



Innovate

Reconciliation Action Plan

August 2020 – August 2022



Aboriginal and Torres Strait Islander readers are respectfully advised that this document includes the names of people who are now deceased.

Acknowledgement of Country

The Reserve Bank of Australia acknowledges the Traditional Owners of the land and pays its respects to their Elders, both past and present.

The Head Office of the Reserve Bank of Australia is located in Sydney, Gadigal Country, with representative offices in Melbourne (Kulin), Canberra (Ngunnawal), Perth (Whadjuk), Brisbane (Turrbal) and Adelaide (Kaurna). We have facilities in outer Melbourne (Gunung-Willam-Balluk people of the Kulin Nation) and a business recovery centre northwest of the Sydney CBD (Darug). We also have staff representatives in offices located in London, New York and Beijing.

Our Vision for Reconciliation

The Reserve Bank of Australia's vision is for meaningful engagement with Aboriginal and Torres Strait Islander peoples in our role as Australia's central bank, recognising and respecting the contribution of Australia's First Nations peoples to our social and economic progress. We will achieve this vision and empower all Australians through diversity and inclusion in all areas of our day-to-day work.

Cover: Peter Dunkley, *Untitled portrait of Lowena Mununggurritj (2019)*, Mural painted from portrait photographs taken by Leicolhn McKellar, Dawurr Boarding Facility, Nhulunbuy, East Arnhem Land, Northern Territory, 3 July 2019.

Foreword

I am pleased to introduce the Reserve Bank's 'Innovate' Reconciliation Action Plan (RAP). Our first RAP, launched in 2018, reflected on the Bank's existing relationships with Aboriginal and Torres Strait Islander peoples and set out actions to increase awareness and respect for First Nations cultures within our organisation. Today, we launch the Innovate RAP, which builds on those actions and focuses on opportunities for Aboriginal and Torres Strait Islander peoples in our role as Australia's central bank.

This focus on opportunities is important. Last year I visited Yirrkala in Northeast Arnhem Land, following in the footsteps of the Reserve Bank's first Governor, Dr HC 'Nugget' Coombs. Dr Coombs developed a deep connection with the Yolngu people of the region and championed reconciliation with Aboriginal and Torres Strait Islander peoples during his long and distinguished career serving the Australian public and, following that, in his retirement. Two members of the Reserve Bank Board and Dr Coombs' granddaughter, Susan Moylan-Coombs, herself a Woolwonga and Gurindji woman from the Northern Territory, travelled with me.

We were privileged during the visit to have discussions with many leaders of the Yolngu people, to pay our respects to their Elders, and experience a number of the community's commercial and cultural endeavours. We were able to see first-hand the tremendous successes of these endeavours and how this community has worked hard to capitalise on opportunities as they emerged. Like many remote communities, they continue to face numerous challenges but they are also best placed to deal with them given the right opportunities and information.

As Australia's central bank, the Reserve Bank seeks to create employment and business opportunities through the implementation of monetary policy. To this, we can add education and liaison to increase awareness of economic and financial matters so that Indigenous communities are in the best position to make informed financial decisions. There is also much we ourselves have to learn from Aboriginal and Torres Strait Islander peoples and their long-standing care for community and Country. To this end, we will look for opportunities to increase employment of Aboriginal and Torres Strait Islander peoples within the Reserve Bank. As an organisation whose values

include serving the Australian public, we understand that we are more effective in our work with an inclusive workforce that considers a range of views and experiences, and values the contribution of our First Nations people. There is work to do on this. Currently, less than one per cent of Reserve Bank staff identify as Aboriginal and/or Torres Strait Islander.

The Reserve Bank supports reconciliation with our First Nations peoples. We support it because it is the right thing to do, because it enriches our organisation and our community, and because our charter responsibilities are to all Australians. We acknowledge the contribution of Aboriginal and Torres Strait Islander peoples to society, the economy, and the environment. By implementing the activities outlined in the Innovate RAP, we aim to create opportunities for First Nations people and, alongside our current programs to raise cultural awareness, help further reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples.



Philip Lowe
Governor, Reserve Bank of Australia



From left: Budat Maymuru, Denise Bowden, Governor Philip Lowe, Allan Rungan, Paul McClean, Catherine Tanna (back to camera) and Mayila Wunungmurra at the Gulkula Mine, run by the Gumatj Aboriginal Corporation during the Governor's visit in July 2019

Our Business

The Reserve Bank of Australia is the nation's central bank, deriving its functions and powers from the *Reserve Bank Act 1959*. It determines and implements monetary policy, fosters financial stability, undertakes a range of activities in financial markets and banking, issues Australia's banknotes and has policy, supervisory and operational roles in Australia's payments system. As well as being a policy-making body, the Bank provides selected banking and registry services to a range of Australian government agencies and to a number of overseas central banks and official institutions. It also manages Australia's gold and foreign exchange reserves. Our core organisational values are the promotion of the public interest, integrity, excellence, intelligent inquiry and respect. Consistent with our enabling Act, we aim to carry out our role and apply these values in such a way as to contribute to the economic prosperity and welfare of the people of Australia.

The Bank has two boards: the Reserve Bank Board, which has responsibility for monetary policy and financial stability and the Bank's policy on other matters excluding payments system policy; and the Payments System Board, which has responsibility for matters relating to payments system policy. Subject to those matters, the Bank is managed by the Governor. *The Public Governance, Performance and Accountability Act 2013* (PGPA Act) also imposes particular responsibilities on the Governor concerning management of the Bank. Additional Bank governance structures include an Audit Committee and a Remuneration Committee. The primary objectives of the Audit Committee are to assist the Governor and the Board in fulfilling their obligations relating to financial reporting, risk management and fraud control, and regulatory compliance. The Remuneration Committee makes recommendations to the Board on remuneration arrangements for Bank staff, including the Governor and Deputy Governor.

The Head Office of the Reserve Bank of Australia is located in Sydney, Gadigal country, with representative offices in Melbourne (Kulin), Canberra (Ngunnawal), Perth (Whadjuk), Brisbane (Turrbal) and Adelaide (Kaurna). We have facilities in outer Melbourne (Gunung-Willam-Balluk people of the Kulin Nation) and a business recovery centre northwest of the Sydney CBD (Darug). We also have staff representatives in offices located in London, New York and Beijing. As at February 2020, the Bank had 1,378 employees, of which two were Aboriginal and Torres Strait Islander employees.

History of our RAP

The Reserve Bank has strong ties to reconciliation through the interests in Aboriginal culture of our first Governor, Dr HC 'Nugget' Coombs.

Dr Coombs championed the representation of Aboriginal artwork in the design of the first decimal currency banknotes, and inspired the Reserve Bank's collection of bark paintings, which were acquired by his successor, Sir John Phillips. Following his retirement from the Bank, Dr Coombs actively supported Aboriginal land rights.

Celebrating NAIDOC Week is a long-standing tradition within the Bank. Since 2017, we have also observed National Reconciliation Week, helping to raise employee awareness of Aboriginal and Torres Strait Islander cultures and histories. Cultural awareness activities within our organisation have also included workshops on Aboriginal and Torres Strait Islander cultural protocols. We have introduced the practice of Acknowledgement of Country and have developed guidelines for Bank staff to use this practice.

The Bank has developed successful partnerships with organisations that provide internship and training opportunities for Indigenous secondary and university students. We are also investigating opportunities to expand our public education programme to more school students, and to engage with and support Indigenous businesses through procurement initiatives.

The staff and management of the Bank recognise that reconciliation between Aboriginal and Torres Strait Islander peoples and other non-Aboriginal Australians is the right thing to do. We understand that as an organisation that works in the public interest, we are more effective, and therefore our community is better served, by having an understanding of cultural differences and a diverse workforce. This means including and working with Aboriginal and Torres Strait Islander peoples in our day-to-day activities.

Our reconciliation journey started in 2018 with the [Reflect Reconciliation Action Plan](#). Implementing the Innovate RAP in 2020 is an important next step to develop and consolidate our commitment to achieving these goals of reconciliation.



Governor Philip Lowe with Banduk Marika AO after the unveiling of the plaque



Detail from plaque installed at Yirrkala in memory of HC 'Nugget' Coombs, the first Governor of the Reserve Bank of Australia

Our Innovate RAP

The Bank's second RAP is an important step continuing Dr Coombs' legacy of Aboriginal and Torres Strait Islander advocacy, and our subsequent efforts to promote the welfare and prosperity of Aboriginal and Torres Strait Islander peoples. As such, the Bank re-formed its RAP Working Group in 2020. This group includes an Aboriginal consultant, senior sponsor and staff members. The Bank also engages with and seeks counsel from the Aboriginal and Torres Strait Islander community more broadly.

Our RAP is championed by the Bank's Diversity & Inclusion Council and has the strong support of the Bank's executive. It was developed by the working group, in consultation with a range of internal and external stakeholders. The members of the working group also form the Bank's Indigenous Employee Resource Group (ERG), which is responsible for promoting Aboriginal and Torres Strait Islander inclusion within the organisation.

Our RAP is underpinned by our commitment to reconciliation through engaging and involving Aboriginal and Torres Strait Islander peoples in the Bank's work. It is consistent with our objectives of having a diverse and inclusive workplace, and contributing to economic prosperity and welfare of the people of Australia. We intend to continue the work started with our Reflect RAP in three ways:

- Increase awareness and respect – raise awareness among our staff of Aboriginal and Torres Strait Islander cultures in a way that furthers reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians.
- Build relationships – work with Aboriginal and Torres Strait Islander peoples by drawing on the Bank's unique position as Australia's central bank and the skill and expertise of its staff.
- Provide opportunities – position the Bank as a respectful employer of Aboriginal and Torres Strait Islander peoples.

Current Membership of the RAP Working Group

Current membership of the RAP Working Group is:

Assistant Governor, Business Services Group
(Executive Sponsor)

Director, Gaimaragal Group

Economist, Economic Analysis – Regional and
Industry Analysis

Economist, Economic Analysis – Regional and
Industry Analysis

Librarian, Economic Research Department (Chair)

Manager, Institutional Markets

Senior Manager, Information Technology

Senior Manager, Procurement

Senior Web Developer

**Susan Moylan-Coombs
has advised and
assisted us in our
reconciliation journey.**



Photo: Karen Watson

Susan is the Director of the Gaimaragal Group, and her ancestry is from the oldest surviving living culture on the planet.

She is a Woolwonga Gurindji woman from the Northern Territory and was taken at birth from her parents, who were also removed as part of the government policy of the day; these children are known as the Stolen Generations.

Born Susan Calma, she is related to Professor Tom Calma, the former Human Rights & Equal Opportunities Commissioner; Aboriginal and Torres Strait Islander Social Justice Commissioner.

At the age of three years, the eldest son of Dr H.C. "Nugget" Coombs, the first governor of the Reserve Bank, adopted Susan. Raised on the Northern Beaches of Sydney, Gai-mariagal lands, she became Susan Coombs.

Today Susan Moylan-Coombs has extensive experience working with First Nations communities nationally, with specific expertise as a cultural curator, a conduit linking community with business, and an advocate for empowerment, healing and wellbeing through the facilitation of voice and truth telling in our national narrative.

Learnings from our Reflect Reconciliation Action Plan

Since initiating our first RAP, the Bank has concentrated on raising the profile of Aboriginal and Torres Strait Islander peoples both within our organisation and externally, and determining how we are best placed to promote the welfare and prosperity of Australia's First Nations Peoples under our mandate as a central bank. We quickly determined that the best way to do this was with direct consultation and engagement with Aboriginal and Torres Strait Islander peoples themselves.

Consequently, along with seeking to bolster the number of Aboriginal and Torres Strait Islander employees by offering dedicated traineeship and internship positions, we also invited nine prominent First Nations Elders, knowledge holders, financial professionals and academics to share their insights into Aboriginal and Torres Strait Islander peoples' economic conditions, practices and cultural heritage. Whether organised workshops, formal panel conversations or informal discussion circles led by Elders, this knowledge sharing outlined the historical and structural causes that prevent many Aboriginal and Torres Strait Islander communities from

flourishing to their full potential. It also deepened our appreciation for the profound wisdom our First Nations cultures have with respect to caring for community and Country – wisdom that will be important for Australia to draw upon as it confronts the challenges of social and ecological change.

As Australia's central bank, we now see it as one of our responsibilities to draw attention to the economic conditions and insights of Aboriginal and Torres Strait Islander peoples, insofar as they pertain to the economic variables relevant to monetary policy – output, employment and price stability. We have begun this journey by increasing the visibility of Aboriginal cultures in Sydney's Martin Place, becoming the first institution on this street to permanently fly the Aboriginal flag. We have also begun developing relationships with the First Nations peoples of Arnhem land and the Sydney areas specifically the *Rirratjingu*, *Gumatj*, *Yuin*, *D'harawal*, *Wiradjuri* and *Gaimaragal* – relationships which we will expand to other communities, and use to inform our research output and public engagement in the coming years.



Governor Philip Lowe with members of the local community at Yirrkala in July 2019

Relationships

Directly engaging with Aboriginal and Torres Strait Islander businesses and communities is an important way for the Bank to consider the perspectives of all Australians, as we fulfil our mandate of promoting the welfare and prosperity of the Australian people.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders to develop a strategy for an Indigenous Business and Community Liaison program. This program will incorporate interviews with Indigenous businesses and communities into our standard liaison with industries and regions around general economic conditions. ¹	June 2021	Deputy Head, Regional and Industry Analysis
	Extend the Bank's Business and Community Liaison program to Aboriginal and Torres Strait Islander businesses and community organisations. Use information to develop economic research relevant to Aboriginal and Torres Strait Islander communities.	June 2022	Deputy Head, Regional and Industry Analysis
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	May 2021 May 2022	Chair, Indigenous ERG
	Organise in-house NRW events each year.		
	Extend invitations to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories relevant to the NRW theme.		
	RAP Working Group members to participate in an external NRW event.		
	Extend invitations to internal NRW events to all Bank staff including senior leaders.		
	Register all our NRW events on Reconciliation Australia's NRW website .		

¹ See [The RBA's Business Liaison Program \(2014\)](#) for further details.

Relationships continued

Action	Deliverable	Timeline	Responsibility
Collaborate with Aboriginal and Torres Strait Islander Elders, leaders and academics to investigate issues of relevance to Aboriginal and Torres Strait Islander economies	Invite Aboriginal and Torres Strait Islander Elders, leaders and scholars to share Aboriginal and Torres Strait Islander economic principles, and their views on the economic matters facing their communities.	February 2022	Chair, Indigenous ERG
	Publish economic research relating to Aboriginal and Torres Strait Islander economies.	June 2022	Head of Economic Group
	Investigate the Bank's archival collections to develop an understanding of the pre-colonial and pre-Federation Indigenous Australian economy, with potential to develop further research in collaboration with Aboriginal and Torres Strait Islander Elders, Leaders and Scholars (ATSIELS).	June 2022	Head of Economic Research
Promote reconciliation through our sphere of influence	Implement strategies to engage our staff in reconciliation.	June 2021	Chair, Indigenous ERG
	Communicate our commitment to reconciliation publicly.	September 2020	Head of Communications
	Explore opportunities to influence our external business partners to promote reconciliation activities.	November 2021	Chair, Indigenous ERG
	Share knowledge to connect and collaborate with Reconciliation teams of other Council of Financial Regulators agencies (APRA, ASIC, ACCC, and the Australian Treasury) to advance reconciliation.	August 2021 May 2022	Chair, Indigenous ERG





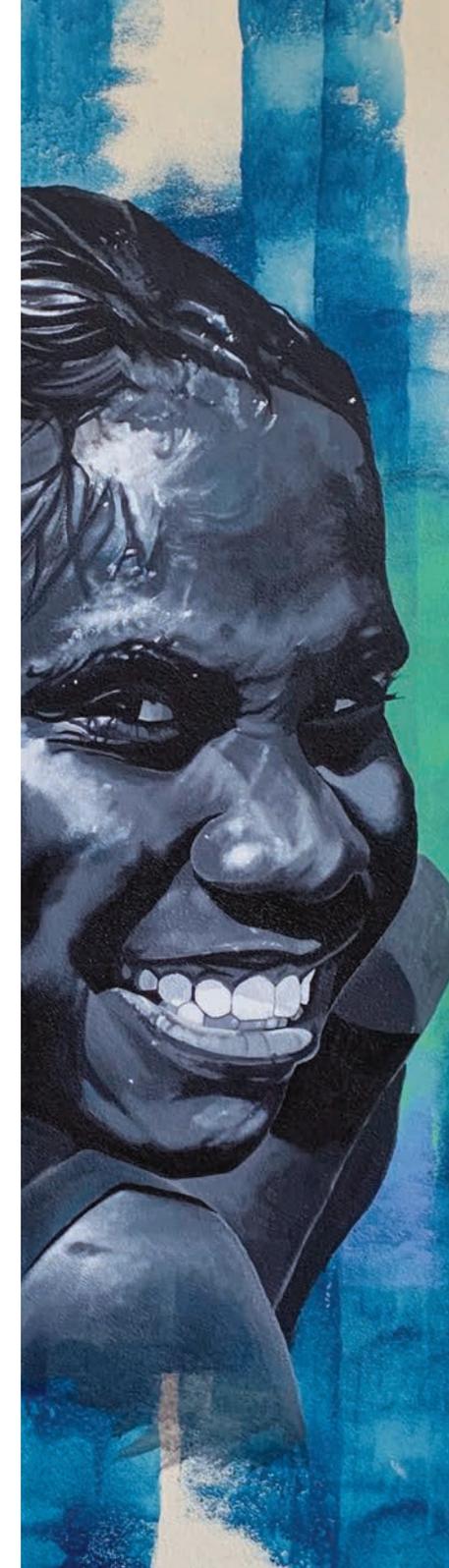
Relationships continued

Action	Deliverable	Timeline	Responsibility
Promote positive race relations through antidiscrimination strategies	Invite experts to discuss the effects of racism on Aboriginal and Torres Strait Islander peoples (and broader cultural racism).	August 2021	Head of Human Resources
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2020	Head of Human Resources
	Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2021	Head of Human Resources
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2020	Head of Human Resources
	Implement a workplace behaviour module to train staff on anti-discrimination issues.	December 2021	Head of Human Resources
Continue to build on the Bank's relationship with the peoples of East Arnhem, and the Legacy of HC 'Nugget' Coombs	Extend the Bank's business and community liaison program to include the Gumatj or Rirratjingu corporations.	June 2022	Deputy Head, Regional and Industry Analysis
	Provide in-kind curatorial and archival support or training to Buku-Larrnggay Mulka Centre, Yirrkala.	June 2022	Head of Information Department
	Publish content detailing Nugget Coombs' history of Aboriginal advocacy on the Bank's website.	September 2021	Head of Information Department

Respect

The Reserve Bank of Australia strives to create a diverse and inclusive workplace, one which has respect at the centre of our interactions with all Bank staff and the public.

Action	Deliverable	Timeline	Responsibility
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Measure, evaluate and report on the impact of our Indigenous cultural awareness training program.	June 2021 June 2022	Head of Human Resources
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	December 2020	Head of Human Resources
	Indigenous ERG members, RAP champions, HR managers and other key leadership staff complete Aboriginal and Torres Strait Islander cultural training.	February 2021	Head of Human Resources
	Promote Reconciliation Australia's Share Our Pride online tool to staff.	November 2020	Head of Human Resources
	Identify cultural learning requirements specific to our staff's training need.	December 2020	Head of Human Resources
	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training policy.	February 2021	Head of Human Resources
	Develop the Indigenous Employee Resource Group (ERG) Sharepoint site on the Bank's intranet. This site is used to share information about the group, as well as a catalogue of recommended Aboriginal and Torres Strait Islander resources and cultural guidelines for staff.	June 2021	Chair, Indigenous ERG
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country	Undertake a periodic review of Acknowledgement of Country, including circumstances where Welcome to Country is appropriate. Communicate any changes to Bank staff.	June 2021	Chair, Indigenous ERG
	Expand the Bank's list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	December 2020	Chair, Indigenous ERG
	Invite a Traditional Owner to provide a Welcome to Country at significant events, such as National Reconciliation Week and NAIDOC Week.	June 2021	Chair, Indigenous ERG
	Support staff to include an Acknowledgement of Country at the commencement of internal and external meetings.	June 2022	Chair, Indigenous ERG
	Implement the plan to display an Acknowledgment of Country plaque at Bank sites, to ensure the Bank's offices are culturally inclusive and welcoming for Aboriginal and Torres Strait Islander staff and visitors.	June 2022	Head of Workplace
	Investigate opportunities to raise the Aboriginal and Torres Strait Islander flags at selected Bank offices.	June 2022	Head of Workplace
	Update the Bank's protocols for Acknowledgement of Country to include cultural protocols for Welcome to Country. Communicate these updates to all Bank staff.	June 2021	Chair, Indigenous ERG
	Seek opportunities to collaborate with Aboriginal and Torres Strait Islander stakeholders and integrate features, such as graphics and artwork, as part of the new HO workplace project.	June 2022	Head of Workplace





Respect continued

Action	Deliverable	Timeline	Responsibility
Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	November 2020 July 2021 July 2022	Head of Human Resources
	Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week.	November 2020 July 2021 July 2022	Head of Human Resources
	Provide opportunities for all Bank staff to celebrate NAIDOC week and participate in NAIDOC Week activities.	November 2020 July 2021 July 2022	Chair, Indigenous ERG
	Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event.	November 2020 July 2021 July 2022	Chair, Indigenous ERG
	Support an external NAIDOC Week community event.	November 2020 July 2021 July 2022	Chair, Indigenous ERG
	Contact our local NAIDOC Week Committee to discover events in our community.	November 2020 July 2021 July 2022	Chair, Indigenous ERG
Increase culturally sensitive access by staff and the public to the Bank's Aboriginal and Torres Strait Islander collections and related content	Provide physical display of the Bank's Aboriginal and Torres Strait Islander collections and related archival records to staff, the public and Aboriginal and Torres Strait Islander visitors.	June 2021 and on-going	Head of Information Department
	Provide presentations from the Bank's collections and archives to staff, the public and Aboriginal and Torres Strait Islander visitors.	June 2021 and on-going	Head of Information Department
	Enable access to the collections by researchers and other stakeholders.	June 2021 and on-going	Head of Information Department
	Promote physical displays and presentations to various audiences via the Bank's website, notices to staff, personal invitations to stakeholders and through established educational programmes.	June 2021 and on-going	Head of Information Department

Opportunities

The Bank has a continued focus on creating employment and educational opportunities for Aboriginal and Torres Strait Islander students and graduates, and working with Aboriginal and Torres Strait Islander businesses. We are aiming to increase the number of Aboriginal and Torres Strait Islander staff in the Bank's workforce.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Employ/engage an Aboriginal or Torres Strait Islander reconciliation officer to further develop and build the Bank's cultural competency, establish relationships with Aboriginal and Torres Strait Islander communities and advise on HR employment and policy issues.	December 2020	Head of Human Resources
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	December 2021	Head of Human Resources
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2021	Head of Human Resources
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2021	Head of Human Resources
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2021	Head of Workplace
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2020	Head of Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2022	Head of Workplace
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	June 2021	Head of Procurement
Investigate opportunities to support Aboriginal and Torres Strait Islander students	Deliver educational programs to Aboriginal and Torres Strait Islander high school and university students about economic concepts, conditions and the role and functions of the Bank.	December 2020 and on-going	Head of Information Department





Governance			
Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2020	Chair, Indigenous ERG
	Establish and apply a Terms of Reference for the RWG.	December 2020	Chair, Indigenous ERG
	Meet at least four times per year to drive and monitor RAP implementation.	August 2020 August 2021 August 2022	Chair, Indigenous ERG
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	September 2020	Chair, Indigenous ERG
	Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2020	Chair, Indigenous ERG
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2020	Exec Sponsor
	Appoint and maintain an internal RAP Champion from senior management.	October 2020	Chair, Indigenous ERG
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.	September 2020 September 2021	Chair, Indigenous ERG
	Include questions on diversity and inclusiveness in the Bank's biennial Staff Engagement Survey to assess progress in strengthening awareness of Aboriginal and Torres Strait Islander cultures.	November 2021	Head of Human Resources
	Publicly report our RAP achievements, challenges and learnings, annually.	September 2020 September 2021	Exec Sponsor
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Chair, Indigenous ERG
	Report RAP progress to RBA staff bi-annually.	Dec 2020 June & Dec 2021 June 2022	Chair Indigenous ERG
	Report achievements of the RAP in the RBA's Annual Report, web page, intranet and social media platforms.	September 2020	Manager Communications
	Publish RAP on RBA's website, intranet and social media platforms, and on Reconciliation Australia's website.	September 2020	Manager Communications
	Share information on RAP actions with other agencies responsible for financial regulation to strengthen the focus on reconciliation.	September 2020	Chair, Indigenous ERG
RAP Review, Refresh and Update	Register to develop our next RAP with Reconciliation Australia.	January 2022	Chair, Indigenous ERG

Cover Artwork

This document features murals that are painted on the walls of the Dawurr Boarding facility at Nhulunbuy High School, East Arnhem Land (1,000 km east of Darwin), on the lands of the Yolngu people. Dawurr means 'honey bee' in Yolngu Matha, the Yolngu tongue. The murals were commissioned to celebrate the school's students, who come to the school from communities as far as 500 km away.

The Bank is connected to East Arnhem Land through our first Governor, Nugget Coombs, who was a passionate advocate for Aboriginal rights. Nugget formed a deep connection with the people of Yirrkala, from his time as Governor and during his retirement. His passing was marked by a ceremony in which he was accorded full Aboriginal funeral rites, the first white person to receive such an honour by the Yirrkala people. Part of his ashes are buried at Yirrkala.

Following a Reserve Bank Board Meeting in Darwin in July 2019, Governor Philip Lowe visited Yirrkala to unveil a plaque to formally mark the place of burial. During this trip, the Governor also toured the Dawurr boarding facility, along with other local businesses.

Credits

Artist

Peter Dunkley, a youth worker and visual artist from Yirrkala, painted the works for the school. He describes his works as honest, showing the subject's identity and story without hidden meaning. Peter is passionate about publicly accessible art, and has taught himself the techniques to transfer small images to large murals. He paints his work freehand.

@petersdunkley

Photographer

Leicolhn McKellar, a Budjiti woman from South West Queensland, took the original photos the murals are based on. She is a youth worker and has 10 years' experience working as a photographer, specialising in lifestyle, wedding and commercial photography. Her passion lies in documenting Aboriginal stories through an Aboriginal lens, and thus celebrating the talents and strengths of her subjects.

@leicolhnmckellar_photography
www.leicolhnmckellarphotography.com.au

Credits continued

Subjects

Cover and back page on right: Lowena Mununggurritj, a young Gumatj woman who is kind and compassionate with a keen interest in sports and trying out new things.

Back page left: Shakira Nabegeyo-Cooper is a Year 12 graduate from 2019. She is an artist herself, creating paintings and jewellery, but also likes to use her physical skills as a basketballer.

Back page centre: Savannah Marambu is a boarding student from the Warruwi people and has since returned home. Her smile lights up a room, especially when she is also dancing or singing.

This information was provided by Peter Dunkley, Leicolhn Mackellar and the Dawurr Boarding Facility at Nhulunbuy High School. The artworks have been reproduced with the permission of all parties.

Contact Details

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