



APRA

RECONCILIATION ACTION PLAN

NOV 2017 - DEC 2018

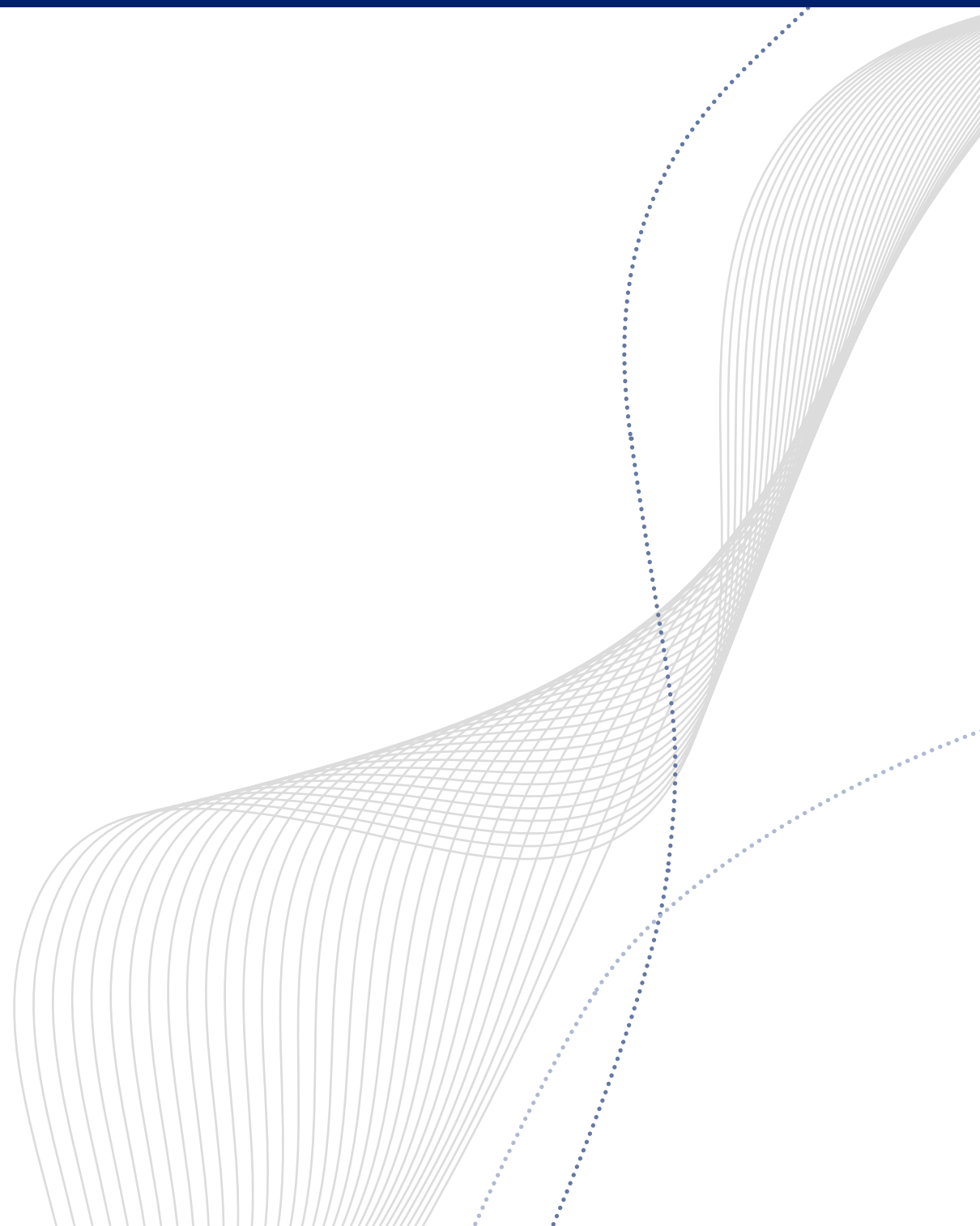


RECONCILIATION
ACTION PLAN

REFLECT

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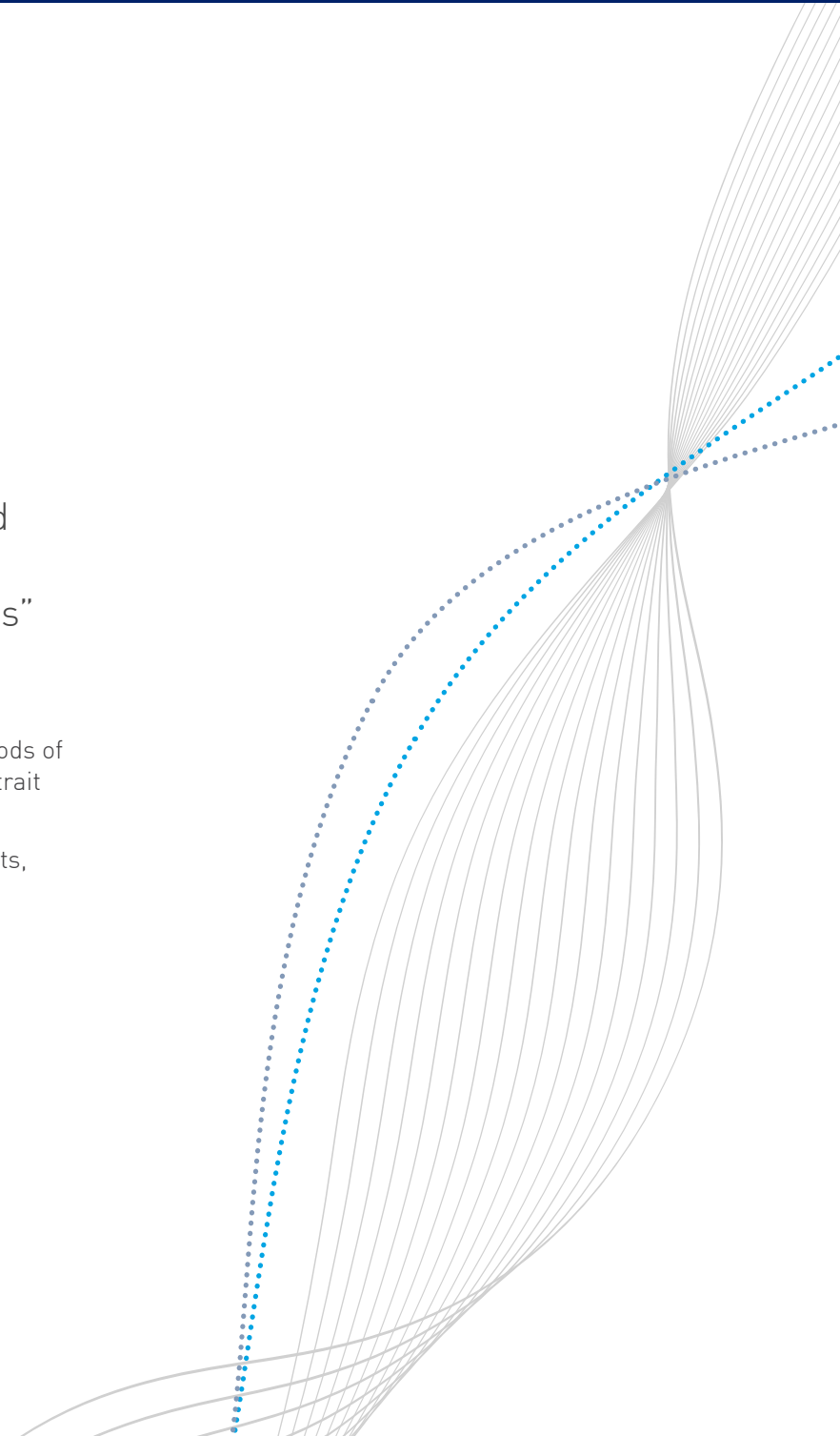


RECOGNITION

“A Reconciliation Action Plan is the business plan that documents what an organisation commits to do to contribute to reconciliation in Australia. It enables an organisation to commit to implementing and measuring practical actions that build respectful relationships and create opportunities for Aboriginal and Torres Strait Islander peoples”

A Reconciliation Action Plan (RAP) provides the best chance of achieving Aboriginal and Torres Strait Islander engagement objectives, and delivering broader outcomes including:

- The opportunity to become an employer of choice for Aboriginal and Torres Strait Islander peoples.
- A more dynamic, innovative and diverse workforce.
- A more culturally safe and tolerant workplace.
- A better understanding of the needs of the Aboriginal and Torres Strait Islander peoples and communities.
- Greater appreciation of the impact of methods of service delivery on Aboriginal and Torres Strait Islander peoples and communities.
- The opportunity to contribute to new projects, industries, services, products and ways of doing business.



OUR BUSINESS

The Australian Prudential Regulation Authority (APRA) is an independent statutory authority established for the purposes of prudential supervision of financial institutions and for promoting financial system stability in Australia.

APRA is responsible for protecting the interests of depositors, insurance policy-holders and superannuation fund members. Our mission is to establish and enforce prudential standards and practices designed to ensure that, under all reasonable circumstances, financial promises made by institutions we supervise are met within a stable, efficient and competitive financial system.

APRA employs over 500 people, including two who identify as Aboriginal or Torres Strait Islanders. APRA has offices in Sydney, Melbourne, Brisbane, Adelaide and Canberra.

Organisationally and operationally, APRA lives by its core values:



INTEGRITY



COLLABORATION



ACCOUNTABILITY



RESPECT



EXCELLENCE

Our core functions are:



Supervision

to identify and respond to significant risks in banks, insurance companies and superannuation funds in a timely and effective manner



Policy

to set minimum prudential standards for those institutions, through maintaining a robust regulatory framework

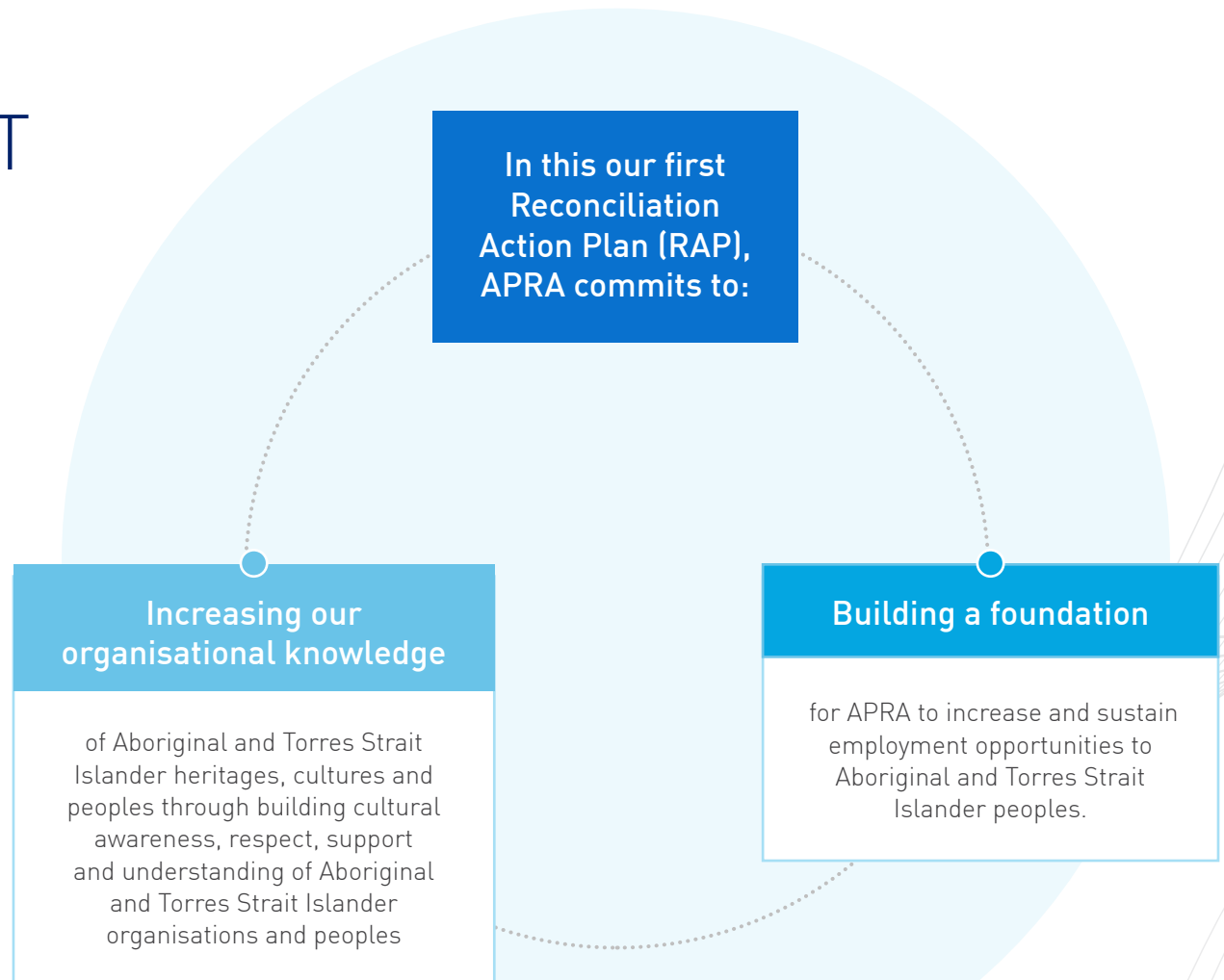


Resolution

to plan for and implement prompt and effective responses to a failure or crisis in the financial system

OUR COMMITMENT

APRA's vision for reconciliation is to help achieve a united Australia where Aboriginal and Torres Strait Islander heritages, cultures and peoples are respected and valued.



OUR RECONCILIATION ACTION PLAN

APRA recognises that there is a role for government agencies in building a united Australia where Aboriginal and Torres Strait Islander heritages, cultures and peoples are respected and valued.

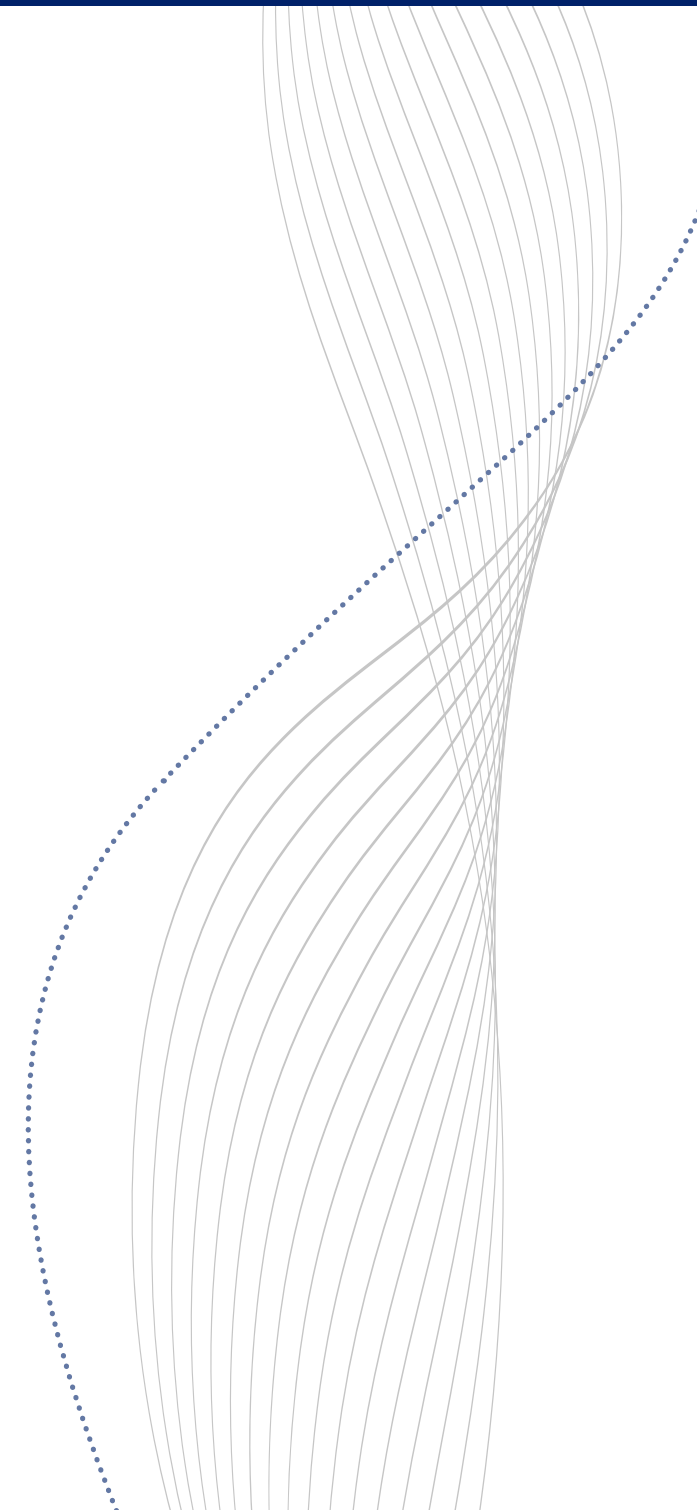
To this end APRA is keen to play a part in Reconciliation and has developed this RAP to translate our commitment into practical deliverables. These deliverables build on early initiatives that APRA has undertaken in respect of Reconciliation, including:

Participation in the Jawun Program

This ongoing program enables APRA to support Reconciliation by placing skilled APRA staff in Indigenous organisations to share their expertise and assist the organisations to achieve their goals and objectives. APRA has conducted two Jawun Program Secondments in 2016 and 2017.

Welcome to Country and Smoking Ceremony to mark the move into our new premises in Martin Place, Sydney

This ceremony formed an important element of APRA's move to new premises in Martin Place in 2016 as well as APRA's first contribution to NAIDOC week celebrations. For many, this was their first exposure as APRA staff to Aboriginal and Torres Strait Islander culture and ceremonies.



OUR RECONCILIATION ACTION PLAN

Involvement in the Indigenous Australian Government Development Program

In 2016, APRA offered two traineeship opportunities to Aboriginal and Torres Strait Islander people through this program. Both were taken up, giving APRA the opportunity to provide tangible support to Closing the Gap and also to learn more about Aboriginal and Torres Strait Islander culture from our new trainees.

Events and displays marking National Reconciliation Week 2017

In 2017, APRA supported National Reconciliation Week (NRW) through raising awareness of the significance of NRW and encouraging staff to participate in events and taking the opportunity to learn about Aboriginal and Torres Strait Islander cultures and experiences.

Events and displays during NAIDOC week 2017

APRA's NAIDOC week celebrations included a range of talks, displays, visits and information about Aboriginal and Torres Strait Islander cultures. This year events were held in all APRA offices, increasing the opportunities for staff from across APRA to appreciate the richness and diversity of Aboriginal and Torres Strait Islander cultures.

Implementation within APRA of the Commonwealth Government's Indigenous Procurement Policy

This initiative is another way in which APRA, as part of the Commonwealth Government, is able to provide practical support to Reconciliation through ensuring that where appropriate, Indigenous businesses are considered for procurement opportunities that arise in APRA.

RAP identified as one of priority actions for 2017 under APRA's Inclusion & Diversity Strategy

APRA's vision for Inclusion & Diversity is that as an organisation we embrace differences and work together, to achieve great outcomes for APRA and the Australian community. Developing a RAP to ensure Aboriginal and Torres Strait Islander heritages, cultures and peoples are respected and valued, is a key priority of our Inclusion & Diversity Strategy.

OUR RECONCILIATION ACTION PLAN

APRA will work towards a vision for Reconciliation by implementing a range of deliverables and activities through the APRA RAP. APRA's first RAP will be a REFLECT RAP, designed to build the foundations for our reconciliation journey and focusing on the following themes:



1. Establishing respectful relationships



2. Raising understanding



3. Creating employment opportunities



4. Identifying and contributing to programs

1. Establishing respectful relationships

with Aboriginal and Torres Strait Islander individuals and organisations. We will do this through connecting with local communities and growing our understanding of traditions and customs.

2. Raising understanding

within APRA of Aboriginal and Torres Strait Islander peoples, cultures and histories. We will do this through acknowledging Aboriginal and Torres Strait Islander cultures in our premises through art and cultural displays, running in-house events, encouraging attendance at NAIDOC and National Reconciliation Week events and partnering with Aboriginal and Torres Strait Islander peoples, communities and organisations. We will encourage and support our staff to contribute to Aboriginal and Torres Strait Islander organisations and communities through APRA initiated activities.

3. Creating employment opportunities

within APRA for Aboriginal and Torres Strait Islander people as part of a wider government commitment to closing the gap on First People's disadvantage. We will do this through continuing to participate in the Indigenous Australian Government Development Program, developing our capability to attract and retain Aboriginal and Torres Strait Islander staff and exploring opportunities to participate in other direct employment programs.

4. Identifying and contributing to programs

that will improve outcomes for Aboriginal and Torres Strait Islander communities, in particular programs focussed on education and employment. We will particularly look for opportunities that leverage our role and capability in the financial services industry. We will do this through continuing to participate in the JAWUN Secondment program and identifying other relevant programs that involve mentoring, educational support, capability sharing, etc. We will support and encourage the provision of goods and services to APRA by Aboriginal and Torres Strait Islander corporations, individuals or groups.

OUR RECONCILIATION ACTION PLAN

The initial RAP has been approved by the APRA Members following its development by a volunteer Working Group spanning all levels of staff within APRA, including two Aboriginal and Torres Strait Islander staff, regional office representatives and headed by a General Manager. Current membership of the RAP Working Group is:

- General Manager, Resolution and Enforcement (Chair), Sydney
- Senior Manager, Employee Relationships and Wellbeing, Sydney
- Senior Manager, Property, Procurement and Facilities, Sydney
- Risk Specialist, Insurance Risk, Sydney
- Manager, Specialised Institutions, Sydney
- Manager, Banking Statistics, Sydney
- Principal Analyst, Diversified Institutions, Sydney
- Procurement and Facilities Administrator, Sydney
- Head of Talent, People and Culture, Sydney
- Principal Analyst, Supervision Framework, Sydney

- Manager, Specialised Institutions, Brisbane
- Principal Analyst, Specialised Institutions, Melbourne
- Risk Advisor, Canberra

Internally within APRA the RAP is championed by APRA's Inclusion and Diversity Council and APRA's Executive Management.

This Reflect RAP will give us the time and opportunity to raise awareness and support for Reconciliation throughout APRA. It will also assist us to develop a solid RAP governance model and build the business case for future commitments to cultural learning, practising cultural protocols and growing our contribution to Aboriginal and Torres Strait Islander employment.

Wayne Byres
Chairman, APRA



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Maintain a RAP Working Group	1. APRA RAP Working Group to meet at least quarterly to oversee development and delivery of RAP	December 2017 March 2018 June 2018 September 2018	Chair, APRA RAP WG
	2. APRA RAP Working Group continue to include Aboriginal and Torres Strait Islander staff and representatives from all levels of APRA	December 2017 -December 2018	Chair, APRA RAP WG
	3. Terms of Reference developed for APRA RAP Working Group	December 2017	Chair, APRA RAP WG
2. Build internal and external relationships	1. Establish connection with local Land Councils in each area where APRA has offices – Sydney, Melbourne, Brisbane, Adelaide, Canberra	March 2018	Chair, APRA RAP WG
	2. Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within local areas that we could approach to connect with on our reconciliation journey.	December 2017	Manager, Specialised Institutions, Sydney
	3. Identify other community connections relevant to the Opportunities we want to pursue, in particular organisations with a connection with the financial sector or Aboriginal and Torres Strait Islander education.	June 2018	Manager, Specialised Institutions, Sydney
	4. Connect with other government agencies with which we deal regularly, to progress on our RAPs – ASIC, RBA, HR Forum.	March 2018	Principal Analyst, Supervision Framework



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
3. Participate in and celebrate National Reconciliation Week	1. Arrange for an article in APRAnews about the significance of National Reconciliation Week and advertising events for staff to attend.	May 2018	Risk Specialist, Insurance Risk
	2. Encourage our staff to attend a National Reconciliation Week event.	May 2018	Chair, APRA RAP WG
	3. Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	May 2018	Risk Specialist, Insurance Risk
	4. Ensure our RAP Working Group participates in an external event to recognise and celebrate National Reconciliation Week.	May 2018	Chair, APRA RAP WG
	5. Organise an internal event featuring an Aboriginal and Torres Strait Islander speaker to raise awareness of National Reconciliation Week	May 2018	Senior Manager, Property, Procurement and Facilities
4. Raise internal and external awareness of our RAP	1. Formally launch APRA's Reflect RAP including specific engagement of the Inclusion and Diversity Community	November 2017	Head of Talent, People and Culture, Sydney
	2. Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments.	March 2018	Head of Talent, People and Culture, Sydney
	3. Develop an engagement plan with senior executives to raise awareness of RAP and responsibilities under the RAP	December 2017	Senior Manager, Employee Relationships and Wellbeing, Sydney
	4. Raise external awareness of our RAP through reference in APRA's Annual Report, website and other corporate material.	March 2018	Head of Talent, People and Culture, Sydney



Action	Deliverable	Timeline	Responsibility
5. Investigate Aboriginal and Torres Strait Islander cultural learning and development	1. Hold an Aboriginal and Torres Strait Islander awareness session involving either an internal or external speaker at least 3 times per year	November 2018	Chair, APRA RAP WG
	2. Capture data and measure our staffs' current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	December 2017	Senior Manager, Employee Relationships and Wellbeing, Sydney
	3. Encourage teams across APRA to consider Aboriginal and Torres Strait Islander cultural activities when planning their team building activities	March 2018	Risk Specialist, Insurance Risk
	4. Identify cultural awareness activities in the lead up to National Reconciliation Week	March 2018	Senior Manager, Property, Procurement and Facilities
	5. Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	March 2018	Principal Analyst, Supervision Framework
	6. Investigate local cultural experiences and immersion opportunities including APRA's continued commitment to the JAWUN secondment program	March 2018	Senior Manager, Employee Relationships and Wellbeing, Sydney
	7. Conduct a review of cultural awareness training needs within our organisation.	November 2017	Manager, Specialised Institutions, Sydney
	8. Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training for delivery in 2018.	December 2017	Manager, Specialised Institutions, Sydney
	9. Investigate opportunities to work with other Agencies with regards to Cultural Awareness Training.	December 2017	Principal Analyst, Supervision Framework



Action	Deliverable	Timeline	Responsibility
6. Participate in and celebrate NAIDOC Week	1. Raise awareness and share information (APRAnews/speaker series) with staff on the meaning of NAIDOC Week including information on local Aboriginal and Torres Strait Islander peoples and communities.	June 2018	Risk Specialist, Insurance Risk
	2. Contact each local NAIDOC Week Committee where APRA has an office to discover events being held within that community.	May 2018	Manager, Specialised Institutions
	3. Introduce our staff to NAIDOC Week by promoting community events in each local area where APRA has an office.	June 2018	Manager, Specialised Institutions
	4. Ensure our Working Group participants participate in an external NAIDOC Week event.	July 2018	Chair, APRA RAP WG
	5. Provide opportunities for all APRA staff including Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2018	Chair, APRA RAP WG
	6. Communication of Flexible Working Arrangements and other P&C policies and procedures to ensure staff understand that there are no barriers to staff participating in NAIDOC Week.	July 2018	Senior Manager, Employee Relationships and Wellbeing, Sydney
	7. In consultation with Aboriginal and Torres Strait Islander stakeholders hold an internal NAIDOC Week event including all regional offices.	July 2018	Chair, APRA RAP WG
7. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	1. Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence.	November 2017	Risk Advisor, Canberra
	2. Develop and implement a plan to raise awareness, understanding and application of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols.	December 2017	Risk Advisor, Canberra
	3. Develop a list of key contacts for organising a Welcome to Country and Initiate contact with Metropolitan Land Council to understand the protocols.	December 2017	Procurement and Facilities Administrator
	4. Invite a Traditional Owner to provide a Welcome to Country at least one significant event possibly for NAIDOC week celebrations.	July 2018	Chair, APRA RAP WG



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
8. Investigate Aboriginal and Torres Strait Islander employment	1. Develop and implement a policy for attracting and retaining Aboriginal and Torres Strait Islander staff to APRA, incorporating the Indigenous Traineeship Program	June 2018	Head of Talent, People and Culture
	2. Capture baseline data on current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities.	December 2017	Head of Talent, People and Culture
9. Investigate Aboriginal and Torres Strait Islander supplier diversity	1. Implement procurement guidelines to encourage the procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses in line with the Commonwealth Government's Indigenous Procurement Policy.	December 2017	Senior Manager, Property, Procurement and Facilities
10. Create opportunities for APRA staff to support Reconciliation	1. Develop an internal Aboriginal and Torres Strait Islander professional mentoring network.	December 2017	Manager, Specialised Institutions
	2. Investigate opportunities to increase pro bono activities, including providing support and analytical skills to core business activities for Indigenous Councils and community groups.	March 2018	Manager, Specialised Institutions
	3. Develop and implement a strategy to harness feedback and innovative ideas from all staff in relation to APRA creating opportunities for Indigenous communities.	June 2018	Risk Advisor, Canberra
	4. Investigate opportunities to become involved in the AIME Program or other Indigenous mentoring programs and external indigenous internship programs such as Career Trackers.	December 2017	Senior Manager, Property, Procurement and Facilities



TRACKING AND PROGRESS

Action	Targets	Timeline	Responsibility
11. Build support for the RAP	1. Identify budget needs and have included in Diversity budget for 2018	December 2017	Chair, APRA RAP WG
	2. Identify other resource needs and available resources	December 2017	Principal Analyst, Diversified Institutions
	3. RAP WG to report to Council for Diversity and Inclusion and/or Executive Board on progress	March 2018 September 2018	Chair, APRA RAP WG
	4. Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	September 2018	Procurement and Facilities Administrator
12. Review and Refresh RAP	1. Liaise with Reconciliation Australia to develop our next RAP (Innovate) based on learnings, challenges and achievements	September 2018	Chair, APRA RAP WG
	2. Draft 2019 Innovate RAP in consultation across APRA	January 2019	Risk Advisor, Canberra
	3. Submit our draft 2019 Innovate RAP to Reconciliation Australia for formal review and endorsement.	January 2019	Chair, APRA RAP WG



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