|  |  |
| --- | --- |
| December 2022 | |
|  |  |
| Reconciliation Action Plan | |
| November 2021– October 2024 | |

|  |
| --- |
|  |
| |  | | --- | | **About ACIL Allen** | | ACIL Allen is a leading independent economics, policy and strategy advisory firm, dedicated to helping clients solve complex issues.  Our purpose is to help clients make informed decisions about complex economic and public policy issues.  Our vision is to be Australia’s most trusted economics, policy and strategy advisory firm. We are committed and passionate about providing rigorous independent advice that contributes to a better world. | | Photography by Paul Balfe | | © ACIL Allen 2022 | |  | |

[1 Vision and purpose 1](#_Toc76032444)

[1.1 Our vision for reconciliation 2](#_Toc76032445)

[1.2 Our business 2](#_Toc76032446)

[2 Our RAP 4](#_Toc76032447)

|  |  |
| --- | --- |
|  |  |
| Vision and purpose |  |
|  |  |

## Our vision for reconciliation

Our vision for reconciliation is a better world for all Australians, which honestly acknowledges the history and inequalities experienced by our First Nations Peoples, respects the cultural, social and economic contributions of all, and fosters genuine relationships between us as work on complex problems by providing great ideas and advice in economics and public policy.

## Our business

At ACIL Allen, we deliver insight to inform decisions that consider social, economic and environmental impacts.

We offer an expert and energetic team of advisors in economics, public policy and strategy, who partner with organisations looking to make a substantial, positive contribution to create solutions together that deliver better, faster and more enduring outcomes. We operate from six locations in Australia to offer deep industry and functional expertise across diverse industries.

Reflecting on ACIL Allen’s sphere of influence, we see the actions of our Reconciliation Action Plan (RAP) impacting both within the firm among our employees as well as externally through our clients, with implications for community and society more broadly. Our capacity to influence and the areas of influence will vary by groups.

Internally, our influence falls predominately within the areas of building respect and relationships with Aboriginal and Torres Strait Islander peoples, professionals, organisations and communities. Externally, as a firm, we are focused on opportunities to promote better outcomes for Aboriginal and Torres Strait Islander peoples and communities through our work in areas such as health, education, employment, economic development, agriculture and resources/energy among others.

The table below summarises who is in our sphere of influence and how we can influence them.

| Who can we influence? | | How can we influence? |
| --- | --- | --- |
| **Individuals**   * Employees * Family * Friends * Visitors | * Values and culture * Engagement of staff * Cultural awareness * Building respect and understanding * Employment |
| **Organisations**   * State government agencies in health, education, employment, Aboriginal and Torres Strait Islander affairs * NGOs * Aboriginal and Torres Strait Islander organisations * Energy/resource companies * Agricultural organisations | * Policy/program design and development * Evaluation of programs * Business cases * Impact assessments * Strategic planning * Governance |
| **Community/society**   * Government * Community * Industry networks | * Quality reports * Public release of reports * Thought pieces * Contribution to conferences/ public debates |

|  |  |
| --- | --- |
|  |  |
| Our RAP |  |
|  |  |

ACIL Allen’s 2021–24 Reconciliation Action Plan documents our most recent commitment to reconciliation with First Nations Peoples. It represents a genuine commitment by our firm and employees to develop meaningful relationships with Aboriginal and Torres Strait Islander peoples including professional, mutually enriching relationships that respect the cultures and traditions of First Nations Peoples.

Our RAP outlines our ongoing commitment to reconciliation by detailing the actions we plan to take over the period 2021-2024.

The development of this RAP gives us pause to reflect on our original RAP and acknowledge the successes and challenges we faced from an implementation and longevity perspective. Our RAP Working Group has analysed the opportunities and pressures and are pleased to reveal our plan to meet the current needs of the communities in which we work.

Our previous RAP identified a high level of staff interest in the cultures and particularly artwork of Australia’s First Nations Peoples.   
We have participated in NAIDOC week activities each year to enhance our understanding of Aboriginal and Torres Strait Islander peoples and the firm supported staff to complete cultural competency training delivered by the Centre for Cultural Competence Australia. ACIL Allen regularly works on projects that include consideration of Aboriginal and Torres Strait Islander peoples’ perspectives. We work hard to ensure this work is completed appropriately, usually by working with sub-contractors from Aboriginal and Torres Strait Islander organisations. We have learned that there is a strong appetite within our firm to expand our understanding of, and relationships with, First Nations Peoples, and that doing so in a busy professional environment takes ongoing commitment.

Our RAP Working Group champions the RAP internally. It comprises local regional representatives to ensure a decentralised approach and representatives from all levels across the firm.

We engaged Rob Hyatt from the Koorie Heritage Trust to advise us on developing and implementing our RAP.

| Our RAP Working Group Leaders | | | | | |
| --- | --- | --- | --- | --- | --- |
| * Alexandra Moreno (Melbourne) * Andrea Mayers (Melbourne) * Annabel Brebner (Melbourne) | | * Harriet Tienstra (Brisbane) * Michael Clark (Perth) * Nanumi Stark (Canberra) | | * Paul Hyslop (Brisbane) * Ray Garrand (Adelaide) * Sophie Jamieson (Melbourne) |
| **Our RAP Partners** |  | |  | |
| * Rob Hyatt, Koorie Heritage Trust * Local Aboriginal organisations in each state/territory where we have offices. | | | | |
|  | | | | |

| RELATIONSHIPS | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| ***The nature of our work involves solving complex regulatory, social and economic problems. Our work will be improved by better understanding, engaging with, and involving First Nations peoples in addressing these issues. We will do this most effectively if we have strong, trusting relationships with Aboriginal and Torres Strait Island peoples, leaders and Elders.*** | | | | | |
| **Action** | **Deliverable** | **Timeline** | **Responsibility** | |
| Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | Ongoing engagement and consultation with Aboriginal and Torres Strait Islander peoples, leaders and Elders as part of our RAP journey. | At least every 6 months | RAP Working Group | |
| Identify key stakeholders and organisations in each state and territory and where ACIL Allen has undertaken work or could contribute to efforts to close the gap, and making this available to staff. | Year 1 | Stage 1 completed – ongoing local review by RAP Working Group members | |
| Each office reaches out to two local Aboriginal and Torres Strait Islander organisations to learn more about their work and explore areas of potential collaboration or work, and shares this information across the firm. | Year 1 | RAP Working Group member plus office representative | |
| Build relationships through celebrating National Reconciliation Week (NRW). | Promote and provide opportunity to all staff and senior leadership to participate in external Reconciliation Week and NAIDOC week events and other Aboriginal and Torres Strait Islander events | Each Year | RAP Working Group and HR Advisor | |
| RAP Working Group members to participate in an external NRW event. | 27 May- 3 June, every year | RAP Working Group | |
| Organise one activity per office each year to promote reconciliation and increased cultural awareness | 27 May- 3 June, every year | RAP Working Group and HR Advisor | |
| Promote reconciliation through our sphere of influence. | Communicate our commitment to reconciliation publicly including by publishing our RAP on our website | Year 1 | Executive Management Team | |
| Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | Annual process | RAP Working Group | |
| Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation. | Year 2 | RAP Working Group | |
| 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 including engaging with an Aboriginal and Torres Strait Islander advisor. | Year 1 | Executive Management Team  Completed | |
|  | | | |

| RESPECT | | | | |
| --- | --- | --- | --- | --- |
| ***Our work encompasses a broad array of public policy areas. To do this work well we need to understand the context within which these policies operate. Understanding the journey of Aboriginal and Torres Strait Islander peoples, appreciating their histories and cultures through learning and celebration, will lift us all.*** | | | |
| **Action** | **Deliverable** | **Timeline** | **Responsibility** |
| Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Provide the opportunity for staff and RAP Working Group members and leadership to undertake cultural awareness training. | All years commencing in Year 1 | Executive Directors |
| Commission local Aboriginal and Torres Strait Islander artwork for our RAP and to display in ACIL Allen offices. | Year 1 | RAP Working Group  Completed in Brisbane, Perth, Sydney. |
| Acknowledge and recognise the local Aboriginal and Torres Strait people and custodians of the land in the entrance to our offices. | Year 1 | Executive Directors |
| 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. | Year 1 | RAP Working Group |
| Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | Each year | RAP Working Group |
| Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | Each year | Executive Management Team / RAP Working Group |
| Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | RAP Working Group to participate in an external NAIDOC Week event. | First week in July, every year | RAP Working Group |
| Promote and encourage participation in external NAIDOC events to all staff. | First week in July, every year | RAP Working Group |
|  | | | |

| OPPORTUNITIES | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| ***We understand that opportunity and advancement is closely linked to education and employment. We are a small organisation, but work across a wide range of areas including those where gaining the perspectives of First Nations peoples are crucial. We are well placed to provide opportunities for Aboriginal and Torres Strait Islander peoples to work with us – either as interns, sub-contractors or potentially employees.*** | | | | | |
| **Action** | **Deliverable** | **Timeline** | **Responsibility** |
| Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | Actively pursue projects which can assist in closing the gap especially in key areas such as education, health and employment where ACIL Allen has expertise and can make an impact. | Each year | Social policy consultants |
| Engage with Aboriginal and Torres Strait Islander advisors to consult on our recruitment, retention and professional development strategy (including internships). | Year 1 | Executive Management Team  Completed |
| Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | Year 2 | Executive Management Team |
| Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | Year 2 | HR Advisor |
| Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | Year 1 | Executive Management Team  Completed |
| Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. | Year 3 | Executive Management Team |
| Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | Explore the opportunity to increase Aboriginal and Torres Strait Islander procurement of goods or services with measurable outcomes. Share the register of local Aboriginal and Torres Strait Islander businesses across the firm. | Year 1 | RAP Working Group  Completed |
| Develop commercial relationships with Aboriginal and Torres Strait Islander businesses. | Year 1 | Executive Directors and social policy consultants |
| Increase procurement from Aboriginal and Torres Strait Islander businesses. | Year 1 | Executive Directors and social policy consultants  Commenced |
|  | | | | |

| GOVERNANCE | | | | |
| --- | --- | --- | --- | --- |
| **Action** | **Deliverable** | **Timeline** | **Responsibility** |
| Establish and maintain an effective RAP Working group to drive governance of the RAP. | RAP Working group to meet every two months. | Feb, Apr etc | Chair RAP Working Group  Commenced |
| Ongoing oversight of RAP Working Group by CEO. | All years commencing in Year 1 | CEO  Commenced |
| Report RAP progress to Executive Management Team, Board and Staff. | Quarterly commencing in year 1 | Chair RAP Working Group  Commenced |
| Provide appropriate support for effective implementation of RAP commitments. | Define resource needs for RAP implementation. | All years commencing in Year 1 | RAP Working Group  Commenced |
| Engage our senior leaders and other staff in the delivery of RAP commitments. | All years commencing in Year 1 | RAP Working Group  Commenced – inclusion of RAP activities in internal learning program |
| Define and maintain appropriate systems to track, measure and report on RAP commitments. | All years commencing in Year 1 | Administration  Commenced |
| Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Report RAP progress to all staff and senior leaders every six months. | All years commencing in Year 1 | RAP Working Group |
| Publicly report our RAP achievements, challenges and learnings, annually. | All years commencing in Year 1 | RAP Working Group |
| Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | Actively pursue projects which can assist in closing the gap especially in key areas such as education, health and employment where ACIL Allen has expertise and can make an impact. | Each year | Social policy consultants  Commenced |
| Engage with Aboriginal and Torres Strait Islander advisors to consult on our recruitment, retention and professional development strategy (including internships). | Year 1 | Executive management Team  Completed |
| Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | Year 2 | Executive management Team |
| Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | Year 2 | HR Advisor |
| Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace (if they exist). | Year 1 | Executive Management Team |
| Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. | Year 3 | RAP Working Group |
| Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | Explore the opportunity to increase Aboriginal and Torres Strait Islander procurement of goods or services with measurable outcomes. Share the register of local Aboriginal and Torres Strait Islander businesses across the firm. | Year 1 | RAP Working Group  Completed |
| Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | Year 1 | Executive Directors and social policy consultants  Commenced |
| Increase procurement from Aboriginal and Torres Strait Islander businesses. | Year 1 | Executive Directors and social policy consultants  Commenced |

|  |
| --- |
|  |
| |  |  |  | | --- | --- | --- | |  |  |  | | Melbourne  Suite 4, Level 19, North Tower, 80 Collins Street  Melbourne VIC 3000 Australia  +61 3 8650 6000  Canberra  Level 6, 54 Marcus Clarke Street  Canberra ACT 2601 Australia  +61 2 6103 8200 | Sydney  Level 9, 50 Pitt Street  Sydney NSW 2000 Australia  +61 2 8272 5100  Perth  Level 12, 28 The Esplanade  Perth WA 6000 Australia  +61 8 9449 9600 | Brisbane  Level 15, 127 Creek Street  Brisbane QLD 4000 Australia  +61 7 3009 8700  Adelaide  167 Flinders Street  Adelaide SA 5000 Australia  +61 8 8122 4965 | | ACIL Allen Pty Ltd  ABN 68 102 652 148 |  |  | | acilallen.com.au |  |  | |