

November 2020

Innovate Reconciliation Action Plan

November 2020 – October 2022



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

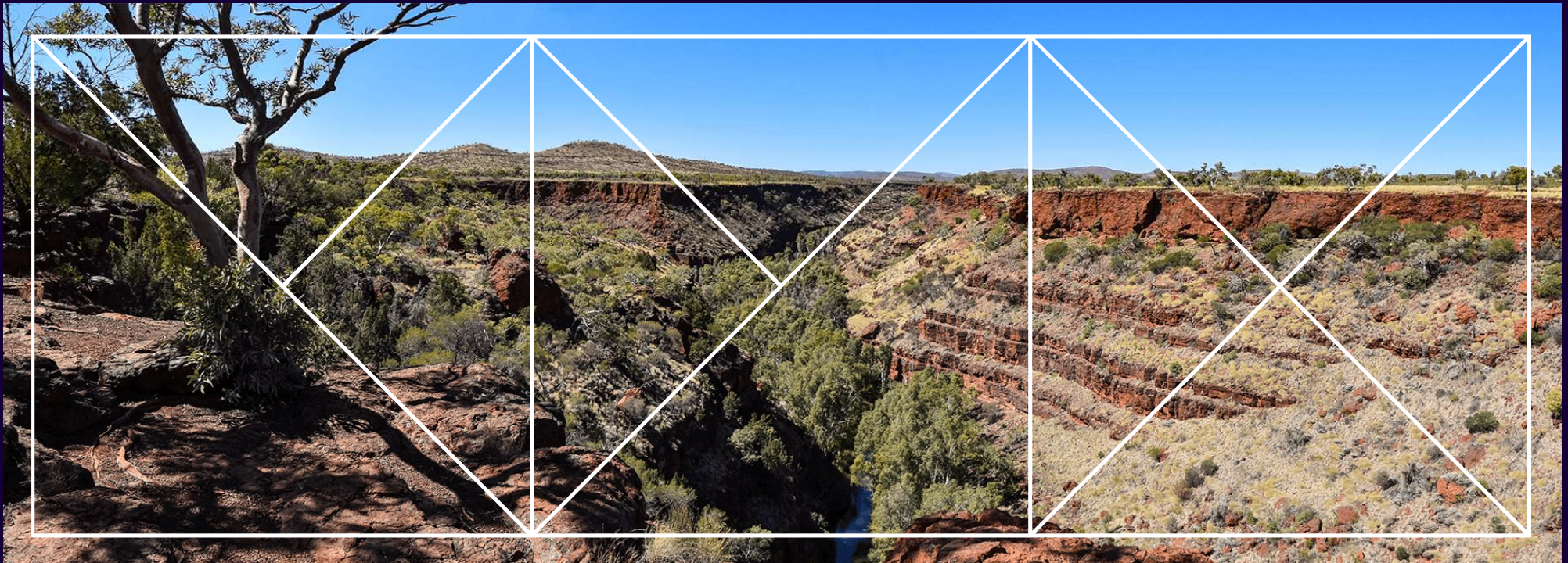
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Vision and purpose

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1.1 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 we work on complex problems by providing great ideas and advice in economics and public policy.

1.2 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 <ul style="list-style-type: none"> – Employees – Family – Friends – Visitors 	<ul style="list-style-type: none"> – Values and culture – Engagement of staff – Cultural awareness – Building respect and understanding – Employment
Organisations <ul style="list-style-type: none"> – 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 	<ul style="list-style-type: none"> – Policy/program design and development – Evaluation of programs – Business cases – Impact assessments – Strategic planning – Governance
Community/society <ul style="list-style-type: none"> – Government – Community – Industry networks 	<ul style="list-style-type: none"> – Quality reports – Public release of reports – Thought pieces – Contribution to conferences/ public debates

Our RAP

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ACIL Allen's 2020 – 22 Innovate 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 2020-2022.

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. Currently, no ACIL Allen employees identify as Aboriginal or Torres Strait Islander. We have engaged Rob Hyatt from the Koorie Heritage Trust to advise us on developing and implementing our RAP.

Our RAP Working Group Leaders

- | | | |
|---|-------------------------------|--------------------------|
| — Alan Smart and Rebecca Moriaty (Sydney) | — Annabel Brebner (Melbourne) | — Michael Clark (Perth) |
| — Alexandra Moreno (Melbourne) | — Cara Chambers (Brisbane) | — Paul Hyslop (Brisbane) |
| — Andrea Mayers (Melbourne) | — Imogen Chambers (Melbourne) | — Ray Garrard (Adelaide) |

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 quarterly	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	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.	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
	Register all our NRW events on Reconciliation Australia's NRW website .	Every year	HR Advisor
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	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.	Year 1	Executive Management Team
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Year 1	Executive Management Team

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
	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
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Year 1	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
	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.	Year 1	RAP Working Group
	Develop with Reconciliation Australia or local State Government a register of local Aboriginal and Torres Strait Islander businesses which may be suitable for local procurement in areas such as hospitality, goods or services. See Supply Nation https://supplynation.org.au/benefits/corporate/rap/	Year 1	Executive Directors
	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

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
	Ongoing involvement of CEO and leadership in RAP Working Group	All years commencing in Year 1	CEO
	Report RAP progress to Executive Management Team, Board and Staff.	Quarterly commencing in year 1	Chair RAP Working Group
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	All years commencing in Year 1	RAP Working Group
	Engage our senior leaders and other staff in the delivery of RAP commitments.	All years commencing in Year 1	RAP Working Group
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	All years commencing in Year 1	Administration
	Appoint and maintain an internal RAP Champion from senior management.	All years commencing in Year 1	RAP Working Group
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2021	RAP Working Group
	Report RAP progress to all staff and senior leaders quarterly.	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
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	All years commencing in Year 2	RAP Working Group
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Ssix months prior to RAP expiry date	HR Advisor
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
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Year 1	Executive management Team
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Year 1	HR Advisor

GOVERNANCE

	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
Action	Deliverable	Timeline	Responsibility
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.	Year 1	RAP Working Group
	Develop with Reconciliation Australia or local State Government a register of local Aboriginal and Torres Strait Islander businesses which may be suitable for local procurement in areas such as hospitality, goods or services. See Supply Nation https://supplynation.org.au/benefits/corporate/rap/	Year 1	Executive Directors
	Develop commercial relationships with Aboriginal and/or 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



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