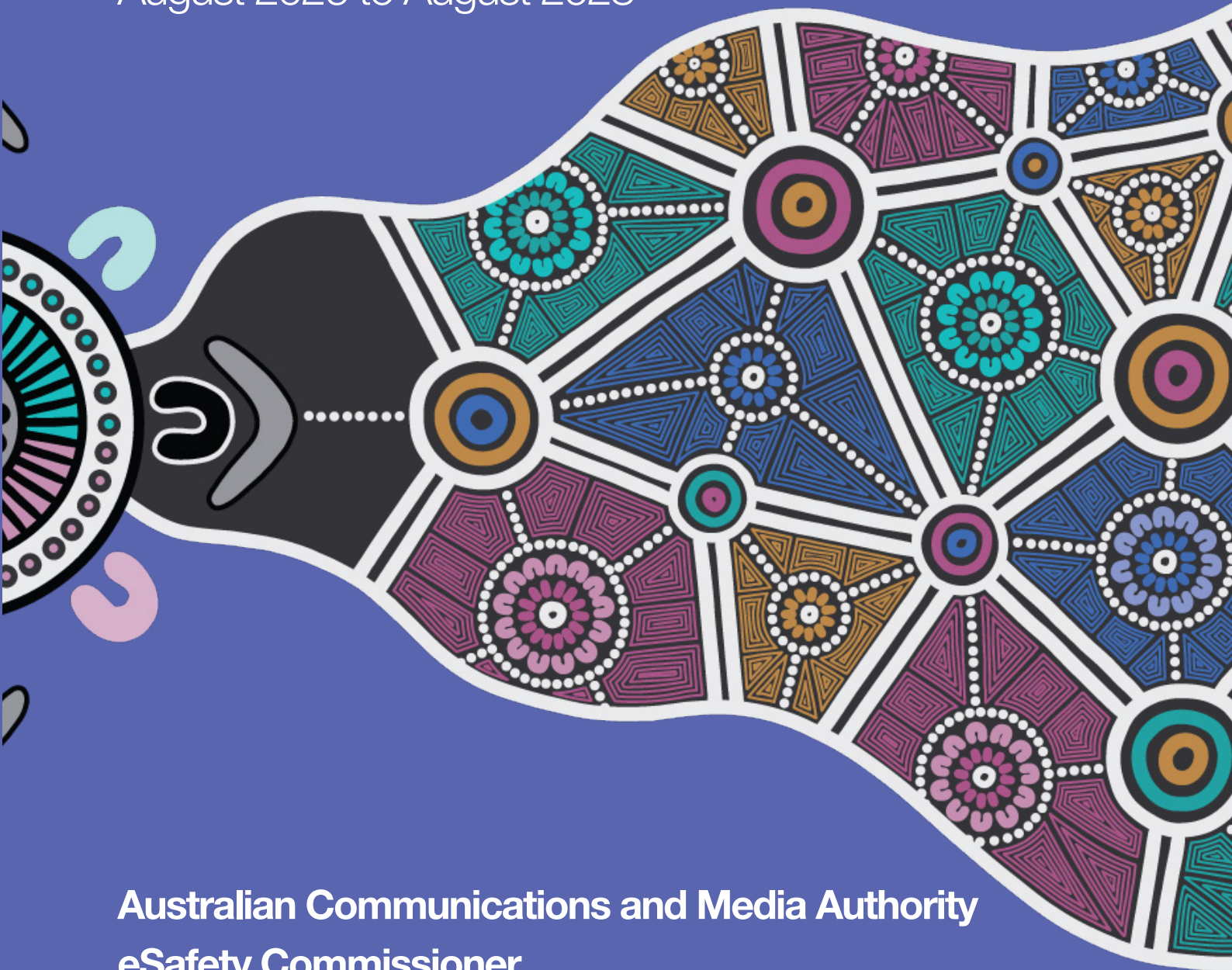


Innovate Reconciliation Action Plan

August 2026 to August 2028



Australian Communications and Media Authority
eSafety Commissioner

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Connected and United and *Strong People Safe Spaces* © Amy Allerton



Acknowledgement of Country

The Australian Communications and Media Authority
and the eSafety Commissioner acknowledge First Nations peoples
as the Traditional Owners and Custodians of Australia.

We respect and celebrate First Nations peoples
as the original storytellers and content creators of the lands
on which we work, and honour the enduring strength
and commitment of Aboriginal and Torres Strait Islander peoples
to the land, waters and their communities.

We pay our respects to Elders past and present.

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A statement from the Chair



As the Accountable Authority of the Australian Communications and Media Authority (ACMA), I am proud to introduce our Innovate Reconciliation Action Plan (RAP).

Reconciliation is central to how we operate as a national regulator with responsibilities that shape Australia's communications and media landscape. We acknowledge the enduring cultures, knowledge and leadership of Aboriginal and Torres Strait Islander peoples, and the important role reconciliation plays in achieving better outcomes for First Nations peoples, now and into the future.

This Innovate RAP builds on the foundations laid through our inaugural RAP and reflects a maturing approach to reconciliation across the ACMA and eSafety. It more clearly aligns our actions with the National Agreement on Closing the Gap and the Priority Reforms, particularly by strengthening shared decision-making, building the cultural capability of our workforce, and improving how our policies, services and regulatory work support better outcomes for First Nations peoples.

The RAP has been developed by our RAP Working Group, with active engagement from staff across the ACMA and eSafety. It focuses on embedding reconciliation into our core business, deepening our relationships with Aboriginal and Torres Strait Islander peoples and organisations, and ensuring our work is informed by lived experience and respectful engagement.

We recognise that reconciliation is an ongoing journey. This Innovate RAP challenges us to move beyond commitment and intention, and to take practical, measurable action. It turns our focus towards learning, accountability and continuous improvement, so reconciliation becomes part of how we do business every day.

I encourage all staff and stakeholders to read this RAP and consider how they can contribute to its success. Reconciliation is a shared responsibility, and there are many opportunities for individuals and teams to be involved in delivering these actions.

I thank our RAP Champion, Robert Crofts, Executive Manager, Spectrum Allocations, Licensing and Policy Branch, Communications and Infrastructure Division, the RAP Working Group, and all ACMA staff who contributed to the development of this Innovate RAP. Your commitment and leadership will be critical as we continue our reconciliation journey together.

A handwritten signature in black ink, appearing to read 'Nerida O'Loughlin', written in a fluid, cursive style.

Nerida O'Loughlin PSM
ACMA Chair

Message from our RAP Champion

I am honoured to be the RAP Champion for this Innovate Reconciliation Action Plan and to support the ACMA and eSafety's ongoing commitment to reconciliation.

This RAP reflects our responsibility as a public sector agency to strengthen our relationships with First Nations peoples, better listen to and reflect their voices and experiences in decision making, and continuously improve our contributions to reconciliation and closing the gap.

We have purposefully aimed to strengthen the alignment of our RAP to the National Agreement on Closing the Gap (the National Agreement) and the Priority Reforms, particularly Priority Reform Three: transforming government organisations. We recognise that reconciliation and transformation are a continuous journey requiring a commitment to listening and understanding, reflection and practical action to achieve meaningful and lasting change.

This RAP seeks to embed both reconciliation and the Priority Reforms more deeply into our work practices and organisational culture. It identifies ways that we can advance reconciliation in our core business and make our organisations culturally safe and accountable for the outcomes we deliver for First Nations communities and people. Reconciliation is not just about what we do and how we do it. It is also about making sure that our organisations are inclusive, and value, respect and empower our First Nations staff and stakeholders.

Alongside this, our RAP aligns with the broader National Agreement by reflecting our contributions to Outcome 17, about supporting Aboriginal and Torres Strait Islander peoples to have access to information and services that enable informed decision making about their own lives. The ACMA and eSafety play a unique role in shaping information environments and supporting safe, equitable access to communications, media and online services. The actions in this RAP will help us deliver our functions in ways that are more culturally informed and responsive to the lived experience of Aboriginal and Torres Strait Islander peoples and communities.

Reconciliation is a shared responsibility. The success of this RAP depends on the active participation of every single staff member. It belongs to all of us. Real change requires courageous leadership, shared effort and a genuine commitment to ensuring the voices, knowledge and perspectives of First Nations peoples are respected and embedded in our decision making.

I am committed to ensuring this RAP is both ambitious and practical, that we are accountable for the change it promises, and that First Nations voices continue to guide our approach as we deliver on these commitments.

Robert Crofts
RAP Champion

A statement from the CEO of Reconciliation Australia

Reconciliation Australia commends the Australian Communications and Media Authority (ACMA) on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. ACMA continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that ACMA will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to ACMA using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for ACMA to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, ACMA will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of ACMA's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations ACMA on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Connected and United © Amy Allerton

Featured artwork: *Connected and United*

As we move into our second Innovate RAP, we have chosen to continue with the *Connected and United* artwork from our inaugural Innovate RAP. This decision acknowledges the story embedded within the artwork, reminding us to stay connected to the relationships and responsibilities that underpin our reconciliation journey.

We have also continued our relationship with the artist by including the additional piece commissioned in our previous RAP period, *Strong People, Safe Spaces*. Carrying both artworks forward reflects our commitment to long term relationships and aligns with the purpose of an Innovate RAP deepening partnerships and embedding reconciliation more firmly in the way we work. Together, the artworks create a unified narrative of our reconciliation journey, symbolising our ongoing commitment to advancing reconciliation.

Connected and United is a story built on strong relationships and unbreakable connections. Positive relationships allow us to achieve unity in our communities and Country, where we are grounded and held together by historical acceptance, equality, equity and institutional integrity.

We are continuously connected to the world around us. Our connections allow us to:

- be **entertained and inspired**
- **engage** in proactive and creative ways with our communities and industry
- **embrace diversity and inclusion** so that we can share with each other generously
- be **educated and informed**, and to find safety with those who work to protect us from harm.

More about the artwork

The artwork begins at its centre, where relationships sit as the foundation. Everything expands outward from this point, reflecting how relationships are central to First Nations cultures, including relationships to each other, to Country, to language and to ceremony. These relationships form the base of a respectful, harmonious, united and connected life. Surrounding this centre are the 4 key pillars of the ACMA's vision:

- **Historical acceptance** in the top left.
- **Equality** in the top right.
- **Equity** in the bottom right.
- **Institutional integrity** in the bottom left.

Dots link each of these symbols, representing the ACMA gathering data, analysing and exploring new solutions to modern challenges, and applying critical thinking to support innovation. Across the middle of the artwork, the white lines depict a connected Australia – the meeting places, people, homes, businesses and organisations that show how we are all linked, no matter who we are or where we are, and how our access to information keeps us connected in ways unique to the modern age.

Radiating out from the centre are the sections that represent an inclusive, entertained, safe and collaborative Australia:

- The top left section shows **people coming together to embrace diversity** and create space for everyone to feel included and valued.
- The top right section reflects the **connections we form** through what entertains us; our shared passions and the way content brings people together.
- The bottom right section represents a **safe Australia**, symbolised through shields that show protection from online harm for both Aboriginal and Torres Strait Islander peoples and non Indigenous peoples.
- The bottom left section represents a **collaborative Australia**, highlighting creative engagement with industry and community to encourage collaboration, build understanding and share knowledge generously.
- Finally, the 2 vertical sections at the top and bottom represent **our staff**, united in our goals for Australia, for communities and for reconciliation, and the ripples of positive impact created through the work we do.



Strong People, Safe Spaces © Amy Allerton

Featured artwork: *Strong People, Safe Spaces*

Strong People, Safe Spaces tells a story about how all Australians navigate and engage with the online world – a landscape rich with connection, influence, opportunity and risk.

Seven different groups of people are highlighted artistically in the design. Together they surround a shield in the middle of the artwork, symbolising eSafety.

More about the artwork

At the centre of the artwork sits the eSafety shield, an oval form representing protection, guidance and the role of eSafety in safeguarding people from online harm. Surrounding this shield are 7 groups of people, symbolising the diverse communities who rely on safe online spaces to learn, connect, create and participate. The relationships between these groups and the central shield reflect the collective effort required to support a safer, more inclusive online environment for everyone.

Radiating throughout the artwork are symbols that represent key parts of our online and physical worlds. Consecutive dots show the ever present connections that link us digitally, while variations in those circles reflect safe spaces, potential risks and the influences we encounter. Other elements portray isolation, place, community, Country and the physical spaces where our lives unfold. Lines and circles depict the support and resources that branch from eSafety staff, symbolising education, guidance and the commitment to creating positive online experiences.

Together, these elements tell a story of protection, empowerment and resilience – reminding us that strong people and safe spaces are interconnected, and that cultural understanding, collaboration and shared responsibility all play a role in shaping the safety and wellbeing of Australians online.

'The artwork represents everyone, from our children to our Elders, as they journey through 2 worlds – the physical and the online world – to find connection, meaning, acceptance and belonging.' – Amy Allerton

About the artist: Amy Allerton



The artist, Amy Allerton, is the owner and founder of Indigico Creative and a contemporary Aboriginal artist. She was born and raised on Gamilaroi country in Tamworth NSW, which formed her identity through Gamilaroi culture, tradition, ceremony, language and art. Amy descended from the Gumbaynggirr and Bundjalung nations, where traditional lands are surrounded by beautiful mountains and crystal clear creeks.

Amy collaborates with businesses and partners with communities to creatively communicate the stories that bring us together. She is driven by her personal and professional vision that every story is given value and a voice, to revitalise communities, reconnect to culture and restore identities to build a stronger future.

Amy applies her skills in digital illustration to deliver a modern approach to Aboriginal storytelling. Her artworks are an extension from her journey of exploring her own cultural identity, bringing her unique ability to speak in colour and imagery to create visual representations of the journeys and values of organisations and communities.



Our vision for reconciliation

Our vision for reconciliation is a future built upon historical acceptance, equality, equity, integrity and positive relationships. We commit to promoting an inclusive culture and enhancing opportunities for First Nations peoples within the ACMA and eSafety.

We seek to support Aboriginal and Torres Strait Islander peoples having safe and reliable access to information and services to enable participation in informed decision making regarding their own lives. Through our regulatory, policy and advisory functions we are committed to improving communications and media outcomes for First Nations peoples and empowering Aboriginal and Torres Strait Islander peoples to have safer and more positive experiences online.

We are focused on moving from intent to action. In this RAP, we will build on the foundations established through our first RAP by embedding reconciliation more deliberately into our core business, decision making and ways of working. We will do this by strengthening accountability through governance arrangements, testing practical actions within our sphere of influence, and supporting our people to build cultural capability and confidence in their roles.

Our business

The ACMA contributes to maximising the economic and social benefits of communications infrastructure, content and services for Australia.

We are responsible for regulating broadcasting, radiocommunications, telecommunications and some online content. We also support the eSafety Commissioner (eSafety), which helps safeguard all Australians from online harms and promotes safer, more positive online experiences. eSafety understands that First Nations communities experience disproportionate rates of online harm and is focused on supporting these communities to feel safer online. Throughout this document when referring to the ACMA, this includes eSafety.

We are advancing reconciliation by embedding protections and culturally tailored initiatives into our work. Since late 2024, we have enforced new consumer safeguards to protect vulnerable individuals, including First Nations peoples, during network outages and from mobile number fraud.

In June 2025, we introduced a standard requiring telcos to provide secure services and enhanced support for victim-survivors of domestic and family violence, critical for at-risk First Nations consumers.

eSafety complements these by undertaking targeted actions to identify, raise awareness and address harms that First Nations people face online. A suite of First Nations resources, including in a range of Aboriginal and Torres Strait Islander languages, are available on the eSafety website. These resources are informed by meaningful engagement with First Nations organisations and communities to ensure they are culturally safe, informed by lived experience and responsive to emerging issues. Additionally, as part of the Preventing Tech-based Abuse of Women Grants Program, eSafety has set aside priority funding to support projects that directly focus on the prevention of tech-based abuse in First Nations communities.

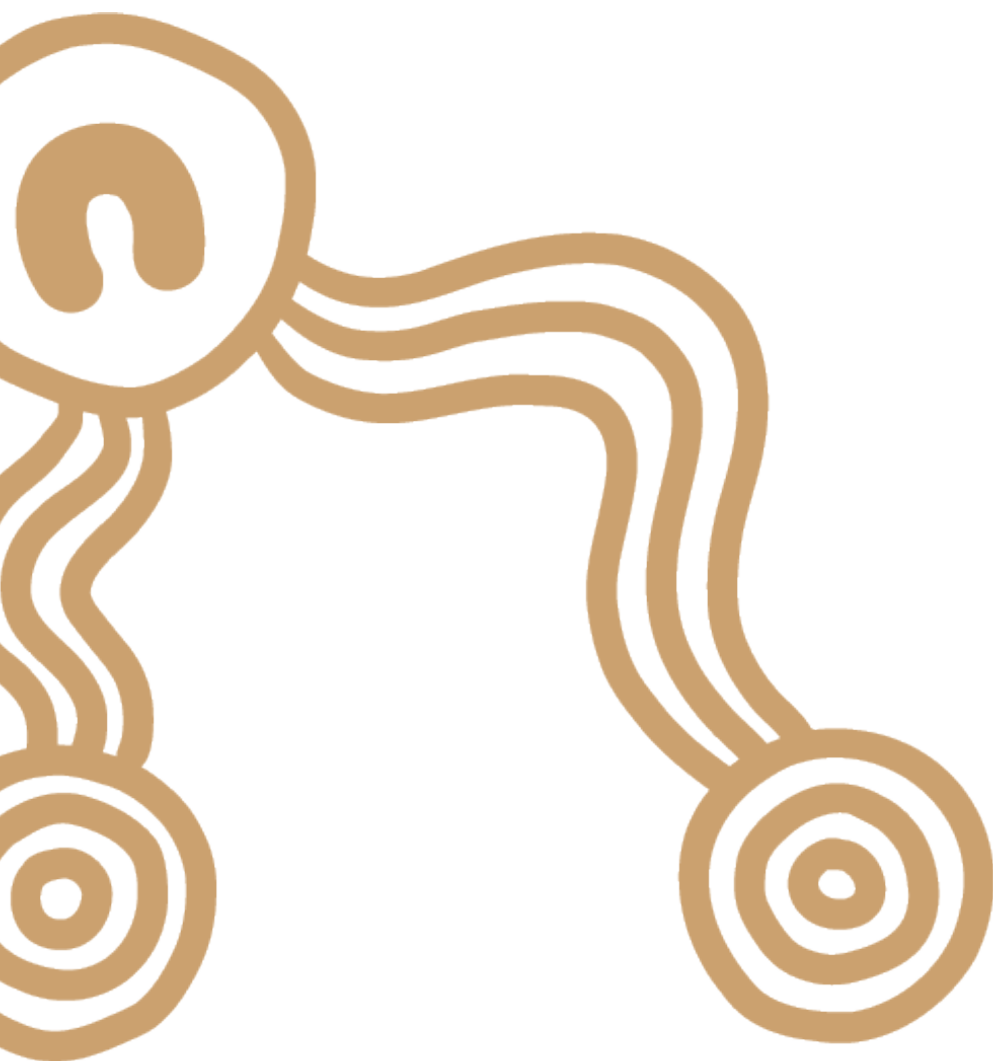
The ACMA's sphere of influence includes all staff as internal stakeholders, and by extension their families and communities. Our external stakeholders are numerous, beginning with the millions of Australians who use and rely on communications and media networks, and the businesses that supply them. More broadly, our sphere of influence extends to international communications regulators and international telecommunications businesses.

In its efforts to empower all Australians to have safer experiences online, eSafety influences and collaborates with governments, organisations, advocates, community groups and tech industry representatives within Australia and internationally.

This RAP will help the ACMA focus and utilise its broad reach to help advance reconciliation in Australia. Our primary geographic reach is national, covering all of Australia, but extends internationally through strong international engagement activities to build co-operative relationships and partnerships, to promote and protect Australian interests and support broader government policies and activities.

We have 3 primary offices: on Ngunnawal Country in Canberra; Eora Country in Sydney; and Woi Worung Country in Melbourne. We also have staff working on Nuenonne Country in Hobart, Tharawal Country in Lucas Heights and Yuggera Country in Brisbane.

As at 30 June 2026, the ACMA had 745 employees (Australian Public Service staff), and a total of 789 when including labour hire contractors and statutory office holders. Of this number, there were 5 Aboriginal and Torres Strait Islander staff members. This amounts to less than 1% of the agency and is an area of focus for us.



Our reconciliation journey

The ACMA began its formal reconciliation journey in 2023 with our inaugural Innovate Reconciliation Action Plan (RAP), which set out a comprehensive program of deliverables designed to promote cultural understanding, respect and meaningful engagement.

Many of these commitments have been successfully implemented, demonstrating our dedication to advancing reconciliation within our organisation and the broader community. At the same time, we recognise there is more work to do, which is why this RAP builds on that foundation and seeks to strengthen and progress further. Several deliverables remain in progress and have been carried forward into this plan to ensure continuity and sustained impact.

Some of our key achievements include:

- Staff participation in the Jawun Secondment Program, in acknowledgement of its role to strengthen cultural awareness and understanding, and partner with Aboriginal and Torres Strait Islander communities and organisations.
- Celebrating Aboriginal and Torres Strait Islander cultures and histories during NAIDOC Week and National Reconciliation Week.
- Naming our meeting rooms to reflect local Aboriginal and Torres Strait Islander groups and languages, with the Dharug and Gadigal languages used in the Sydney office, and the Canberra office recognising Ngunnawal names.
- Deepening our understanding of Aboriginal and Torres Strait Islander peoples' cultures and learning to deliver more meaningful and heartfelt Acknowledgements of Country through staff participation in the *Acknowledge This!* workshop and staff communications.
- Developing and implementing our new ACMA Indigenous Procurement Plan.
- Enhancing our HR policies and processes to support First Nations employees through enhanced study assistance, ceremonial leave, bereavement leave and Aboriginal and Torres Strait Islander community volunteer leave.
- Celebrating the cultures of Aboriginal and Torres Strait Islander peoples by providing recipients of our annual ACMA Excellence Awards with an artwork created by a First Nations artist.

National Reconciliation Week 2024 and 2025



Walks on Country

In 2024, the ACMA held Walk on Country as part of National Reconciliation Week events in Sydney, Melbourne and Canberra. The Walk on Country guided tours provided an immersive experience for staff and explored local Aboriginal and Torres Strait Islander cultures and histories.

Building a bridge

In 2025, the National Reconciliation Week (NRW) theme was Bridging Now to Next. The theme reflected the ongoing connection between past, present and future and urged us to look ahead and continue the push forward as past lessons guide us.

As part of our NRW 2025 celebrations, we reflected with a community art project created by staff in each of our offices. Staff were provided an individual and collective prompt to personally reflect on their own reconciliation journey, with the leaves they created and joined together representing the ACMA's ongoing commitment to reconciliation and the NRW theme.

First Nations procurement showcase

We also held a National Reconciliation Week Procurement Showcase hosted by Robert Crofts, with guest speakers Allison Ribas, Client Relationships Manager at [Evolve FM](#) and Shane Dexter, Branch Manager, Business and Economic Policy at the National Indigenous Australians Agency (NIAA). The showcase highlighted the economic benefits for Aboriginal and Torres Strait Islander communities when using First Nations-owned organisations for procurement purposes.

NAIDOC Week 2024 and 2025

For NAIDOC Week in 2024, we hosted guest speaker Craig Quartermaine. Craig is a comedian, writer and TV presenter with over 10 years' experience as a journalist covering Aboriginal and Torres Strait Islander affairs for NITV and the ABC. Craig's presentation discussed the importance of First Nations representation in the media and how this has evolved throughout his career.

For NAIDOC Week in 2025, over a 4-week period the ACMA took part in a Converge move challenge. Staff had the opportunity to learn about a wide range of First Nations heritage sites and cultures while completing a total of 1,120,176 steps. Those who took part learned about Aboriginal and Torres Strait Islander sites such as [Kakadu National Park](#) and [Uluru-Kata Tjuta National Park](#).

Ongoing cultural learning

Employees participate in ongoing cultural learning through various programs. The SBS Inclusion First Nations course deepens understanding of Aboriginal and Torres Strait Islander cultures. The Australian Public Service Academy's Footprints program encourages staff to engage in activities that build cross-cultural knowledge and foster respect for Australia's diverse communities.

Challenges

Our inaugural RAP included some deliverables that proved challenging to embed into the agency's day-to-day work. In developing this RAP, we have taken time to more carefully consider how actions will be delivered in practice and have shaped the commitments to better reflect our core business. For example, our inaugural RAP did not include actions which explicitly committed to improving communications and media outcomes for First Nations peoples and protecting Aboriginal and Torres Strait Islander peoples from online harms. Learning from this challenge and adjusting our approach to the new RAP allows us to test and strengthen the ways in which our everyday work can meaningfully contribute to reconciliation.

The agency continues to have low representation of Aboriginal and Torres Strait Islander employees, with limited success in recruitment to increase First Nations participation in our workforce. Improving representation at all levels is critical to building a workforce that reflects the communities we serve and brings lived experience to policy development and service delivery. Increased representation also strengthens our understanding of the world's oldest living culture and provides visible role models for emerging Aboriginal and Torres Strait Islander leaders within the Commonwealth and the broader community. In this RAP, we will work to build culturally safe teams and identify roles that can be advertised as identified positions, promote these opportunities effectively to Aboriginal and Torres Strait Islander candidates, and continue to use affirmative measures.

Our RAP

Our RAP influences how we bring reconciliation into the way we operate through our HR processes, our regulatory landscape and our programs. The actions outlined here show our commitment to continually strengthening our efforts and working in respectful and meaningful partnership with Aboriginal and Torres Strait Islander peoples, communities and organisations.

Through our second Innovate RAP, we seek to deepen our reconciliation efforts and commit to embedding meaningful and lasting change. A key deliverable of our inaugural RAP was to analyse the agency's existing ongoing relationships with Aboriginal and Torres Strait Islander stakeholders. This work has helped to inform our understanding of our sphere of influence and shape the actions included in this RAP. These organisations range from First Nations radio service licensees, media organisations, peak bodies and government advisory bodies.

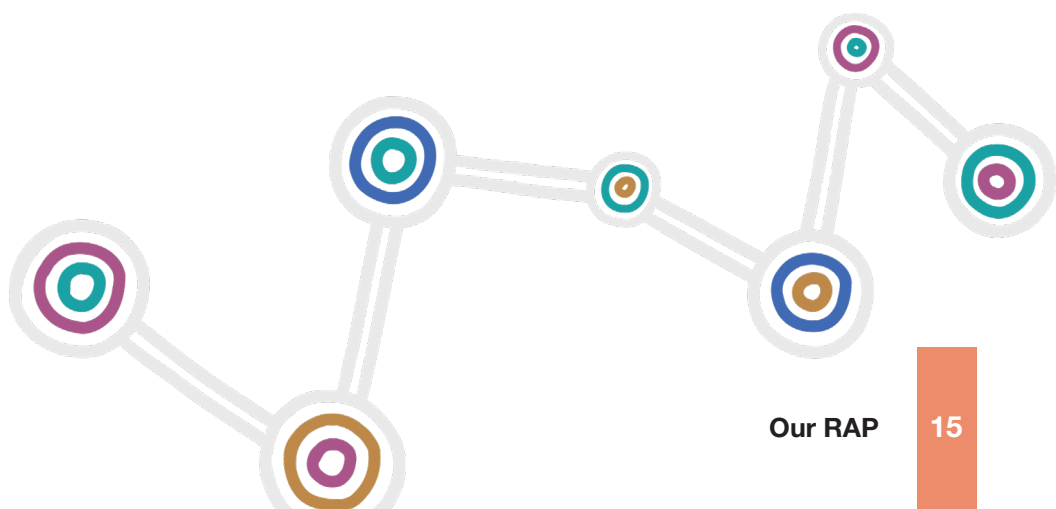
We have undertaken considerable work to ensure the actions appropriately reflect the work of the ACMA and eSafety and exploring our sphere of influence to progress reconciliation. We have aimed to identify some specific deliverables that improve the way we work with First Nations communities, our understanding of the specific issues that they face within our remit, particularly around communications, media and online harms.

The National Agreement on Closing the Gap and the Priority Reforms

We have purposefully aimed to strengthen the alignment of our RAP with the National Agreement on Closing the Gap and the Priority Reforms, particularly the need for governments to transform how we operate, listen and engage. The National Agreement reflects a fundamental shift in how we work, one that requires genuine partnership, shared decision making and shared responsibility with Aboriginal and Torres Strait Islander peoples, communities and organisations.

This alignment is reflected particularly through our efforts under Priority Reform Three: transforming government organisations so they are culturally safe, accountable for improving outcomes, and actively working to eliminate racism. These efforts are essential to ensuring our organisation upholds the intent of the National Agreement and contributes meaningfully to improved outcomes for Aboriginal and Torres Strait Islander peoples.

Alongside this, our RAP aligns with the broader National Agreement through our contributions to Outcome 17: supporting Aboriginal and Torres Strait Islander peoples to have access to information and services that enable informed decision making about their own lives. In doing so, we recognise the unique roles the ACMA and eSafety play in shaping information environments and supporting safe, equitable access to communications, media and online services.



Staff involvement

All employees were invited to contribute ideas for our new RAP. Divisional representatives coordinated input from their divisions, supported the drafting of the RAP, and became members of a refreshed RAP Working Group. A strong theme emerging from staff consultation was the importance of developing a RAP that genuinely reflects the work of the agency and clearly articulates how our everyday activities can contribute to reconciliation.

Our RAP Champion is Robert Crofts, Executive Manager of the Spectrum Allocations Branch in the Communications Infrastructure Division. Robert is also Chair of the RAP Governance Group which is responsible for championing reconciliation initiatives across the Senior Executive cohort.

The ACMA and eSafety RAP Working Group currently consists of internal members with the following job titles, of which there are 2 representatives who have identified as Aboriginal and/or Torres Strait Islander people. We have also implemented a new governance structure, including a RAP governance group and divisional representatives, whose role is to keep RAP deliverables visible and front of mind for those responsible for delivering them. They also act as an important connector with the senior executive, ensuring strong leadership visibility and reinforcing the vital role that executive commitment plays in driving meaningful reconciliation outcomes.

RAP Governance Group members

- Executive Manager, Business Operations and Governance Branch, Corporate and Strategy Division (eSafety)
- Executive Manager, Content Safeguards Branch, Content Division (ACMA).
- Executive Manager, Education, Prevention and Communities Branch, Corporate and Strategy Division (eSafety)
- Executive Manager, Human Resources (HR) and Communications Branch, Corporate and Research Division (ACMA).
- Executive Manager, Spectrum Allocations Branch, Communications Infrastructure Division (ACMA).
- Manager, Culture, Capability and Communications, HR and Communications Branch, Corporate and Research Division (ACMA).

RAP Working Group members:

- Assistant Licensing and Compliance Officer, Community Broadcasting section, Content Division (ACMA).
- Assistant Manager, Culture, Capability and Communications, HR and Communications Branch, Corporate and Research Division (ACMA).
- Assistant Manager, Recruitment, Pay and Systems, HR and Communications Branch, Corporate and Research Division (ACMA).
- Assistant Manager, Strategic Policy and Tech Futures, Strategy, Engagement and Research Branch, Corporate Services Division (eSafety).
- Complaints and Enquiries Officer, Content Investigations section, Content Safeguards branch, Content Division (ACMA)

- Economist, Economics Advisory section, Spectrum Allocations, Licensing and Policy Branch, Communications Infrastructure Division (ACMA).
- Assistant Manager, Internal Communications, Culture, Capability and Communications, HR and Communications branch, Corporate and Research Division (ACMA).
- Licensing and Compliance Officer, Community Broadcasting section, Content Safeguards Branch, Content Division (ACMA).
- Manager, Gambling Compliance Team, Gambling and Mis/Disinformation Branch, Content Division (ACMA).
- Manager, Investigations and Enforcement, Unsolicited Communications and Scams Branch, Consumer Division (ACMA).
- Manager, Safer Communities Section, Education, Prevention and Communities Branch, Corporate Services Division (eSafety).
- Senior Advisor, First Nations Program, Education, Prevention and Communities Branch, Corporate Services Division (eSafety)
- Manager, Spectrum Licensing Policy, Spectrum Allocations, Licensing and Policy Branch, Corporate and Research division (ACMA).
- Manager, Telecommunications Compliance and Enforcement, Telecommunications Safeguards & Numbers branch, Consumer Division (ACMA).
- Recruitment Officer, Recruitment, Pay and Systems, HR and Communications Branch, Corporate and Research Division (ACMA).
- Research Analyst, Research and Analysis section, Research, Data and Governance Branch, Corporate and Research division (ACMA).
- Senior Advisor, Safer Communities section, Education, Prevention and Communities Branch, Corporate Services Division (eSafety).
- Senior Policy Advisor, Spectrum Licensing Policy, Spectrum Allocations, Licensing and Policy Branch, Communications Infrastructure Division (ACMA).
- Senior Policy Officer, Community Broadcasting, Content Safeguards Branch, Content Division (ACMA)
- Senior Policy Officer, Content and Media Reform, Content Safeguards Branch, Content Division (ACMA).
- Senior Policy Officer, Major Spectrum Allocations, Spectrum Allocations, Licensing and Policy Branch, Communications Infrastructure Division (ACMA).
- Strategic Human Resources Business Partner, HR Strategy, Business Operations and Governance Branch, Corporate Services Division (eSafety).

Relationships

Relationships are central to the ACMA's and eSafety's effectiveness as a regulator. This RAP will help us better understand and strengthen our relationships with First Nations peoples, which will in turn improve our regulatory outcomes.

Working together to stay safe online

eSafety engages in meaningful and proactive engagement with First Nations organisations and communities to develop targeted online safety guidance and resources.

For example, in July 2025, eSafety released 2 online safety guides for parents and carers to work through with First Nations children and young people. These guides, *Safer Together!* and *Leaving Deadly Digital Footprints!*, were developed in partnership with First Nations design company Saltwater People and informed by creative, hands-on workshops in Gimuy (Cairns).

In the workshops, First Nations young people and their families explored a range of topics, including:

- cyberbullying
- protecting personal information
- safe gaming
- digital wellbeing.

This led to co-design of new guidance and tools to support families navigating these issues, in the form of print and digital resources, fact sheets and a set of yarning cards designed to facilitate conversations between parents/carers and young people.

The co-design process ensured that the resources are culturally safe, informed by lived experience and responsive to emerging issues. Community members shared how meaningful their experience participating in the process was, both personally and culturally.

The visuals and animations that help make the resources so engaging and resonant were developed by First Nations creatives and incorporate characters and stories that were co-designed in the community workshops. This project was recognised with a 2025 Australian Good Design Award in the Social Impact category.

The guides continue to be accessed and shared by communities, providing First Nations young people and their families with the practical skills and confidence to be safe, resilient and positive users of the online world, and to know where to seek help when issues arise.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	April 2027	Lead: Manager, Safer Communities Support: Manager, Culture, Capability and Communications
	Promote and embed the First Nations Partnership Playbook as a guiding framework for culturally respectful engagement with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2026	Lead: Manager, Safer Communities Support: Manager, Culture, Capability and Communications
	Explore opportunities to engage with Aboriginal and Torres Strait Islander stakeholders and organisations in order to exchange information, identify emerging issues and enhance their understanding of our regulatory frameworks including consumer protections, compliance and enforcement actions.	June 2028	Lead: General Manager Consumer Division Support: General Manager Content Division
	Explore ways to improve how we invite First Nations community and consumer groups to provide input to the ACMA's annual compliance and enforcement priority setting. This includes supporting our teams to analyse data and case studies on First Nations consumer experiences to inform priority setting.	June 2028	Lead: General Manager Consumer Division Support: Executive Manager, Research, Data and Governance
	Continue our relationship with Jawun and sponsor secondments for high performing employees where possible.	April 2028	Lead: Manager, Culture, Capability and Communications Support: Executive Manager, Human Resources and Communications

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April – May 2027 April – May 2028	Lead: RAP Champion Support: RAP Working Group; Manager, Culture, Capability and Communications
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2027 and 2028	Lead: RAP Champion Support: RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2027 and 2028	Lead: RAP Champion Support: RAP Working Group; Chair
	Organise at least one NRW all staff event each year.	27 May – 3 June, 2027 and 2028	Lead: RAP Champion Support: RAP Working Group
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2027 and 2028	Lead: Manager, Culture, Capability and Communications Support: RAP Working Group

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy that builds workforce awareness of reconciliation, The National Agreement on Closing the Gap and the Priority Reforms, including key implementing documents and how they interconnect.	November 2026	Lead: Assistant Manager, Internal Communications Support: Executive Manager Content Safeguards and RAP Champion
	Communicate our commitment to reconciliation publicly.	July 2027	Lead: Editorial and Production Manager, Human Resources and Communications Support: Executive Manager, Human Resources and Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2028	Lead: RAP Champion Support: RAP Working Group
	Continue to collaborate with the APS interagency RAP working group to develop innovative approaches to advance reconciliation.	June 2028	Lead: Manager, Culture, Capability and Communications Support: Executive Manager, Human Resources and Communications
	Promote how the work of eSafety and the ACMA can benefit First Nations communities and investigate opportunities to better address their needs.	June 2028	Lead: General Manager Communication Infrastructure Division Support: Manager, Safer Communities

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	December 2026	Lead: Manager, Wellbeing and Workplace Relations Support: Executive Manager, Human Resources and Communications
	Review our anti-discrimination policy (known as Workplace respect Human Resources policy) in consultation with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors.	December 2027	Lead: Manager, Wellbeing and Workplace Relations Support: Executive Manager, Human Resources and Communications
	Educate senior leaders on the effects of racism.	April 2027	Lead: Manager, Culture, Capability and Communications; Support: Executive Manager, Human Resources and Communications
	Address any areas of concern regarding discrimination if identified in the APS Employee Census.	October 2026 and October 2027	Lead: Executive Manager, Human Resources and Communications Support: Manager, Recruitment, Payroll and Reporting
5. Build and maintain relationships focused on safeguards tailored to online harms experienced by Aboriginal and Torres Strait Islander peoples.	Explore the establishment of an Aboriginal and Torres Strait Islander advisory body to provide advice on activities and strategies to support Aboriginal and Torres Strait Islander people experiencing online harms.	April 2027	Lead: Manager, Safer Communities Support: Executive Manager, Education Prevention and Communities
	Explore further opportunities and support initiatives to address how the 'scambling' issue is specifically affecting Aboriginal and Torres Strait Islander people.	October 2027	Lead: Executive Manager, Gambling and Mis/disinformation Support: General Manager Content Division
	Develop and promote culturally appropriate online safety resources and guidance for Aboriginal and Torres Strait Islander people, ensuring all resources are co-designed with Aboriginal and Torres Strait Islander organisations and communities.	June 2028	Lead: Manager, Safer Communities Support: Executive Manager, Education Prevention and Communities

Respect

To facilitate positive relationships with our stakeholders, we need to come from a place of understanding and respect. The initiatives in this section of our RAP will help us achieve this by raising the cultural understanding within our organisation so that we can more effectively engage with First Nations peoples and organisations.

Jawun secondment

One of our Jawun secondees was placed on Gadigal land in Redfern, the birthplace of the urban Aboriginal civil rights movement. Before starting, all inner Sydney secondees completed a 3-day induction, including cultural awareness training, learning about Redfern and La Perouse, a Tribal Warrior harbour cruise and a Clean Slate Without Prejudice boxing class with Aboriginal and Torres Strait Islander youth.

During the secondment, the secondee joined cultural activities such as a day with the Gamay Rangers in the Royal National Park and a community walk from Clovelly to Bronte with Tribal Warrior.



The Tribal Warrior cultural cruise ship | Artwork welcoming people to 'the Block' | One of the Gamay Rangers showing us some rock engravings in Royal National Park

The placement was at Gadigal Information Service (GIS), home to Koori Radio, Yabun, Klub Koori and Young and Black & Deadly. GIS provides media, outreach and events that strengthen Aboriginal and Torres Strait Islander cultures and communities.

The secondee worked on governance projects, supporting GIS's Change Management Plan, developing board materials, reconciling financials for audits and embedding new processes. A highlight was attending an outside broadcast event featuring Coloured Stone – an unexpected bonus of learning more Aboriginal and Torres Strait Islander music.



GIS, the proud home of Koori Radio, Yabun, Klub Koori and Young, Black & Deadly | One of the Koori Radio studios | Coloured Stone at Klub Koori

The community generously shared their deep knowledge and expertise, providing valuable insights into the unique Aboriginal and Torres Strait Islander histories and cultures in the area. The community's strength, resilience and focus on a thriving First Nations community shone through.

Respect and relationships are not a one-off gesture but an ongoing commitment, which the ACMA is seeking to demonstrate through its continued actions towards reconciliation, including its ongoing participation in the Jawun secondment program.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	October 2027	Lead: Manager, Culture, Capability and Communications Support: Assistant Manager, Culture, Capability and Communications
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2028	Lead: Manager, Culture, Capability and Communications Support: Assistant Manager, Culture, Capability and Communications
	Consider additional training focused on cultural awareness in the context of consumer-focused regulatory policy development, compliance and enforcement and experiences of First Nations consumers.	March 2028	Lead: General Manager, Consumer Division Support: Manager, Culture, Capability and Communications
	Develop, implement and communicate a cultural learning strategy document for our staff.	May 2028	Lead: Assistant Manager, Culture Capability and Communications Support: Executive Manager, Culture Capability and Communications
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2028	Lead: RAP Champion Support: Executive Manager, Human Resources and Communications; RAP Working Group
	Review compliance and effectiveness of mandatory SBS Inclusion – First Nations training for employees at the EL 2 level and above.	April 2028	Lead: Manager, Culture, Capability and Communications Support: Assistant Manager, Culture, Capability and Communications
	Support senior leaders to complete training and carry out responsibilities such as delivering a Personal Acknowledgement to a Stolen Generations survivor under the Territories Redress Scheme.	June 2028	Lead: RAP Champion Support: Executive Manager Content Safeguards Branch

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2027	Lead: Assistant Manager, Internal Communications Support: Executive Manager, Human Resources and Communications;
	Continue to share guidance on Welcome to Country and Acknowledgement of Country protocols and explore opportunities to strengthen and expand these practices.	July 2026	Lead: Assistant Manager, Internal Communications Support: Executive Manager, Human Resources and Communications;
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	February 2028	Lead: General Manager, Communications Infrastructure Division Support: Executive Manager, Human Resources and Communications;
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2028	Lead: Executive Manager, Human Resources and Communications; Support: Assistant Manager, Internal Communications Manager, Human Resources and Communications
	Promote the 'Core Cultural Learning' online training module and workbook resources on developing personalised Acknowledgements of Country to staff.	July 2026	Lead: Assistant Manager, Internal Communications Support: Executive Manager, Human Resources and Communications;
	Continue organisation wide use of official email signature block containing an Acknowledgement of Country and link to our RAP on our external website.	June 2028	Lead: Assistant Manager, Internal Communications Support: Strategic Communications eSafety

Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group members to participate in an external NAIDOC Week event.	First week in July, 2026 and 2027	Lead: Manager, Capability, Culture and Communications Support: RAP Champion
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2026	Lead: Manager, Capability, Culture and Communications Support: RAP Champion
	Continue to communicate the use of paid leave for First Nations employees to attend external NAIDOC week events.	June 2026 and 2027	Lead: Assistant Manager, Internal Communications Manager, Human Resources and Communications Support: Manager, Capability, Culture and Communications
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2026 and 2027	Lead: Assistant Manager, Internal Communications Manager, Human Resources and Communications Support: Manager, Capability, Culture and Communications

Action	Deliverable	Timeline	Responsibility
9. Support Aboriginal and Torres Strait Islander peoples to access information, services and regulatory processes that enable informed decision making, consumer protection and participation in communications and media services.	Review online complaint and enquiry pathways to identify and remove barriers that prevent First Nations peoples from easily accessing them.	June 2028	Lead: General Manager, Consumer Division
	Explore ways in which the News Media in Australia series can highlight Aboriginal and Torres Strait Islander communities' access to and representation in news content in Australia.	June 2028	Lead: General Manager, Content Division
	Explore opportunities to develop culturally appropriate consumer education campaigns for Aboriginal and Torres Strait Islander peoples, ensuring all resources are co-designed with Aboriginal and Torres Strait Islander organisations and communities.	June 2028	Lead: General Manager, Content Division Support: Executive manager, Education, Prevention and Communities eSafety
	Publish educational material in accessible language for consumer safeguards and consumer protection, phone scams and mobile number fraud.	June 2028	Lead: General Manager, Consumer Division Support: Strategic Communications eSafety
	Engage with Aboriginal and Torres Strait Islander community broadcasting stakeholders to explore further opportunities to improve our regulatory process to support sustainable broadcasting for Aboriginal and Torres Strait Islander communities and streamline the way that Aboriginal and Torres Strait Islander broadcasters interact with the ACMA.	June 2028	Lead: General Manager, Content Division Support: Executive Manager Content Safeguards
	Investigate opportunities to better engage First Nations people and communities in spectrum planning and allocation.	June 2028	Lead: General Manager, Communications Infrastructure Division Support: Executive Manager Spectrum Allocations

Action	Deliverable	Timeline	Responsibility
10. Foster culturally safe and inclusive working environments for Aboriginal and Torres Strait Islander peoples by supporting open communication, respect, and shared understanding for staff and stakeholders.	Support cultural safety by displaying an Acknowledgement of Country on the RAP artwork in the reception area of each office.	August 2027	Lead: Manager Facilities, Procurement and Security Support: Executive Manager, Human Resources and Communications
	Implement a process, in consultation with local Aboriginal and Torres Strait Islander stakeholders, to give the Melbourne office meeting rooms Aboriginal and Torres Strait Islander names.	August 2027	Lead: Manager Facilities, Procurement and Security Support: Executive Manager, Human Resources and Communications
	Explore opportunities to integrate cultural safety considerations into customer service frameworks.	June 2028	Lead: General Manager, Consumer Division Support: General Manager, Corporate and Strategy eSafety

Opportunities

Through relationships and respect, the ACMA and eSafety have an opportunity to increase our efficacy as regulators by better connecting to and servicing our stakeholders. The opportunities domain supports this direction through its focus on raising Aboriginal and Torres Strait Islander peoples' representation within the ACMA and eSafety employee profile. This has cyclical benefits that flow through to benefit relationships with external First Nations stakeholders and improving this profile will be an area of focus for this RAP

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2026	Lead: Manager, Recruitment, Payroll and Reporting Support: Executive Manager, Human Resources and Communications
	Align with the <u>Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy</u> , including working towards a target of 3% Aboriginal and Torres Strait Islander representation across the portfolio.	June 2028	Lead: Manager, Recruitment, Payroll and Reporting Support: Executive Manager, Human Resources and Communications
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2028	Lead: Manager, Recruitment, Payroll and Reporting Support: Executive Manager, Human Resources and Communications
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2027	Lead: Manager, Recruitment, Payroll and Reporting Support: Executive Manager, Human Resources and Communications
	Promote flexible working arrangements and leave provisions to support First Nations employees returning to Country where operationally practicable.	February 2027	Lead: Manager, Recruitment, Payroll and Reporting Support: Executive Manager, Human Resources and Communications
	Consider recruitment methods such as identified positions and affirmative measures to work towards achieving APS goals for First Nations representation in culturally safe roles.	February 2027	Lead: Manager, Recruitment, Payroll and Reporting Support: Executive Manager, Human Resources and Communications

Action	Deliverable	Timeline	Responsibility
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review the ACMA's Indigenous Procurement Plan.	November 2026	Lead: Manager, Facilities, Procurement and Security Support: Assistant Manager, Capability, Culture and Communications
	Encourage the procurement of goods and services from First Nations businesses by promoting the ACMA's Indigenous Procurement Plan and the use of Supply Nation on the intranet.	November 2026	Lead: Manager, Facilities, Procurement and Security Support: Assistant Manager, Capability, Culture and Communications
	Review and update procurement templates to support compliance with the NIAA <u>Indigenous Procurement Policy</u> .	November 2026	Lead: Manager, Facilities, Procurement and Security Support: Assistant Manager, Capability, Culture and Communications
	Investigate Supply Nation membership.	March 2027	Lead: Manager, Facilities, Procurement and Security Support: Assistant Manager, Capability, Culture and Communications
	Continue to communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff and promote the <u>Indigenous Procurement Policy (IPP)</u> .	October 2027	Lead: Manager, Facilities, Procurement and Security Support: Assistant Manager, Capability, Culture and Communications
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2026	Lead: Manager, Facilities, Procurement and Security Support: Assistant Manager, Capability, Culture and Communications
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2028	Lead: Manager, Facilities, Procurement and Security Support: Assistant Manager, Capability, Culture and Communications

Governance

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain and seek further Aboriginal and Torres Strait Islander representation on the RWG.	February, May, August and November 2026, 2027 and 2028.	Lead: RAP Champion Support: RAP working group
	Review the Terms of Reference for the RWG.	June 2026	Lead: Assistant Manager, Capability, Culture and Communications Support: RAP working group
	Meet at least 4 times per year to drive and monitor RAP implementation.	February, May, August and November 2026, 2027 and 2028.	Lead: Assistant Manager, Capability, Culture and Communications Support: RAP working group
	Maintain a RAP Governance Group including the RAP Champion and other SES across the ACMA and eSafety.	April 2028	Lead: RAP Governance Group Support: Assistant Manager, Capability, Culture and Communications
	Maintain divisional coordinator roles to represent each division.	April 2028	Lead: RAP Governance Group Support: Assistant Manager, Capability, Culture and Communications

Action	Deliverable	Timeline	Responsibility
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2026	Lead: RAP Governance Group Support: Assistant Manager, Capability, Culture and Communications
	Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2026	Lead: RAP Governance Group Support: Manager, Capability, Culture and Communications
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2026	Lead: RAP Governance Group Support: Manager, Capability, Culture and Communications
	Appoint and maintain an internal RAP Champion from senior management.	June 2026	Lead: RAP Governance Group Support: Manager, Capability, Culture and Communications

Action	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Lead: Assistant Manager, Capability, Culture and Communications Support: Manager, Capability, Culture and Communications
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	Lead: Assistant Manager, Capability, Culture and Communications Support: Manager, Capability, Culture and Communications
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Lead: Assistant Manager, Capability, Culture and Communications Support: Manager, Capability, Culture and Communications
	Report RAP progress to all staff and senior leaders bi-annually and at the conclusion of this RAP.	Sept 2026 Feb 2027 Sept 2027 Feb 2028	Lead: Assistant Manager, Capability, Culture and Communications Support: Manager, Culture, Capability and Communications; RAP Working Group
	Publicly report our RAP achievements, challenges and learnings, annually.	May 2027, May 2028	Lead: Executive Manager, Human Resources and Communications Support: Editorial and Production Manager, Human Resources and Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2028	Lead: Assistant Manager, Capability, Culture and Communications Support: Manager, Culture, Capability and Communications
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	Lead: Assistant Manager, Capability, Culture and Communications Support: Manager, Culture, Capability and Communications

Action	Deliverable	Timeline	Responsibility
16.Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2027	Lead: Assistant Manager, Capability, Culture and Communications; Support: Manager, Culture, Capability and Communications; RAP Working Group

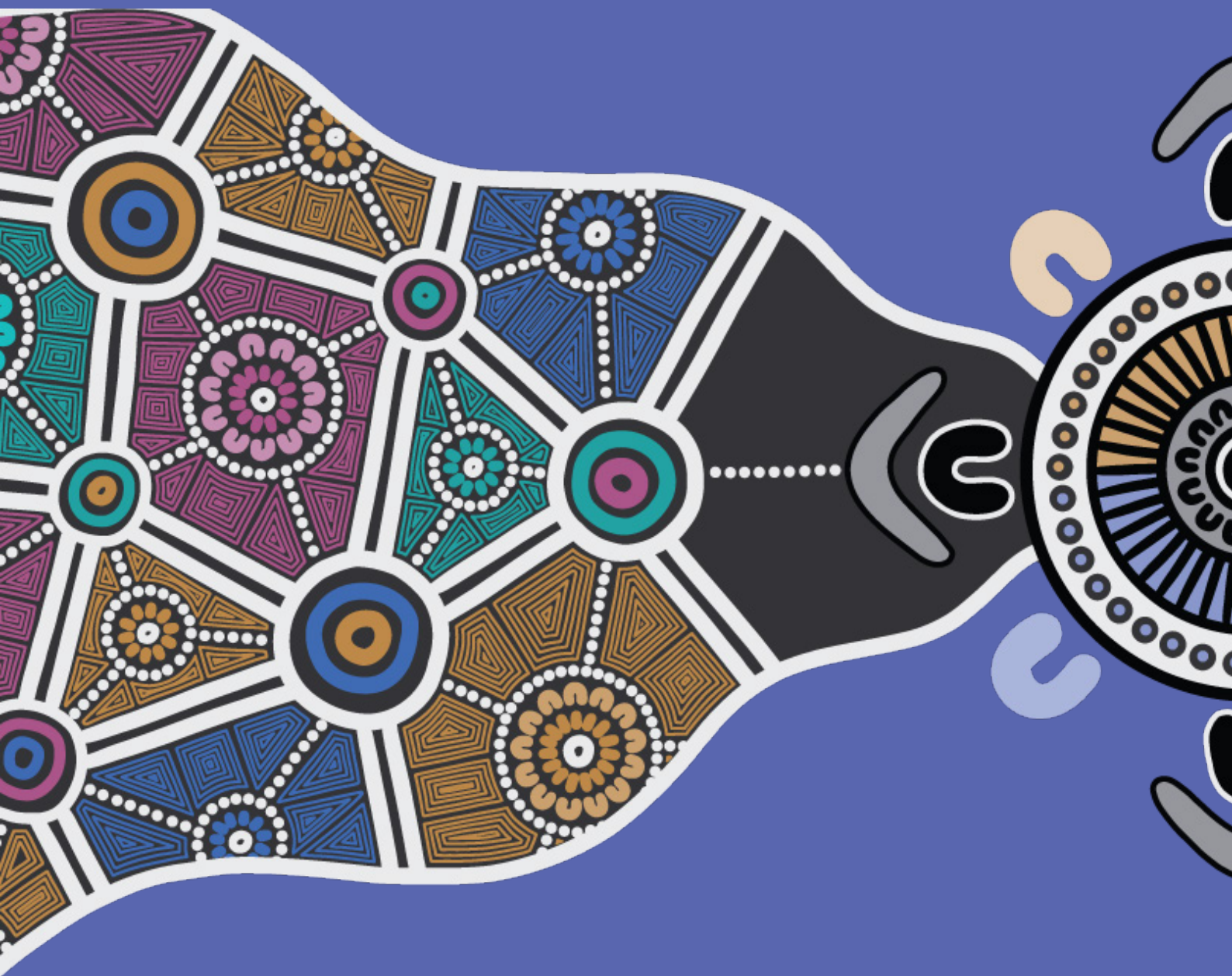
Contact details

Name: HR assist

The secretariat from the RAP working group will respond to enquiries within 2 business days.

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