



AFP
AUSTRALIAN FEDERAL POLICE



RECONCILIATION
ACTION PLAN

INNOVATE





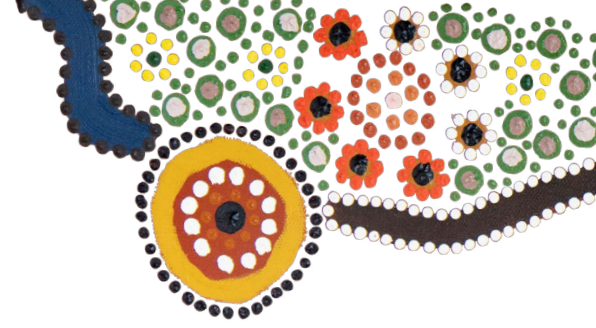
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The Australian Federal Police would like to acknowledge the traditional owners and custodians of the land and pay respects to their elders, past and present.

Aboriginal and Torres Strait Islander readers are warned that this document contains images and names of deceased persons.



AFP COMMISSIONER'S FOREWORD

I am pleased to present the Australian Federal Police (AFP) *Reconciliation Action Plan 2022–2024* (RAP), affirming our continued commitment to reconciliation in Australia. The RAP details two clear priorities for the AFP as we progress our reconciliation journey.

1. Ongoing workforce support for appointees in their reconciliation journey and recognition of the unique and valuable contributions made by our First Nations members.

2. Increased positive community engagement with enhanced delivery of culturally competent policing to First Nations people and communities.

As Australia's national policing agency, the footprints of our members walk alongside First Nations people and are spread across many Traditional Countries, and beyond. We acknowledge the Traditional Owners and Custodians who safeguard the longest surviving culture in the world, and we pay our respects to their Elders; past, present, and emerging.

We acknowledge law enforcement's history in delivering agendas which have caused pain and inflicted trauma for many First Nations people. In the spirit of reconciliation, we commit to truth telling and courageous conversations, to learn from our shared history, and dedicate ourselves to a better future for all Australians. It is incumbent on us all to apply a

concerted effort to rectify past and current injustices, participating in the RAP program is just one way of walking a positive journey of reconciliation with our First Nations people.

As a personal commitment, I have established the AFP's First Nations Unit to support full and unhindered First Nations participation in our workforce, and to inform the provision of culturally competent policing services to the Australian community. Through the Unit, we will ensure that First Nations voices are represented amongst the decision makers, contributing to better outcomes for all First Nations people and communities. I acknowledge the Unit's contribution to the development of this RAP.

I strongly encourage all AFP appointees to actively participate in delivering the intended goals of the AFP's new *Reconciliation Action Plan 2022–2024*.

A handwritten signature in black ink, appearing to be 'Reece P Kershaw'. The signature is stylized and fluid.

Reece P Kershaw APM
AFP Commissioner



ACT CHIEF POLICE OFFICER'S MESSAGE

ACT Policing is the primary community policing arm of the AFP. It provides a police service in partnership with the ACT Government to the diverse community of Canberra which proudly includes the Traditional Custodians of the land encompassing the Canberra region, the Ngunnawal people. I welcome the AFP's new *Reconciliation Action Plan 2022–2024* and I am eager to support the plan in full. Its contents are a testament to the AFP's hopes and vision for genuine and meaningful national reconciliation.

Reconciliation seeks to recognise and acknowledge past failures and work towards an inclusive and equitable future for Australia. The RAP motivates all of us to create positive and healthy interactions with First Nations people and communities and to fostering meaningful relationships into the future.

The ACT Policing workforce is made up of dedicated and thoughtful individuals that endeavour to further their understanding and respect of First Nations

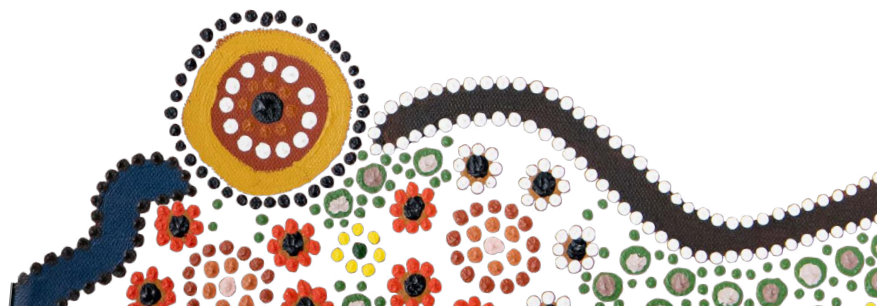
people, cultures, and communities. I have full faith we will make significant progress towards achieving reconciliation throughout the course of our latest RAP.

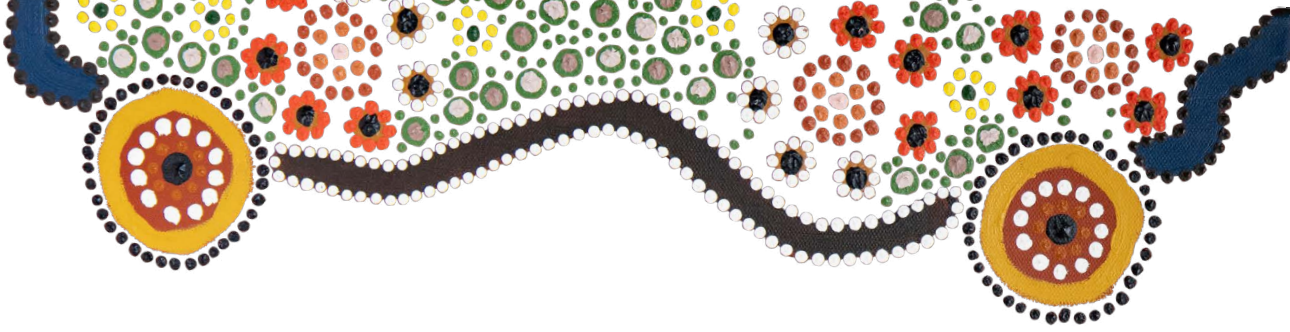
Since 1998, ACT Policing has benefited from the contributions of specialist staff whose sole purpose is to strengthen trusting working relationships between police and the First Nations community within the ACT, and we remain committed to ensure our Aboriginal Liaison Officers continue this vital work.

I urge all members of ACT Policing to commit to the extremely worthy and attainable goals of the RAP.

A handwritten signature in black ink, appearing to be 'NG' followed by a long horizontal stroke.

Neil Gaughan APM, Deputy Commissioner
Chief Police Officer for the ACT





THE FIRST NATIONS CHAMPIONS MESSAGE

The AFP has maintained a volunteer Aboriginal and Torres Strait employee network since 1995, the Malunggang Indigenous Officers' Network (MION). First Nations inclusion in our organisation's history is an ongoing story we are increasingly proud of, and we remain committed to the future of MION.

Serving as the First Nations Champion is a rewarding career highlight, and an important role the AFP takes seriously. It has provided continued opportunity to respect and appreciate our First Nations members and their diverse cultures. It presents opportunities to learn and witness the strength and resilience of Australia's First Nations people, particularly those who are represented in the AFP's workforce and those we work closely with in the communities that we serve.

The AFP supports the view that more Australians should be prouder and more actively engaged with First Nations people. Collectively, all Australians share a history that spans more than 60,000 years,

with our First Nations people being the oldest living culture in the world.

While the AFP is fortunate to retain First Nations staff in almost every one of our locations across Australia, we can do better. We are working to ensure our First Nations staff are provided the tools to develop and succeed in their career aspirations. In our continued efforts, Commissioner Kershaw has put in place two further initiatives towards this goal: the implementation of the AFP First Nations Unit and has increased the AFP's First Nations employment targets to reflect those represented in the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024](#).

Overall responsibility for delivering the actions contained in this RAP is assigned to members of our Senior Executive. However, all AFP staff should take ownership of this RAP in order to positively contribute to national reconciliation.

Krissy Barrett, Assistant Commissioner
AFP First Nations Champion

Peter Crozier, Assistant Commissioner
AFP First Nations co-Champion





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OUR VISION

Our vision for reconciliation is where First Nations people experience equality and equity in the workplace and within the community. Where First Nations people are free from negative race relations, and where acknowledgement of our history is shared by all Australians through positive relationships.

The AFP's approach to reconciliation will continue to promote our journey to cultural competence through existing initiatives as well as the development of new strategies.

Reconciliation in the AFP is about fostering a safe and respectful working environment for First Nations appointees while acknowledging, and playing our part, in closing the gap between Indigenous and non-Indigenous Australians.

This RAP, as with our previous plan, will support the AFP's commitment to achieving a diverse and inclusive workforce and our overall commitment to reconciliation and First Nations people.

As an organisation we commit to:

- Increasing our representation of First Nations people in the workforce
- Supporting developmental opportunities for First Nations appointees to enhance careers
- Elevate First Nations voices as part of AFP decision making
- Proactively embedding cultural awareness within the workplace
- Proactively building relationships and partnerships that support reconciliation



OUR BUSINESS

We are Australia's principal federal law enforcement agency and a member of Australia's national intelligence community. We are responsible for protecting Australians and Australia's interests both at home and overseas. Our distinct position allows us to positively influence and impact reconciliation in a significant and lasting way.

Our 7,000+ employees are skilled and dedicated professionals who are committed to serving the Australian community by providing exceptional law enforcement services. The **AFP is responsible for** contributing to five strategies: Community Policing Services, Specialist Protective Services, National and International Policing and Investigations, Corporate Services, and Specialist Support.

We support and enable our people to deliver maximum impact to the criminal environment by:



Reducing red tape



Supporting the frontline



Enhancing partnerships



7,443*

All AFP appointees

188

2.5%

ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES

3,432

Police

65

1.9%

882

Protective Service Officers

13

1.5%

3,129

Unsworn

110

3.5%

*Data as at 17 May 2022.

First Nations targets

The AFP is working towards the introduction of practical initiatives that align with the following workforce representation targets set out in the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-2024](#)

- **AFP Band 3–5: 5 per cent** by the end of 2022.
- **AFP Band 6–9: 5 per cent** by the end of 2024.
- **SES: 3 per cent** by end 2024.
- **3 per cent** of staff at each Band level to identify as First Nations across the Attorney-General’s portfolio by the end of 2024.

Through dedicated efforts and taking a culturally competent approach to recruitment, we continue to grow our First Nations representation – in both numbers and seniority of roles.

AFP FIRST NATIONS UNIT



OUR RECONCILIATION ACTION PLAN

The AFP joined Reconciliation Australia's Reconciliation Action Plan program by implementing its first RAP in 2007. A decade later, we re-joined the program with the introduction of the *AFP Innovate RAP 2018–2020*.

Over time there has been several Government initiatives the AFP has participated in, including the *ACT Aboriginal and Torres Strait Islander Agreement 2019-2028*; the *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024*; and the *ACT Aboriginal and Torres Strait Islander Justice Agreement Partnership*.

The renewed RAP for 2022–2024 provides a framework for the AFP to support the national reconciliation movement, including practical actions towards reconciliation both within the AFP and with the communities we serve.

Some examples of our external partnerships include ACT Policing's collaboration with the ACT Justice and Community Safety Directorate and the Aboriginal Legal Service. These relationships increase positive engagement and support for the Aboriginal and Torres Strait Islander community including initiatives such as the Front Up Program, to assist in reducing the over representation of Aboriginal and Torres Strait Islander peoples in the criminal justice system.

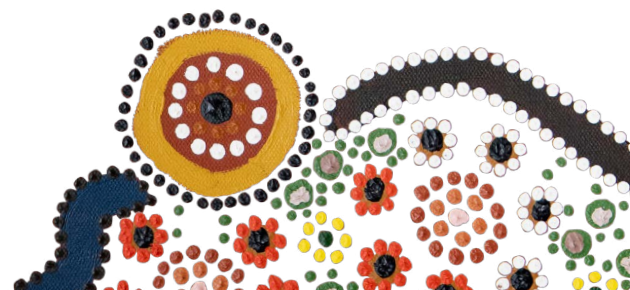
In response to the Ombudsman's Own Review, ACT Policing established a working group to implement its nine recommendations. One action from the review consisted of developing an engagement and consultation strategy to manage relationships with the ACT Aboriginal and Torres Strait Islander community.

To ensure this work can be effectively managed in a safe and robust capacity, members of the working group are sourced from various areas within ACT Policing. The working group consists of ACT Policing's Aboriginal Liaison Officers, unsworn staff and police officers from First Nations and non-First Nations backgrounds.

Our RAP encourages positive race relations through anti-discrimination strategies, such as implementing the *ANZPAA Anti-Racism and Cultural Diversity Principles*, that will educate our senior leaders on the effects of racism to improve the quality of community engagement and cultural competency. The AFP strives to continue building on positive relationships to support the delivery of effective outcomes to the Aboriginal and Torres Strait Islander community in the ACT.

We acknowledge members of our internal First Nations Network the Malunggang Indigenous Officers Network (MION), the RAP Working Group, the RAP Advisory Board and ACT Policing for their contributions to the development of this RAP.

The AFP affirms its commitment to the intention, actions, and outcomes of the RAP, and our workforce, to the community and other partners, by publishing updates on how the AFP is progressing on its reconciliation journey.





ACHIEVEMENTS

In 2021 the AFP established its First Nations Unit to progress and enhance the AFP's reconciliation efforts. The First Nations Unit focusses on establishing sustainable partnerships that are innovative and adaptable to future changes in the AFP's operational and political environment.

The successful completion of the *2018–2020 Innovate RAP* displays the AFP's dedication to a reconciled future in Australia. This achievement further outlines the organisation's commitment to initiatives that promote national reconciliation, through employment, policing, cultural awareness and community engagement.

Along with a First Nations Champions at the SES 2 Assistant Commissioner level, an additional

Assistant Commissioner was appointed as First Nations co-Champion to support the delivery of AFP First Nations initiatives.

ACT Policing continue to be actively engaged with the ACT's First Nations community. This includes involvement in the Warrumbul and Galambany Courts to divert young offenders away from the Criminal Justice System.

All members are committed to strengthening policy, practices, and procedures when delivering initiatives with a First Nations focus. This includes the development of a targeted communication and engagement strategy to enhance the relationship with the First Nations community in the ACT.



BEN BLAKENEY MEMORIAL AWARD

This annual AFP award is usually conferred during our NAIDOC Week celebrations, and exists in memoriam to soldier, Commonwealth Police Officer (precursor to the AFP), and actor, Lavanda “Ben” Gordon Blakeney OAM.

Recipients are not limited to First Nations appointees. It is awarded to the person who, in the preceding 12 months, has demonstrated commitment and drive to First Nations initiatives in supporting the ideals of:

- **strengthening partnerships**
- **promoting equity and inclusion**
- **raising awareness of First Nations issues**
- **promoting personal and professional development, and career advancement for appointees.**

Past recipients of this Award are listed below:

2021

Detective Sergeant Grace Calma and Detective Sergeant Stephen Raper (jointly awarded)

2020

Inspector Joshua Sinclair-Wadham

2019

Senior Constable Lisa Siebert and Senior Constable Bradley Wallace (jointly awarded)

2018

Anthony Bean

2017

Vanessa Macauley

2016

Leading Senior Constable Dean Saddler

2015

Alexandra McHugh

2014

Bryan Waddell

2006–2013

Not awarded

2005

Detective Sergeant Russell Brown



RELATIONSHIPS

As a law enforcement agency, the AFP focuses on connection to community and meeting their needs and expectations. We do this through leadership actions, which consistently demonstrate and share our vision and values. Strong relationships between First Nations people, and all Australians is important to ensure our communities trust and recognise the legitimacy of our role and purpose, which enables us to uphold laws and community standards.

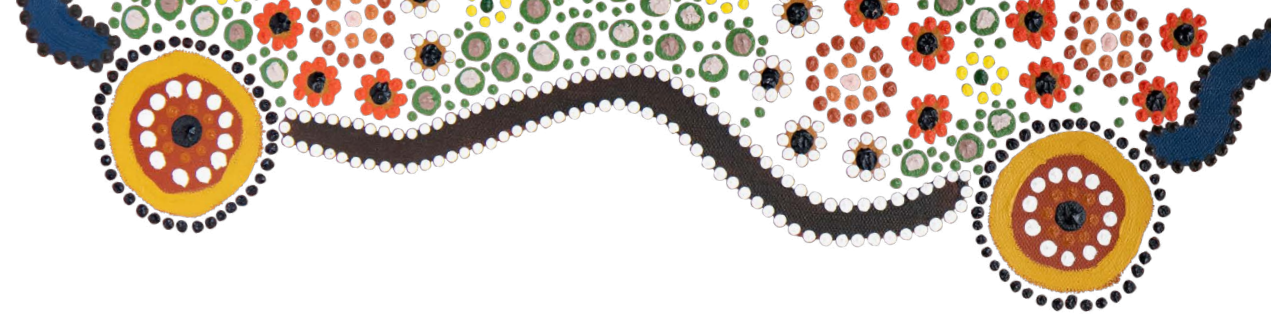
ACT Policing understands that community engagement provides the opportunity to learn about diverse views, insights and issues within the First Nations community. We are committed to working with our stakeholders and the community to ensure effective outcomes are delivered to the First Nations community in the ACT including interactions and outcomes that will encourage and facilitate a positive and respectful relationship.

Action	Deliverable	Timeline	Responsibility	AFP RAP focus
Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Meet with local First Nations stakeholders and organisations to develop guiding principles for community policing engagement.	Annually in July	Commander Operations ACT Policing	Positive community engagement
	Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	Annually in July	First Nations Champions Commander Operations ACT Policing	Positive community engagement
	ACT Policing and AFP representatives to meet with local First Nations Elders and community members to establish and strengthen relationships between the AFP and First Nations communities.	Quarterly in January, May, July, and October	First Nations Unit Commander Operations ACT Policing AFP Regional Commanders and Community Liaison Teams Aboriginal Liaison Officers	Positive community engagement
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Annually in April and May	Manager Communications First Nations Champions	Workforce support
	First Nations Advisory Board members to participate in an external NRW event.	Annually in May	First Nations Advisory Board Co-Chairs	Workforce support and positive community engagement
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Annually in May	First Nations Champions	Workforce support and positive community engagement
	Organise at least one NRW event each year in each AFP office location.	Annually in May	Culture Command Committees	Workforce support
	Register all our NRW events on Reconciliation Australia's NRW website .	Annually in May	First Nations Unit	Positive community engagement



Action	Deliverable	Timeline	Responsibility	AFP RAP focus
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Quarterly in January, May, July and October	First Nations Champions	Workforce support
	Communicate our commitment to reconciliation publicly.	Annually in May	Manager Communications	Positive community engagement
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Annually in May	First Nations Champions	Positive community engagement
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Annually in May	First Nations Champions	Positive community engagement
Promote positive race relations through anti-discrimination strategies.	Conduct a review of internal policies and procedures to identify existing anti-discrimination provisions, and future needs.	Annually in January	Manager People Strategies	Workforce support
	Engage with First Nations staff and advisors to consult on our Diversity and Inclusion Strategy.	May 2022	First Nations Unit Manager People Strategies	Workforce support
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	May 2024	Manager People Strategies	Workforce Support
	Develop, implement and communicate a Diversity and Inclusion Strategy for the AFP.	July 2022	Manager People Strategies	Workforce support
	Educate senior leaders on the effects of racism.	Annually in December	First Nations Champions Commander Foundational Development and Learning	Workforce support
	Collaborate with State and Territory, and international police partners to develop best practice anti-discrimination guidance for the AFP.	Annual reviews in March	Manager People Strategies	Workforce support
	Promote and communicate the positive benefits of internal partnerships to support shared efforts in reconciliation.	Annual reviews in February	First Nations Champions	Workforce support





Action	Deliverable	Timeline	Responsibility	AFP RAP focus
Build meaningful internal relationships to support better outcomes with a First Nations focus.	Identify key AFP business areas who can influence outcomes with a First Nations focus and develop stakeholder register.	Annual reviews in July	Manager People Strategies	Workforce support
	Formalise partnership agreements between the AFP First Nations Unit and key AFP business areas to document the joint commitment to improve outcomes with a First Nations focus.	Annual reviews in October	Manager People Strategies	Workforce support
	Develop and promote a dedicated education campaign to inform and support staff on how to be an effective ally to promote reconciliation in Australia.	Annually in November	Manager Communications First Nations Champions	Workforce support
	First Nations Unit to partner with various business areas in the delivery of positive First Nations outcomes.	Annual reviews in February	Manager People Strategies	Workforce support
Continue to develop and implement intervention and engagement strategies with the First Nations community.	Reduce the number of First Nations people arrested by considering cultural sensitivities.	Annually in January	Chief Police Officer	Positive community engagement
	Increasing the use of cautions for First Nations peoples using informed decision making about cultural sensitivities.	July 2022	Chief Police Officer	Positive community engagement
	Ensuring the use of alternative options to custody for intoxicated First Nations people by considering cultural sensitivities.	November 2022	Chief Police Officer	Positive community engagement
Continue to work with the ACT Justice and Community Safety Directorate and the Aboriginal Legal Service.	Promote the Front Up program to reduce the custody rates of First Nations people.	Quarterly reporting in January, April, July and October	Chief Police Officer	Positive community engagement
	Maximise the use of diversion options for First Nations offenders through drug and/or alcohol diversions, Simple Cannabis Offence Notices (youth only), and Restorative Justice programs.	Quarterly reporting in January, April, July and October	Chief Police Officer	Positive community engagement
	Continue to collaborate and engage with First Nations people in the ACT through the Chief Police Officer's Aboriginal and Torres Strait Islander Advisory Board to address issues faced by the First Nations community.	Annually in September	Chief Police Officer	Positive community engagement
Contribute to interagency forums and leadership groups on addressing First Nations matters.	Maintain the Aboriginal Liaison Officer capability which enhances the effectiveness of community engagement.	Quarterly reporting in January, April, July and October	Chief Police Officer	Positive community engagement



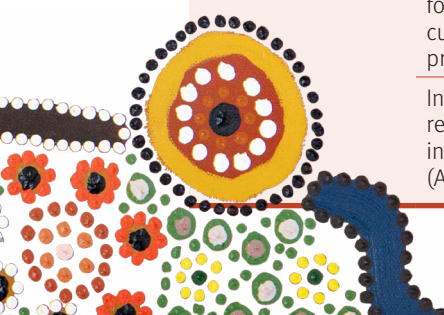
RESPECT

Through respect, build a diverse AFP that acknowledges and celebrates Australia's rich history. This enables us to nurture an environment where our staff take pride in, and celebrate, First Nations people, cultures and histories, leading to a more informed and responsive workforce.

Action	Deliverable	Timeline	Responsibility	AFP RAP focus
Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	July 2022	Manager People Strategies Commander Foundational Development and Learning	Workforce support
	Consult local Traditional Owners and First Nations advisors on the development and implementation of a cultural learning strategy for all staff.	July 2022	Manager People Strategies Commander Foundational Development and Learning	Workforce support and positive community engagement
	Develop, implement and communicate a cultural learning strategy for our AFP recruits.	September 2022	Manager Communications Manager People Strategies Commander Foundational Development and Learning Chief Police Officer	Workforce support
	Provide opportunities for First Nations Advisory Board members, managers and other key leadership staff to participate in formal and structured cultural learning.	Annually in July	Manager Communications Commander Foundational Development and Learning	Workforce support and positive community engagement
	Promote benefits of lived experience of MION members to the broader workforce. Showcasing the unique contributions First Nations members contribute to our organisational capability.	Annually in July	Manager Communications MION Committee First Nations Champions	Workforce support



Action	Deliverable	Timeline	Responsibility	AFP RAP focus
Demonstrate respect to First Nations people by observing cultural protocols.	Strengthen staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country through promoting participation in the cultural learning strategy.	July 2022	Manager Communications First Nations Champions MION Committee	Workforce support
	Display acknowledgment of Country plaques at each office location and include local First Nations artwork and First Nations flags where possible.	May 2022	Manager Communications Relevant AFP executive for individual locations	Workforce support and positive community engagement
	Maintain a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2022	Manager People Strategies MION Committee	Workforce support
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Annually in September	Event hosts	Workforce support and positive community engagement
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Annual reporting in July	Meeting chairs	Workforce support
	First Nations Advisory Board members to participate in an external NAIDOC Week event.	Annually in July	First Nations Advisory Board Co-Chairs	Workforce support and positive community engagement
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Review internal policies and procedures to remove barriers that effect staff participation in NAIDOC Week.	Annually in May	Manager People Strategies	Workforce support
	Promote and encourage participation in external NAIDOC events to all staff.	Annually in July	Manager Communications First Nations Champions	Workforce support
	Organise at least one NAIDOC event each year in each AFP office location.	Annually in July	Regional Commanders	Workforce support
	Sponsor award/s at ACT NAIDOC ball and support through member and executive attendance.	Annually in July	Chief Police Officer	Workforce support and positive community engagement
	Annual all staff communications from First Nations Champions, promoting the AFP's efforts in working toward better First Nations outcomes.	Annually in July	Manager Communications First Nations Champions	Workforce support
	Develop and communicate AFPs position on supporting members to participate in the MION.	May 2022	Manager People Strategies MION Committee First Nations Champions	Workforce support
	Embed effective recognition and support for First Nations members at the AFP.	Continue to promote and award the Ben Blakeney Memorial Award in recognition of significant contributions to First Nations outcomes	Annually in July	Manager Communications
Establish centralised Hub presence for members to access for their own cultural learning journey, alleviating pressure from First Nations members.		May 2022	First Nations Unit	Workforce support
Investigate options for First Nations representation across the AFP's internal employee support networks (AFP circle of support).		July 2022	National Manager People and Culture Command	Workforce support

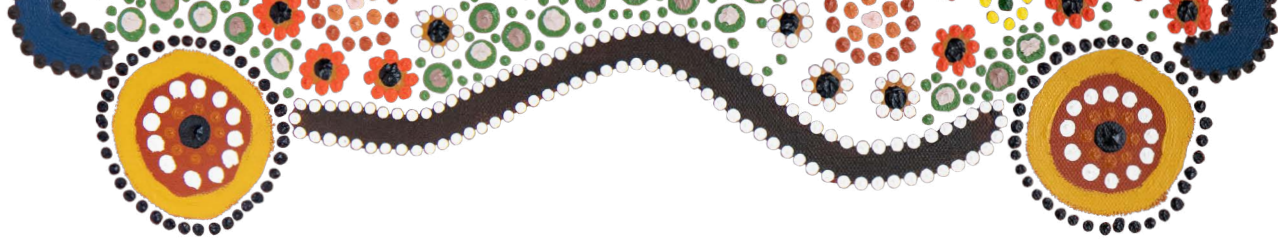


OPPORTUNITIES

The development of effective recruitment, retention and career progression strategies to create pathways for First Nations people will better support the AFP in stimulating representation in law enforcement. These pathways will increase the capabilities of employees and the representation at senior levels, and enhance the AFP's cultural capability in First Nations communities and matters. The process to engage First Nations suppliers is firmly embedded into the AFP's procurement and contracting policies expanding the range of Indigenous employment opportunities to First Nations people.

ACT Policing understands that community engagement provides the opportunity to learn about diverse views, insights and issues within the First Nations community. We are committed to working with our stakeholders and the community to ensure that effective outcomes are delivered to the First Nations community in the ACT including interactions and outcomes that will encourage and facilitate a positive and respectful relationship.

Action	Deliverable	Timeline	Responsibility	AFP RAP focus
Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	Annually in June and September	Manager People Strategies	Workforce support
	Engage with First Nations staff to consult on our First Nations employment strategy.	Annually in May	Manager People Strategies	Workforce support
	Develop and implement a First Nations employment strategy, incorporating the Commonwealth Aboriginal and Torres Strait Islander workforce strategy and including establishing an affirmative measures recruitment policy.	June 2022	Manager People Strategies	Workforce support
	Advertise job vacancies to effectively reach First Nations candidates.	Annually in May	Manager Communications Manager People Strategies	Workforce support
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	Annually in September	Manager People Strategies	Workforce support
	Increase the percentage of First Nations staff employed in our workforce.	Annual reviews in September	First Nations Champions Manager People Strategies	Workforce support
Increase First Nations supplier diversity to support improved economic and social outcomes.	Review First Nations procurement strategy in line with the Commonwealth Procurement policy.	July 2022	Manager Procurement, Exhibits and Records	Positive community engagement
	Investigate Supply Nation Membership.	July 2022	Manager Procurement, Exhibits and Records	Positive community engagement
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	October 2022	Manager Procurement, Exhibits and Records	Positive community engagement
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	October 2022	Manager Procurement, Exhibits and Records	Positive community engagement
	Develop commercial relationships with First Nations businesses.	September 2022	Manager Procurement, Exhibits and Records	Positive community engagement
Promote AFP's commitment to the ACT Aboriginal and Torres Strait Islander Agreement 2019-2028.	Continue to collaborate with the Aboriginal and Torres Strait Islander Elected Body to engage with ACT First Nations people with a view to building trust and understanding within the community.	Quarterly reporting in January, April, July and October	Chief Police Officer	Positive community engagement



Action	Deliverable	Timeline	Responsibility	AFP RAP focus
Improve relationships between ACT policing and the ACT's Aboriginal and Torres Strait Islander communities by implementing recommendations contained in the Ombudsman's Own Review.	Establish a working group to consider how to implement the (accepted) nine recommendations.	May 2022	Chief Police Officer	Positive community engagement
	Recommendation 1 – Develop an overarching strategic plan to manage the development and delivery of ACT Policing's roles and responsibilities in relation to ACT Aboriginal and Torres Strait Islander community specific justice programs.	September 2022	Chief Police Officer	Positive community engagement
	Recommendation 2 – Develop a standard operating procedure for community policing activities and complementary programs to ensure contact with ACT Aboriginal and Torres Strait Islander community members is consistent with legislative requirements and appropriately facilitates access to community diversionary and support programs.	September 2022	Chief Police Officer	Positive community engagement
	Recommendation 3 – Consult with the ACT Aboriginal and Torres Strait Islander community, Ombudsman, the Justice and Community Services Directorate, the Aboriginal Legal Service, and any other relevant stakeholders to determine when and how it will ask members of the public whether they identify as Aboriginal or Torres Strait Islander.	Quarterly in January, April, July, and October	Chief Police Officer	Positive community engagement
	Recommendation 4 – Establish performance measures and conduct regular and ongoing evaluation of community policing activities and complementary programs to enable success measures against justice targets and strategic objectives.	Quarterly reporting in January, April, July and October	Chief Police Officer	Positive community engagement
	Recommendation 5 – Develop an engagement and consultation strategy to manage relationships with the ACT Aboriginal and Torres Strait Islander community.	September 2022 with annual reviews in September	Chief Police Officer	Positive community engagement
	Recommendation 6 – Evaluate and clearly define the roles and responsibilities of Aboriginal Liaison Officers (ALO), to clarify expectations and ensure the ALOs are enabled to support effective communication between the ACT Policing members and the ACT Aboriginal and Torres Strait Islander community.	June 2022	Chief Police Officer	Positive community engagement
	Recommendation 7 – Develop a strategy to support the development, delivery, and ongoing evaluation of cultural training.	July 2022	Chief Police Officer	Positive community engagement
	Recommendation 8 – Amend records management policy and procedure to ensure records relevant to engagement with the ACT Aboriginal and Torres Strait Islander community are created, stored and accessible to ACT Policing staff.	September 2022	Chief Police Officer	Positive community engagement
	Recommendation 9 – Amend current complaint handling guidelines to include prompts for complaint handlers to request and record Aboriginal and Torres Strait Islander status during the complaint process.	September 2022	Chief Police Officer	Positive community engagement



GOVERNANCE

We will monitor our RAP to identify, improve and report relevant data, including our achievements, challenges, and new learnings. We will do this by tracking the progress of our actions, and regularly reviewing and updating consultation processes.

Action	Deliverable	Timeline	Responsibility	AFP RAP focus
Establish and maintain an effective First Nations Advisory Board (FNAB) to drive governance of the RAP and all other First Nations focussed initiatives for the AFP.	Maintain a strong First Nations representation on the FNAB.	May 2022	First Nations Advisory Board Co-Chairs	Workforce support
	Establish and apply a Terms of Reference for the FNAB.	May 2022	First Nations Advisory Board Co-Chairs	N/A
	Meet at least four times per year to drive and monitor RAP implementation.	Quarterly in March, June, September and December	First Nations Advisory Board Co-Chairs	N/A
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2022	First Nations Advisory Board Co-Chairs	N/A
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Quarterly in March, June, September, and December	First Nations Advisory Board Co-Chairs First Nations Champions	N/A
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2022	First Nations Advisory Board Co-Chairs	N/A
	Appoint and maintain an internal First Nations Champion from senior management.	May 2022	Manager People Strategies Chief Operating Officer	Workforce support and positive community engagement
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.	Annually in June	Manager People Strategies	N/A
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Annually on 1 August	Manager People Strategies	N/A
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Annually on 30 September	Manager People Strategies	N/A
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly in March, June, September and December	First Nations Advisory Board Co-Chairs	Workforce support
	Publicly report our RAP achievements, challenges and learnings, annually.	Annually in October	Manager Communications	Workforce support
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	July and August 2022	Manager People Strategies	N/A
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2023	Manager People Strategies	N/A

CONTACT OFFICER

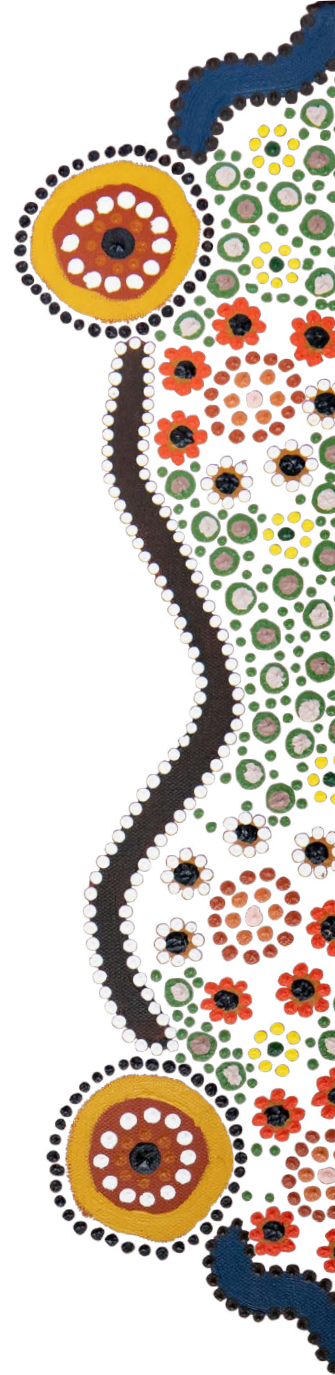
Contact details for public enquiries about the AFP's RAP

Name: Australian Federal Police

Position: First Nations Unit

Phone: 02 51269698

Email: FirstNationsUnit@afp.gov.au





ABOUT THE ARTIST

My name is Stephen Raper and I am a Turrbal man from Brisbane. My family heritage spans to the Bigambul people from the Northern Tablelands and Border Rivers region of New South Wales as well as Queensland; and more specifically Rossmore Station, Flinton, between Westmar and St George.

I started to paint in 2018 after a colleague saw something I drew on a notebook and said I should try. On Father's Day that year I received a gift of artist paints and canvas from my wife and children. This is when I began to put my culture on canvas.

I have been a police officer since 1997, joining the Northern Territory Police, working in Tennant Creek, the surrounding remote Aboriginal communities and also Darwin. I joined the AFP in 2002, working in a number of commands and I am currently a Detective Sergeant, working as the Counter Terrorism Liaison Officer based in Jakarta, Indonesia.

I credit my time working with the Northern Territory Police in remote communities for my dot style paintings. My main influence is from the Warumungu people of the Barkly region where I started my career as a Constable. I used to sit and watch the amazing local artists paint in the community. I always loved the stories behind the art and I now paint from my own experiences. I use the pseudonym 'Stephen Rush' for my art to acknowledge my great, great grandmother, Jane Rush, who was a First Nations woman from the Bigambul people.

In 2021, I was awarded an Australia Day Achievement Medallion, in recognition of my commitment in supporting the AFP's frontline to build stronger partnerships with Aboriginal and Torres Strait Islander people, and I was also jointly awarded the Ben Blakeney Memorial Award for strengthening partnerships by promoting equity and inclusion among First Nations police members involved in the Police Rugby League community as well as for mentoring our First Nations police recruits.

The artwork used in this Reconciliation Action Plan I painted as recognition to the AFP Malunggang Indigenous Officers Network (MION) and our former Champion, Assistant Commissioner Scott Lee.

'Yarning Circle' represents a sitting circle with an Elder leading the circle in stories.

The meeting places represent the different tribes that members come from, and the paths that join and bring us together. The rivers leading into the meeting places represent our different journeys and the knowledge and culture we all bring. The country shows the beauty and diversity of Australia's flora which is representative of our MION members.



YARNING CIRCLE

Artist: Stephen Rush, 2021



AFP
AUSTRALIAN FEDERAL POLICE



RECONCILIATION
ACTION PLAN

INNOVATE

