Strait Islander staff and create job opportunities and pathways, through access to training and culturally appropriate mentoring	May 2023
		8.4 Investigate opportunities for Aboriginal and Torres Strait Islander staff to participate in external development programs, including the APSC's excELerate development program for APS5/6 employees	May 2023
		8.5 Investigate opportunities for Aboriginal and Torres Strait Islander staff to participate in Australian Public Service programs include APS Pathways to support recruitment initiatives	February 2023
	HR Knowledge Manager (8.6 to 8.7)	8.6 Investigate strategies to recruit, engage and promote Aboriginal and Torres Strait Islander peoples including through the provision of unconscious bias training for those on recruitment panels	May 2023
		8.7 Continue to encourage self-reporting on identification by Aboriginal and Torres Strait Islander staff members	May 2023
	Chief Corporate Officer (8.8 to 8.9)	8.8 Continue to report on current employment of Aboriginal and Torres Strait Islander staff to the Senior Executive Group and Tribunal Leadership Group	May 2023
		8.9 Investigate opportunities to encourage Aboriginal and Torres Strait Islander peoples to express interest as potential members of the AAT	May 2023

Opportunities (cont)

What action will we take?	Who is responsible?	How we will get it done	By when?
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Director Business Support (9.1 to 9.3)	9.1 Investigate joining Supply Nation as a government member to allow AAT to compare and benchmark against other organisations	October 2022
		9.2 Continue to improve our performance on whole-of-government Indigenous Procurement Policy targets by engaging with more First Nations businesses	May 2023
		9.3 Investigate ways to report on AAT's performance on the Indigenous Procurement Policy	November 2022
	Director Business Support AND Chair RAP working group (9.4)	9.4 Research potential government networks for the AAT to join, to learn and share information about supplier diversity	May 2023
		Assistant Director Procurement (9.5 to 9.6)	9.5 Procurement staff to attend Supply Nation's annual Connect conference
	9.6 Raise awareness of the offerings of Supply Nation suppliers by facilitating meetings with key cost centre managers	May 2023	





Governance

Our commitment to reconciliation is demonstrated by the systems, processes and supports we put in place to ensure our actions are achieved.

What action will we take?	Who is responsible?	How we will get it done	By when?
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Chief Corporate Officer (10.1)	10.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG	May 2023
	Chair RAP working group (10.2 to 10.3)	10.2 Maintain the RWG to oversee implementation of the RAP	May 2023
		10.3 Maintain and update the RWG Terms of Reference as required	November 2022
11. Provide appropriate support for effective implementation of RAP commitments	Chief Corporate Officer AND Chair RAP working group	11.1 Continue to engage senior leaders in the delivery of RAP commitments	May 2023
		11.2 Review and update resource needs for RAP implementation	November 2022
		11.3 Review and update systems required to track, measure and report on RAP commitments	November 2022
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Chair RAP working group	12.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	September 2022
13. Continue our reconciliation journey by developing our next RAP	Chair RAP working group	13.1 Register via Reconciliation Australia to develop our next RAP where we will strive to develop an Innovate RAP	November 2022

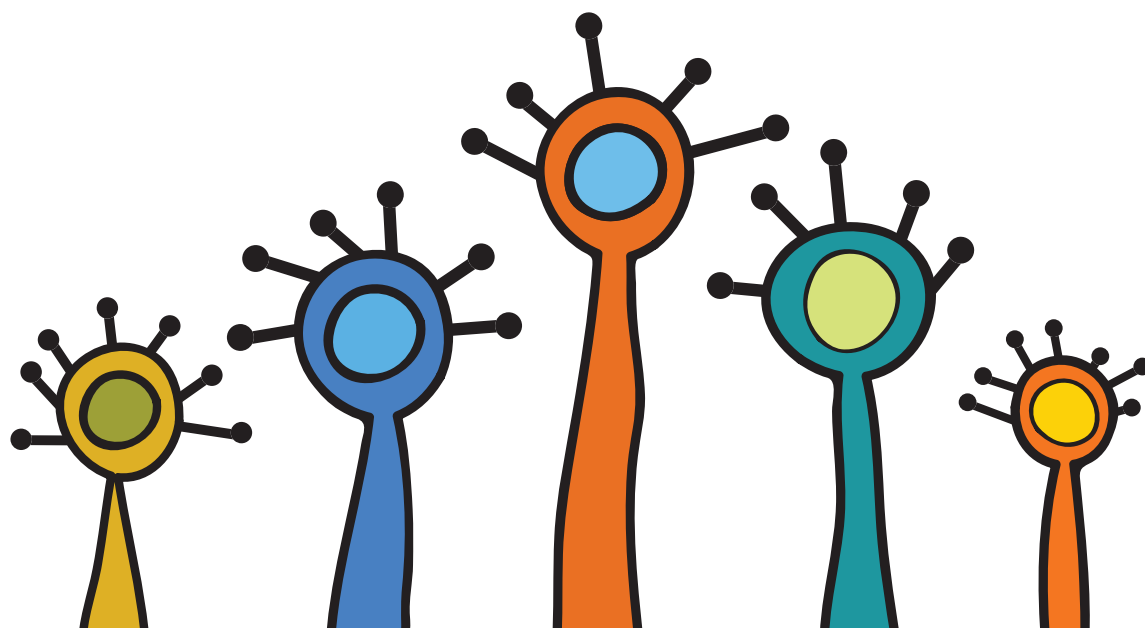
Contact

Please contact Lauren Boyer, Manager Performance and Development, with enquiries about this RAP.

Phone: +61 2 9276 5000

Email: performance.development@aat.gov.au

Web: aat.gov.au



The artist - De Greer-Yindimincarlie

De Greer-Yindimincarlie is an Australian Aboriginal woman from Wiradjuri country in central western New South Wales. She is a curator, educator and multi award-winning artist. She celebrates her Aboriginal culture everyday through working within her Authentic Aboriginal businesses delivering to public and private collections worldwide, her stunning Aboriginal artworks. De works in many mediums including art, music, graphic and textile design, and film.

De was awarded the 2008 South East Queensland NAIDOC award for 'Distinguished Services in the Visual Arts Industry; and was nominated for 'Visual Artist of the Year' in the 2011 and 2013 National Deadly Awards. She also won the Professional Deadly Dressed Award at the 2013 Deadly Awards, for the collaboration piece The 'Yindi' dress, which bore De's textile design.

De's Aboriginal artworks and Authentic products are held by the National Gallery of Australia, and the Toledo Museum of Art in Ohio USA, and numerous other galleries and gift shops. De's artwork can be found on every continent of the world.

De is a respected member of the community, and she is one of Australia's highly sought after female Aboriginal graphic designers, and she has worked and collaborated with several organisations including Department for Agriculture, Water and the Environment, QLD Health, NSW Rural Doctors Network, TAFE NSW, Australia's First People's Education Network, Australian Skills Quality Authority, Commonwealth Grants Commission, MSS Security, QLD Police Service, QLD Aboriginal and Islander Health Council, All Together Now, the eSafety Commissioner and more.

De has lectured and/or tutored at Sunshine Coast University OLD, Griffith University OLD, Edith Cowan University WA, Charles Sturt University NSW, and University of Sydney on a diverse range of subjects including Aboriginal Art Practices and Protocols, Aboriginal Culture, Creativity and Innovation in Business, and Business Practices.

De also has a plus size athleisurewear company XcessFIT, which launched globally in December 2019, which strives to inspire change and acceptance everyday.

De has also been a professional musician, and she has composed for film, and produced albums for many musicians in her own studio. De has recorded six albums to date, and she has played with musician greats such as Dan Sultan, Wolfmother, Neil Murray, Kev Carmody, Archie Roach, and Andrew Farris.

Contact

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