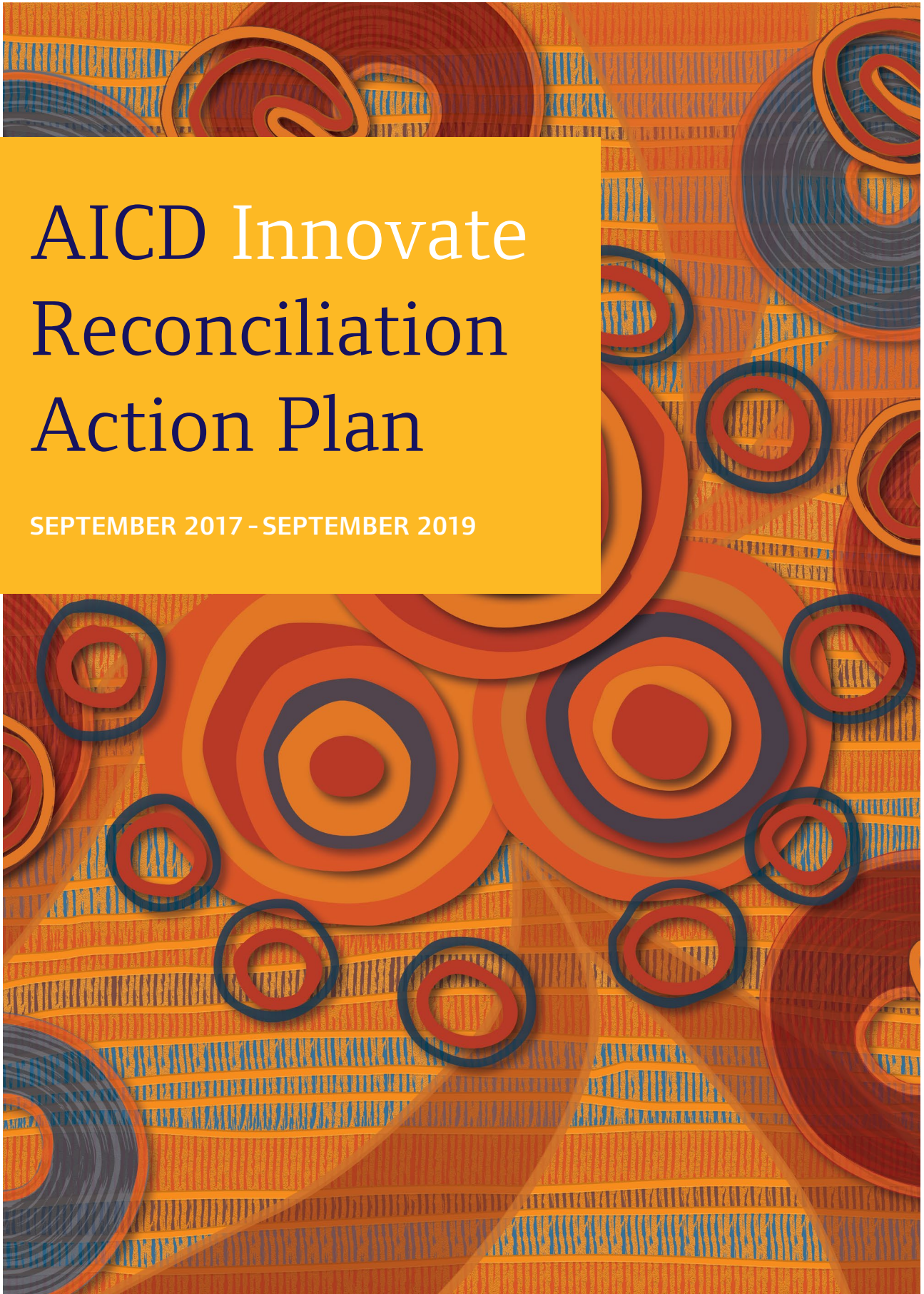


AICD Innovate Reconciliation Action Plan

SEPTEMBER 2017 - SEPTEMBER 2019



Ngiyakai Yapung – ‘This Way Together’

Ngiyakai, meaning ‘this way together’, tells the story of the Australian Institute of Company Directors and our commitment to excellence in governance.

Central to the artwork are three interconnected meeting circles, which hold great importance. They depict the Australian Institute of Company Directors and reflect our mission to make a positive impact on society and the economy through three key actions: governance education, director development and advocacy.

These three central gathering circles also represent stakeholders coming together around a shared vision of closing the gap for Aboriginal people, highlighting our commitment towards reconciliation across the three key actions: relationships, respect and opportunities.





Encompassing the central imagery are 12 meeting circles, representing the AICD national board. Double coloured rings are reflective of their leadership role and their two-fold aim to be both key influencers in world-leading governance and key players in achieving world-leading performance in governance principles.

Set upon a backdrop of country, the organisation imagery radiates outward embracing our nation and all communities. This is highlighted through seven meeting circles, each displaying the symbol for people, holding a threefold meaning:

- The people symbols respectfully acknowledge Aboriginal people and their communities. The symbols embrace all community and highlight that our members are the foundation of our organisations. It also pays tribute to all stakeholders who have played a part on this reconciliation journey.
- The seven meeting circles are reflective of our national footprint upon country across seven state and territory divisions.
- This symbolism speaks of respectful relationships, working together and the possibilities for reconciliation within our Reconciliation Action Plan.

This unique artwork is reflective of the Australian Institute of Company Directors, and our leadership in contributing to strong organisations through good governance and our commitment to closing the gap through respectful relationships.

Artist:
Saretta Fielding, 2017

Promoting diversity and inclusion in Australia's boardrooms

I am proud to introduce the Australian Institute of Company Directors' (AICD) formal commitment to reconciliation with our first Reconciliation Action Plan (RAP).

The AICD has a strong respect for Aboriginal and Torres Strait Islander peoples. We are proud of the relationships and partnerships we have built over the years with emerging and experienced Indigenous directors and their organisations.

Developing our first RAP over the past 12 months has been a rewarding journey. It has enabled us to reflect on and celebrate our achievements thus far, while also recognising that much more can be done to empower, to educate, to learn from, collaborate and connect with Australia's Indigenous peoples.

We have created a RAP that allows us as an organisation to make an impact using our defining strengths: governance expertise and leadership. It is closely aligned to our organisational strategy and is underpinned by our core values.

This document signals our commitment across three key areas: relationships, respect and opportunities.

Over the next three years we commit to strengthening and increasing the number of meaningful, respectful relationships with Aboriginal and Torres Strait Islander directors, their organisations and their communities. We commit to raising cultural awareness by increasing the recognition of Aboriginal and Torres Strait Islander peoples, their histories and their contributions. We commit to improving Indigenous peoples' access to quality governance education, with the view to enabling them to direct and lead sustainable and successful organisations. We commit to continuing to advocate for and promote diversity and inclusion in Australia's boardrooms.

The Indigenous people of Australia hold a special place in society. It is incumbent on all organisations to reach out to Indigenous people and their communities to correct injustices of marginalisation and discrimination. Developing and implementing a Reconciliation Action Plan is not just the 'right' or 'good' thing to do; it is also the smart thing to do for business, for the economy and for the nation.

It has a proven positive effect on the efficiency and effectiveness of the workforce, on staff engagement and satisfaction, on compliance and on relationships with a range of stakeholders.

Our 2017–19 plan sets out a clear path to continue to reflect on and begin to embed reconciliation values across everything we do. It will ensure the ongoing respect, inclusion and access to opportunities for Aboriginal and Torres Strait Islander peoples.

I look forward to continuing this important work towards reconciliation, together with our staff, our members and the wider governance community.



Elizabeth Proust AO FAICD
Chairman, Australian Institute
of Company Directors



A commitment to greater economic and social equity

The AICD's first RAP represents an important commitment from our organisation to foster greater economic and social equity for Aboriginal and Torres Strait Islander Peoples.

While the AICD is doing substantial work with Aboriginal and Torres Strait Islander Peoples and the organisations in which they are involved, this document is intended to formalise and advance our commitment to this outcome. It is incumbent on every organisation in Australia, and central to their good governance, to set out and implement steps they can take to contribute to reconciliation. As a leading advocate of excellence in governance in Australia, the AICD must set an example in its words and actions in this area.

This Innovate RAP focuses on leadership and governance in keeping with the mission of the AICD.

AICD membership provides valuable benefits in terms of opening doors and helping directors stay up-to-date on their duties and responsibilities. Being part of the AICD marks out our members as capable and current directors. Equity in Australia's boardrooms should mirror the accessibility of AICD membership. A fundamental part of this RAP will be to develop a strategy to increase our Aboriginal and Torres Strait Islander membership so that more Indigenous people have access to the benefits it provides directors as they advance their careers.

We are a global leader in governance education. This document commits the AICD to improving access to governance education and knowledge to Aboriginal and Torres Strait Islander people through scholarships and dedicated events. We will review our Indigenous Governance Program to ensure that it is valuable and helpful for Aboriginal and Torres Strait Islander directors and organisations, recognising the unique challenges they face in complying with the *Corporations (Aboriginal and Torres Strait Islander) Act 2006*.

We will also use our voice to advocate on behalf of Aboriginal and Torres Strait Islander organisations, beginning by conducting a review of the governance issues they face. We will investigate possible research projects and partnerships to advance knowledge in this area. And we will work with Aboriginal and Torres Strait Islander organisations to ensure their governance structures are beneficial to their needs.

These are just some of the initiatives that are outlined for the 2017 to 2019 period which this RAP covers. As AICD CEO, I am honoured and excited to oversee its implementation.

In October 2017, as this RAP was being finalised, the AICD held a member event at the Parrtjima light festival in Alice Springs. At the event Bundjalung woman Rhoda Roberts AO, Parrtjima curator and head of First Nations Programming at the Sydney Opera House, spoke of the power of RAPs to hold organisations to account and achieve change. However, she also warned this can only happen if the whole organisation buys in.

"Unless there is commitment from the whole organisation, so every sector of your company is attending to the RAP, that's the only way it can work. If it's just a section of people, it filters out. But if you have a whole-of-organisation commitment, it's extraordinary what it can bring," Roberts said. With a concerted effort from our dedicated and talented staff and our 41,000 members, which include some of Australia's most visionary leaders, I am confident the AICD will make its contribution to the vital work of reconciliation and equity for Aboriginal and Torres Strait Islander Peoples.



Angus Armour FAICD
CEO and Managing Director,
Australian Institute
of Company Directors



Our vision for reconciliation

The AICD's vision for reconciliation is a just, equitable and inclusive Australia, where the diversity of Aboriginal and Torres Strait Islander peoples' culture and heritage is recognised, respected and celebrated and past injustices are acknowledged.

Our involvement in this vision is to see our organisation's purpose – excellence in governance – come to life for Aboriginal and Torres Strait Islander people in their communities and the organisations in which they are involved.

We are committed to developing the governance knowledge and directorship capability of Indigenous people in Australia and promoting diversity to work towards equal opportunity across business, government and community organisations.

Our first Reconciliation Action Plan is our commitment to working towards genuine and lasting reconciliation in Australia.

“We are committed to developing the governance knowledge and directorship capability of Indigenous people in Australia and promoting diversity to work towards equal opportunity across business, government and community organisations.”

Our business

The Australian Institute of Company Directors (AICD) is committed to excellence in governance. We make a positive impact on society and the economy through governance education, director development and advocacy. Our membership of more than 41,000 includes directors and senior leaders from business, government and the not-for-profit sectors.

We are a national organisation with seven state and territory divisions, consisting of over 250 employees, none of whom have identified themselves as Aboriginal or Torres Strait Islander. The national office is in Sydney and we have offices in all Australian states, the ACT and representation in the Northern Territory.

We deliver governance education and events, develop policy on director issues, provide consultancy and advisory services to clients, publish the *Company Director* magazine, updates and tools covering governance best-practice. We also play an advocacy role representing the views of our members and promoting policy reform in the interests of excellence in governance.

We are a founding member of the Global Network of Director Institutes (GNDI). Membership of GNDI provides us with a forum to demonstrate the leadership of Australian directors internationally and to share expertise in corporate governance and professional director development.

Activities in relation to Indigenous people, organisations and governance are run at a state and business unit level. In 2008, we piloted an Indigenous Governance Program, designed and developed with the support of Indigenous Business Australia (IBA). This course has been the most widely-used of our Indigenous education programs.

The Indigenous Governance Program recognises the unique challenges faced by the boards of medium and large Indigenous organisations that must comply with the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* instead of *Corporations Act 2001*.

In addition to the educational programs devised with support from external parties, a number of scholarships have been offered to Aboriginal and Torres Strait Islander people both through the Board Diversity Scholarship Program co-funded by the Federal Government and other programs run through our state divisions. Since 2014, 100 full and partial scholarships have been awarded to Aboriginal and Torres Strait Islander directors, with particular emphasis on female recipients.

Further, we work closely with Aboriginal and Torres Strait Islander organisations on in-house programs and governance self-assessments, which facilitate collective self-reflection by a board of its governance practices. Since 2014, we have facilitated governance self-assessments using our Governance Analysis Tool™ with five Aboriginal organisations or organisations servicing Aboriginal communities.

We are committed to developing the governance knowledge and directorship capability of Aboriginal and Torres Strait Islander people and boards. We aim to help increase their effectiveness in terms of the oversight and monitoring of their organisations and to increase their board's and organisation's performance. We are also committed to working more closely with Aboriginal and Torres Strait Islander individuals and organisations on advocacy and policy issues for the benefit and future sustainability of these organisations and the jurisdictions in which they operate.

Our values

Our values underpin our mission. We have five values which are the filters we apply to our everyday decision making and are reflected in the actions and deliverables laid out in our Reconciliation Action Plan.



True Professionalism – Strive for new heights

We represent excellence in governance and directorship.



Positive Influence – Start the wave of inspiration

We deliver continuing learning and enrich the expertise of directors in Australia.



Powerful Together – Move forward as one

We facilitate a network of members who, by coming together, can advance their own capabilities and opportunities to become better directors.



Dynamic Performance – Be one step ahead

We are committed to advancing our performance and the performance of directors in Australia.



Lasting Impact – Leave behind more than you found

We are responsible for influencing the quality of directorship and good governance in Australia. The quality with which we do this resonates around board rooms, through businesses, in our economy and across our community.

Our commitment

We are committed to:

- **Improving** access to opportunities to participate in governance education for Aboriginal and Torres Strait Islander communities.
- **Developing** the governance knowledge and directorship capability of Aboriginal and Torres Strait Islander peoples and their boards to help increase the quality of governance and improve organisational performance.
- **Leading** by example by actively encouraging our staff and our members to develop meaningful relationships with Aboriginal and Torres Strait Islander communities.
- **Encouraging** the learning and celebration of Aboriginal and Torres Strait Islander cultures and histories within the organisation.
- **Promoting** the representation of Aboriginal and Torres Strait Islander peoples within our internal and external workforce and membership base.
- **Engaging** with Aboriginal and Torres Strait Islander people and organisations on advocacy and policy issues for the benefit and future sustainability of these organisations and the jurisdictions in which they operate.

“The AICD is committed to contributing to the reconciliation process with Aboriginal and Torres Strait Islander peoples through our governance education, director development and advocacy. I am excited to formally record our commitment and vision for reconciliation in our first Reconciliation Action Plan (RAP). I thank and acknowledge all who have worked so collaboratively in developing our RAP, which will provide us with focus and clarity to continue to pursue our reconciliation journey.”

Elizabeth Proust AO FAICD,
Chairman,
Australian Institute of Company Directors

Case study:

Ngurra Kujungka Council

Ngurra Kujungka Inc. leads the development and delivery of the Western Desert's first community-driven regional sport and recreation program. Ngurra Kujungka has provided a wide range of sport and recreation, training, education and employment opportunities for people of the Western Desert. Most recently, it has grown to establish art, music and culture programs for the community.

Ngurra Kujungka is a not-for-profit (NFP) organisation and is overseen by a group of 10 council delegates that represent the unique interests of the different community groups in the Western Desert region.

As part of a funding application, the council identified three education providers with the ability to deliver the training it needed to improve operational processes.

The Australian Institute of Company Directors (AICD) was chosen because of its strong reputation as a leading governance education provider and unique ability to provide a tailored program. Ngurra Kujungka Council sought to improve their operational efficiency and help councillors to better understand their roles.

In light of Ngurra Kujungka's unique community offering and operating environment, the leadership team were looking for a program that would assist in improving the council's reporting processes and provide council members a better understanding of their roles and facilitating structured 'decision-making'.

Following an initial consultation and assessment, the AICD recommended that expert facilitator and experienced NFP company director David Evans FAICD deliver a tailored Indigenous governance solution for the council. David has extensive experience in delivering corporate governance, Indigenous governance, and strategy and risk education to board directors and executives across Australia.

"The consultation process was very good. The AICD was extremely flexible with the method to deliver the program,"

- Milton Chapman, Council Delegate

The program was delivered in an easy-to-understand and effective method over 18 months. Six courses were scheduled alongside the quarterly council meetings and sports events. Through board mentoring, David Evans helped the council embed the learnings after each course.

Council members now have an improved understanding of their roles and have implemented refreshed decision-making processes.

"It has been extremely worthwhile and it has greatly benefited our organisation."

- Milton Chapman, Council Delegate

As a result, Ngurra Kujungka Council has improved the way it approaches developing its forward-looking strategy – and now has a clear focus on the 'bigger picture' and long-term vision for the community it serves.

Our journey

- 1990** The Australian Institute of Company Directors (AICD) was established following the merger of the Institute of Directors in Australia and the Company Directors Association of Australia.
- 1975** The first iteration of the AICD's flagship education program, the *Company Directors Course™*, was run.
- 2006** The *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (CATSI Act) was passed and commenced operation in 2007. Over 2,000 Indigenous organisations were registered under the CATSI Act. Since then, many organisations have been registered under different acts to the CATSI Act.
- 2008** With financial support of, and in conjunction with, Indigenous Business Australia, the AICD developed a specific training program designed for medium to large Indigenous organisations called the Indigenous Governance Program.
- 2009** The AICD launched the first *Company Directors Course for Indigenous Business Leaders* in partnership with the Commonwealth Department of Education, Employment and Workplace Relations (DEEWR).
- 2014** The Western Australia Division of the AICD offered 26 partial scholarships for the *Company Directors Course for Indigenous Business Leaders*.
- 2014** The AICD ran 62 in-house Indigenous governance programs for Aboriginal and Torres Strait Islander organisations.
- 2015** The AICD celebrated 40 years of the *Company Directors Course*.
- 2015** The AICD awarded 55 Cultural Diversity scholarships to emerging female directors. Recipients included Aboriginal and Torres Strait Islander leaders across Australia.
- 2016** The AICD committed to developing a Reconciliation Action Plan (RAP).
- 2017** The AICD reached more than 41,000 members in 2017. The AICD is now the largest director institute in the world.

Our Reconciliation Action Plan

Our Reconciliation Action Plan (RAP) is a reflection of the journey we have taken in developing our relationships with the Aboriginal and Torres Strait Islander community. It signals our commitment to strengthen and increase our relationships with stakeholders and ensure that Aboriginal and Torres Strait Islander directors have access to quality governance education and knowledge that enables them to direct sustainable and thriving organisations.

Our RAP enables us to reflect on the progress we have made and to celebrate our achievements, whilst recognising there is significant work to be done to ensure that Aboriginal and Torres Strait Islander peoples have access to the same resources, opportunities and benefits that many non-Indigenous Australians enjoy.

This RAP focuses on the areas that we believe we as an organisation can add real value, namely governance and leadership. We can lead by example, by demonstrating to our members our commitment to reconciliation and support for Aboriginal and Torres Strait Islander directors and organisations.

We can ensure that Aboriginal and Torres Strait Islander people have access to our governance education offerings. Any programs and education we do provide also should meet the specific

needs of Aboriginal and Torres Strait Islander people and assist them to build their individual capacities as directors.

As an organisation of more than 41,000 national and international members, we recognise the importance of advocating for the rights of Aboriginal and Torres Strait Islander peoples and working with our Federal and State Governments to ensure that the right structures are in place to benefit Aboriginal and Torres Strait Islander organisations. By working with individuals and organisations that have significant knowledge and understanding of Aboriginal and Torres Strait Islander organisations, we can ensure our support is effective, respectful and inclusive.

The RAP working group is led by the Board Diversity Manager within the Advocacy team. AICD's Chief Executive Officer is the RAP Champion. The RAP working group consists of the following individuals by job title across the organisation: Senior Project Manager, Education; Senior Human Resources Manager; Members and Directors Manager (NT); Sector Leader, NFP, Members & Directors Executive (Solutions & Programs); Senior Communications Executive; Head of Strategic Alliances & Events; Program Manager, Advisory, Legal Counsel

and Account Manager, Advisory. The RAP working group also consists of representatives from the Arnhem Land Progress Aboriginal Corporation (ALPA).

The Arnhem Land Progress Aboriginal Corporation, or ALPA, was established in 1972 as a co-operative of community stores in Arnhem Land. Today ALPA has grown to be the largest Aboriginal Corporation in Australia and operates in 27 remote locations across the Northern Territory (NT) and Queensland. With a vision of "unity through enterprise" ALPA now contributes to the development of local economies and indigenous business where they operate. Today ALPA is one of the largest independent employers of Aboriginal people in Australia.

ALPA and AICD have worked together in the delivery of Indigenous governance programs to their board and other community representatives and their CEO was a previous member of the NT AICD Committee. ALPA also have representatives on RAP advisory groups for Broad-spectrum and Swinburne University, both of whom have achieved the 'Elevate' RAP.

ALPA are looking forward to working closely with the AICD over the next two years on the implementation of their first RAP.

Our RAP incorporates the Innovate RAP key action areas of 'relationships', 'respect' and 'opportunities' into six key areas, and also includes ways in which we plan to measure the progress and track the success of the range of initiatives set out in the Plan.

1. Governance and Management

We commit to increasing our engagement with Aboriginal and Torres Strait Islander directors to seek their contribution to the work that we do, in particular in formulating our strategy and areas of focus.

2. Relationships

We will work towards building positive and effective partnerships between Aboriginal and Torres Strait Islander peoples, our staff and our members.

3. Respect and cultural awareness

By increasing the recognition of Aboriginal and Torres Strait Islander peoples, their histories and cultures amongst our members and staff, we will build respectful relationships that will seek to increase the collaboration between organisations and communities.

4. Participation and opportunities

We are committed to creating opportunities for greater participation by Aboriginal and Torres Strait Islander peoples within the organisation and in our range of governance education courses.

5. Advocacy

We have an important role in advocating for the rights of Aboriginal and Torres Strait Islander peoples. We will use our influence to help ensure their voices are heard on governance issues.

6. Tracking and progress

Through effective monitoring and tracking of our progress, we can ensure we are truly embedding the RAP within our organisational strategy and positively contributing to reconciliation.

Innovate RAP Relationships

Sustainable and connected relationships between Aboriginal and Torres Strait Islanders and other Australians are important to us. We are committed to building a culture of trust, respect and inclusion, where all employees, members and the wider community appreciate our values and our belief in the positive impact diversity makes on business and the wider community. Fostering an environment that promotes cultural differences and celebrates the diversity of the Australian community enables us access to a broad range of views and talent which ultimately contribute to better-governed organisations.

Governance and Management			
Action	Deliverable	Timeline	Responsibility
1. Establish a RAP working group that develops the RAP, allocates tasks to responsible business units and actively monitors progress against RAP deliverables	Appoint a RAP Champion and work with the RAP Champion during 2017 – 2019 to ensure the RAP is understood and promoted throughout the organisation	October 2017	RAP Working Group established by the Managing Director & Chief Executive Officer in 2016 and coordinated by the Board Diversity Manager in the Advocacy Team. The Board Diversity Manager will oversee the implementation of the work and subsequent reviews
	Form a RAP Working Group that will oversee the development, endorsement and launch of the RAP	August 2016 – RAP working group members reviewed in August 2017. Will review the RAP with the Board and Division Councillors in August 2019	Board Diversity Manager, Advocacy & CEO
	Consult with the AICD's Board and Divisional Councillors to ensure the actions included in the RAP deepen the engagement of AICD with Aboriginal and Torres Strait Islander communities nationally	Commenced in May 2017. Consult in September 2017, May 2018, September 2018, May 2019 and September 2019	CEO

Governance and Management

Action	Deliverable	Timeline	Responsibility
	Consult with Aboriginal and Torres Strait Islander individuals we have strong relationships with for input and advice	Working Group will meet in February 2018, August 2018, February 2019 & August 2019. An internal and external review of the RAP will be conducted in September 2019	Board Diversity Manager, Advocacy
	Meet twice per year to monitor and report on the RAP and include our progress in our Annual Review	December 2017, June 2018, December 2018, June 2019 and August 2019	Board Diversity Manager, Advocacy
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP working group and Aboriginal and Torres Strait Advisory group providing input on AICD's broader Indigenous strategy.	October 2017	Board Diversity Manager, Advocacy
	Review Terms of Reference for the RAP Working Group	September 2017	Board Diversity Manager, Advocacy
2. Investigate establishing an internal advocacy role or external advisory group that provides advice in to AICD's current and future Indigenous engagement strategy and relationships with external stakeholders	Building on the work by the Future Leaders group in FY16, develop a business case for the executive committee that outlines the benefits of appointing an internal Aboriginal and Torres Strait Islander sector leader within the Advocacy Team or an external advisory group or committee of Aboriginal directors and community leaders	December 2017	General Manager, Advocacy and Executive Committee
3. Engage with the broader Indigenous director community with the view to increase participation in our councils and committees	Establish a list of directors and organisations we currently engage with and ascertain who could potentially contribute to our committees or division councils	December 2017 (building on work undertaken in 2016)	General Manager, Members & Directors and Executive Committee

Relationships and Community Engagement			
1. Develop meaningful external and internal relationships	Establish a list of Aboriginal and Torres Strait Islander organisations that the AICD currently works with and has provided services for, i.e. education programs	October 2017 (building on work undertaken in 2016)	General Manager, Education & Group Executive, Advisory
	Compile a list of any third-party organisations that support Aboriginal and Torres Strait Islander communities	October 2017	General Manager, Education & Group Executive, Advisory
	Explore ways to deepen our connection with these organisations, possibly through partnerships, scholarships and advocacy and policy work	December 2017	Sector Leader, NFP, Advocacy
	Develop an Aboriginal and Torres Strait Islander engagement strategy that pertains to our education courses, advocacy work and future partnerships, to ensure we engage with stakeholders respectfully and with a comprehensive understanding of their governance needs	July 2018	General Manager, Education & Group Executive, Advisory
	Meet with local Aboriginal and Torres Strait Islander stakeholders to develop guiding principles for future engagement	December 2017	General Manager, Advocacy
2. Foster and develop external relationships and recognition of Aboriginal and Torres Strait Islander peoples to support positive outcomes	Explore a partnership opportunity with the Australian Indigenous Governance Institute (AIGI)	December 2017	General Manager, Advocacy & Group Executive, Advisory
	Feature one to two stories a year in the <i>Company Directors</i> magazine showcasing Indigenous organisations and non-executive directors	December 2018	General Manager, Marketing & Communications
	Invite Indigenous directors with expertise in different sectors and industries to contribute to the various panel sessions organised for the Australian Governance Summit and for regular sector forums and national briefings	December 2018	General Manager, Members & Directors
	Explore an opportunity to partner with an Indigenous organisation for AICD's volunteer day	December 2017	Head of Human Resources
3. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Establish a National Reconciliation Week (NRW) events working group to organise and plan events and associated activities	November 2017	General Manager, Members & Directors
	Develop and organise a series of national internal events each year for NRW such as morning teas, screening of TED talks and other events that promote awareness and raise money for Aboriginal and Torres Strait Islander charities	27 May – 3 June 2018, 2019	Members & Directors Executive, Members & Directors

	Encourage staff members and our Board and Division Councillors to participate in one external event, such as the Sorry Day Bridge Walk or The Long Walk	May 2018, 2019	CEO
	Encourage Divisions to support events in their states and territories and to communicate their participation to national staff members	May 2018 & May 2019	Members & Directors Executive, Internal Communications Manager, Marketing & Communications
	Communicate our commitment and support for NRW to our members via social media and through an article or feature in our <i>Company Director</i> magazine or <i>The Boardroom Report</i>	May 2018 & May 2019	General Manager, Marketing & Communications
	Register our NRW events via Reconciliation Australia's NRW website	May 2018 & May 2019	Members & Directors Executive, Members & Directors
	Support an external NRW event	May 2018 & May 2019	Members & Directors Executive, Members & Directors
	Ensure our Working Group participates in an external event to recognise and celebrate NRW	May 2018 & May 2019	Board Diversity Manager, Advocacy
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Develop and implement a strategy for communicating internally and externally the activities surrounding our RAP and staff engagement, including a dedicated page on the intranet page	November 2017	Internal Communications Manager, Marketing & Communications
	Include a speaker from an external organisation that has an established RAP at our next Staff Summit focusing on their RAP journey over the last few years	August 2018	Board Diversity Manager, Advocacy and Human Resources Manager, Human Resources
	Actively engage with our members and external stakeholders on our commitment to reconciliation.	December 2017	General Manager, Marketing & Communications and General Manager, Members & Directors
	Include a reference on our website detailing our commitment to reconciliation.	November 2017	Digital Coordinator, Marketing & Communications
	Communicate RAP deliverables throughout the organisation and the responsible departments and individuals.	December 2017	Communications Manager, Marketing & Communications

Respect

We believe that demonstrating respect for Aboriginal and Torres Strait Islander peoples, organisations and communities through effective partnerships, cultural awareness, education and professional development will ensure that the AICD is a welcoming place for employees, members and clients. During the course of this Reconciliation Action Plan, we will deepen our partnerships, promoting the voices of Aboriginal and Torres Strait Islander directors and ensuring mutually-respectful learning and collaboration.

Respect and Cultural Awareness			
1. Participate in and celebrate NAIDOC week	Develop a series of videos or resources for staff on different governance themes, communicated by respected Aboriginal and Torres Strait Islander non-executive directors and governance leaders	June 2018	General Manager, Members & Directors and General Manager, Marketing & Communications
	Provide opportunities for Aboriginal and Torres Strait Islander staff to participate in local NAIDOC week events	July 2018 and July 2019	General Manager, Members & Directors & Head of Human Resources
	Review HR policies to ensure there are no barriers to staff participating in NAIDOC Week	December 2017	Head of Human Resources
2. Engage employees and members in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop and implement a cultural awareness training strategy for staff that considers the cultural learning requirements of various staff members and provides access to training via different methods	December 2017	Human Resources Manager, Human Resources
	Engage the Executive Committee and RAP working group in (face-to-face) cultural awareness training that is specific to their role in implementing the RAP and being advocates for change within the organisation	December 2017	Human Resources Manager, Human Resources

	Provide cultural awareness training to all staff, the AICD board and Division Councils via e-learning modules or webinars and ensure all staff have completed training by the end of 2018	December 2018	Human Resources Manager, Human Resources
	Conduct a staff survey inviting staff to provide suggestions as to what activities we could host or areas of further engagement and knowledge sharing	February 2018	Human Resources Manager, Human Resources and Internal Communications Manager, Marketing & Communications
	Develop a cultural development plan for staff induction that includes an information session and access to cultural awareness training	June 2018	Head of Human Resources
	Provide funding to attend seminars and events to staff members working closely with Aboriginal and Torres Strait Islander individuals and organisations	January 2018	CFO & General Manager, Corporate Services
	Conduct regular meetings between the facilitators of the Indigenous governance programs nationally to share experiences regarding best practice delivery	February 2018	General Manager, Education & International
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training	December 2017	Human Resources Manager, Human Resources
3. Develop and engage staff in understanding the protocols for Welcome to Country and Acknowledgment of Country	Develop cultural protocols documents for Welcome to Country and using an Acknowledgement of Country and implement this consistently nationally at all of our events and courses. Protocols will be published on the intranet	October 2017	Members & Directors Executive, Members & Directors and Internal Communications Manager, Marketing & Communications
	Invite a local Traditional Owner to provide a Welcome to Country at significant events including the Australian Governance Summit	March 2018	Members & Directors Executive, Members & Directors
	Communicate to staff members the different cultural protocols and the Traditional Owners relevant to their States and Territories	November 2017	Members & Directors Executive, Members & Directors and Internal Communications Manager, Marketing & Communications
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships	December 2017	General Manager, Members & Directors
	Include Acknowledgements of Country at the commencement of important internal and external meetings	December 2017	General Manager, Members & Directors

	Display a plaque or reference in our Member Lounges acknowledging the Traditional Owners of the land	March 2018	General Manager, Members & Directors
	Encourage staff to include an Acknowledgement of Country at the commencement of all board and committee meetings.	January 2018	General Manager, Advocacy
4. Display Aboriginal and/or Torres Strait Islander artwork	Connect with Artbank or investigate buying Aboriginal and/or Torres Strait Islander artworks to display in our national and state offices and Business Centre and Member Lounges	February 2018	Procurement Executive, Finance
	Contact the Australian Arts Council to connect with Aboriginal and Torres Strait Islander artists	February 2018	Procurement Executive, Finance
	Investigate hosting an arts sale annually in our Business Centre and Member Lounges	July 2018	Procurement Executive, Finance
5. Review our Indigenous governance education programs to ensure they are respectful towards Aboriginal and Torres Strait Islander people and provide valuable learning opportunities	Conduct a review of the Indigenous governance program that comprises foundations of governance modules and ascertain the need for new Indigenous governance programs	January 2018	General Manager, Education & International
	Review the courses currently being provided to Aboriginal and Torres Strait Islander organisations as to their effectiveness and desirability	January 2018	General Manager, Education & International
	Develop new Indigenous governance education products	December 2018	General Manager, Education & International

Opportunities

We are committed to ensuring Aboriginal and Torres Strait Islander directors participate in the governance of all Australian organisations, shaping the future direction and cultures of these organisations and contributing to their long-term prosperity and sustainability.

We are also committed to working with Aboriginal and Torres Strait Islander organisations and communities to ensure access to employment opportunities across Australia.

Participation and Opportunities			
1. Engage with Aboriginal and Torres Strait Islander employment and development agencies	Subscribe to Career Trackers and develop one intern during their university program. Potentially expand this after the completion of the first program	August 2017	Human Resources Manager, Human Resources
	Develop an ongoing relationship with UNSW's Law School by supporting legal interns	February 2018, February 2019	Legal Counsel, Legal
	Investigate Indigenous media outlets and the appropriate outlets and mediums for advertising job vacancies	January 2018	Human Resources Manager, Human Resources
2. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy	June 2018	Human Resources Manager, Human Resources
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies including professional development	April 2018	Human Resources Manager, Human Resources
	Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities	March 2018	Human Resources Manager, Human Resources

	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workforce	March 2018	Human Resources Manager, Human Resources
	Advertise vacancies in Aboriginal and Torres Strait Islander media	February 2018	Human Resources Manager, Human Resources
3. Develop an Aboriginal and Torres Strait Islander supplier diversity strategy	Subscribe to Supply Nation for the purposes of engaging with Aboriginal and Torres Strait Islander suppliers nationally	December 2018	Procurement Executive, Finance
	Communicate internally the type of Aboriginal and Torres Strait Islander suppliers available	December 2018	Procurement Executive, Finance
	Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services	December 2018	Procurement Executive, Finance
	Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander business	December 2018	Procurement Executive, Finance
4. Investigate surveying our members to understand how many Aboriginal and Torres Strait Islander members we have	Conduct a review of the Indigenous governance program that comprises foundations of governance modules and ascertain the need for new Indigenous governance programs	June 2018	General Manager, Marketing & Communications and General Manager, Members & Directors
	Develop a strategy to attract more Aboriginal and Torres Strait Islander members to the AICD	February 2018	General Manager, Marketing & Communications and General Manager, Members & Directors
5. Improve access to governance education and knowledge	Establish a regular scholarship fund that provides scholarships to Aboriginal and Torres Strait Islander directors	December 2017	Sector Leader, NFP, Advocacy
	Develop a series of events or roadshows that can be rolled out nationally to engage Aboriginal and Torres Strait Islander organisations on our governance education and the information they can access	February 2018	Group Executive, Advisory
6. Indigenous facilitators for our courses	Investigate and implement opportunities for our faculty members to enhance their cultural awareness and capability in the delivery of Indigenous content to both Indigenous and non-Indigenous participants	February 2019	General Manager, Education & International

Advocacy

1. Advocate on behalf on Aboriginal and Torres Strait Islander organisations	Conduct a review into some of the governance issues experienced by Aboriginal and Torres Strait Islander organisations. Develop an insights paper that informs the advocacy work we do with Aboriginal and Torres Strait Islander organisations and State and Federal Governments	March 2018	General Manager, Advocacy
2. Work with Aboriginal and Torres Strait Islander organisations to ensure governance structures are beneficial to their needs	Investigate working with external law councils, our members and Aboriginal and Torres Strait Islander organisations to examine current legislations for Indigenous organisations and whether they are appropriate and beneficial to their organisational structures and future sustainability	December 2017	General Manager, Advocacy & Legal Counsel, Legal
	Educate staff members, the AICD Board and Division Councils on the different types of legislation Aboriginal and Torres Strait Islander individuals are governed under, e.g. the CATSI Act, the Land Rights Act, the Corporations Act and how this impacts on their governance structures	June 2018	General Manager, Advocacy
	Engage Aboriginal directors to talk to staff at the Staff Summit about the impact that governance knowledge and education has on their organisations and the methods the organisation can employ to improve access to training and services	August 2018 and August 2019	Human Resources Manager, Human Resources
3. Connect with universities and any think tanks that examine Aboriginal or Torres Strait Islander governance and leadership issues and progress the thinking in this area	Connect with universities and think tanks to feature insights papers and interviews in the Governance Leadership Centre (GLC) page of the website	June 2018	General Manager, Advocacy
	Investigate possible research projects or partnerships	June 2018	General Manager, Advocacy
4. Connect with the Federal and State Ministers for Indigenous Affairs	Connect with the Federal and State Ministers to understand their key priorities and where we can offer support	December 2017	General Manager, Advocacy

Tracking and Progress

Tracking and Progress			
1. Establish reporting protocols and procedures for communicating initiatives and progress back to the RAP working group	RAP working group reports annually on the achievement of targets and any issues in reaching those targets	September 2018 and September 2019	RAP Working Group, coordinated by the Board Diversity Manager, Advocacy
	Publish information on the RAP in the annual report	September 2018 and September 2019	General Manager, Marketing & Communications
2. Complete and submit annual RAP questionnaire	RAP questionnaire to be completed by the RAP working group and approved by the RAP Champion	September 2018 and 2019	RAP Working Group
	Submit the RAP questionnaire to Reconciliation Australia annually	September 2018 and 2019	Board Diversity Manager, Advocacy
	Investigate participating in the RAP barometer	May 2018	Board Diversity Manager, Advocacy
3. Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	November 2018	Board Diversity Manager, Advocacy
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement	September 2019	Board Diversity Manager, Advocacy

For more information please contact

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