



# Reflect

## Reconciliation Action Plan

JUNE 2018 – JUNE 2019



RESERVE BANK  
OF AUSTRALIA



RECONCILIATION  
ACTION PLAN

REFLECT



## 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. 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 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 end June 2018, the Reserve Bank had 1402 employees, of which five were Aboriginal and Torres Strait Islander employees.

The staff and management of the Reserve Bank recognise that reconciliation between Aboriginal and Torres Strait Islander peoples and other 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. Implementing this Reconciliation Action Plan (RAP) is an important step in our commitment to achieving this goal.

our community is better served by having an understanding of cultural differences and a diverse workforce



## Our Reconciliation Activities and Community Relationships

The Reserve Bank has strong ties to the history of reconciliation through the interests 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 Reserve Bank, Dr Coombs actively supported Aboriginal land rights.

Celebrating NAIDOC Week is a long-standing tradition within the Reserve Bank. These celebrations have involved exhibits of Aboriginal and Torres Strait Islander works of art from the Reserve Bank's archival collections, and encouraging staff to view and learn the histories associated with these. From 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 are also introducing the practice of Acknowledging the Traditional Owners of our country at certain meetings.

The Reserve Bank is committed to increasing the representation of Aboriginal and Torres Strait Islander employees, which is currently low, and has introduced an employment target of 3 per cent. Through our partnership with CareerTrackers, we have created internship and employment opportunities for talented Aboriginal and Torres Strait Islander university students. In the past, we have participated in the National Indigenous Cadetship Project and the Indigenous Tutorial Assistance Scheme, and have sought to award an Indigenous scholarship with the Women's College at the University of Sydney. We have also supported Aboriginal and Torres Strait Islander students through mentoring opportunities.

The Reserve Bank looks for opportunities to expand its support of Aboriginal and Torres Strait Islander peoples and businesses through its core responsibilities. As part of the Next Generation Banknote Program, we have worked extensively with Aboriginal and Torres Strait Islander communities and subject matter experts to ensure that Australia's new banknotes are accurate representations of, and respectful to, past and present members of these communities. Significant consultation took place with the design changes to the new series, including the use of the Parliament House Forecourt Mosaic based on Michael Nelson Jagamara's Central Desert dot-style painting titled *Possum and Wallaby Dreaming* on the \$5 banknote and representation of David Unaipon, a prominent Ngarrindjeri man who made significant contributions to science, literature and improvements in conditions for Aboriginal peoples, on the \$50 banknote.

Special consideration has been given to banknote education and awareness campaigns, and how these are delivered and presented to Aboriginal and Torres Strait Islander audiences. This has included use of both mainstream and Aboriginal and Torres Strait Islander-specific media and targeted community outreach activities, to inform Aboriginal and Torres Strait Islander communities about our new banknotes.

In 2010, the Reserve Bank worked with the Australian Treasury on an ATM Taskforce, which made recommendations to help reduce the high expenditure on ATM fees by residents in very remote Aboriginal and Torres Strait Islander communities. This resulted in an agreement between the major banks and some independent ATM providers in 2012 to provide fee-free access to ATMs within certain remote Aboriginal and Torres Strait Islander communities, which was supported by an exemption from the Reserve Bank's ATM Access Regime.

## Our RAP

The establishment of the Reserve Bank's first RAP will be an important step for us in 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 Reserve Bank formed a RAP Working Group in 2016/17. This group, which includes two Aboriginal staff members, engages with and seeks counsel from the Aboriginal and Torres Strait Islander community more broadly.

Our RAP is championed by the Reserve Bank's Diversity & Inclusion Council and has the strong support of the Reserve Bank's executive. It was developed by the Reserve Bank's RAP Working Group, in consultation with a range of internal and external stakeholders. The members of the Reserve Bank's RAP Working Group also form the Reserve 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 Reserve 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 achieve this 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 Reserve Bank's unique position as Australia's central bank and the skill and expertise of its staff
- Provide opportunities – position the Reserve Bank as a respectful employer of Aboriginal and Torres Strait Islander peoples.





*Current membership of the RAP Working Group  
and Indigenous ERG is:*

Manager, Payments Settlements Department

Assistant Governor, Business Services Group  
(Executive Sponsor)

Senior Analyst, International Department

Senior Analyst, Domestic Markets Department

Senior Analyst, Financial Stability Group  
(Indigenous Relations Ambassador)

Human Resources Business Partner

Manager, Publishing

Manager, International Department (Chair)

Economist, Economic Analysis

Senior Web Developer (Usability Specialist),  
Secretaries Department

Manager, Information Technology

Senior Analyst, International Department

Lead, Information Management Division

Senior Research Manager, Economic Research

Senior Analyst, International Department

Trainee, Facilities Management

Trainee, Information Management Division

The RAP Working Group also sought input and assistance from Susan Moylan-Coombs, Director, The Gaimaragal Group.

Susan Moylan-Coombs' ancestry is from one of the oldest surviving living cultures 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 government policy at that time; these children are today known as the Stolen Generations.

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

Professor Tom Calma. At the age of 3 years, Susan was adopted by the eldest son of the iconic Australian public servant Dr H.C. 'Nugget' Coombs and raised on Sydney's Northern Beaches, Gai-mariagal country as Susan Coombs.

Susan has extensive experience working with First Nations communities nationally, with specific expertise in community consultation, empowerment, healing and wellbeing and the facilitation of voice and storytelling. Susan previously held the positions of Producer, Director and later Executive Producer, ABC's Indigenous Programs Unit and Head of Production, NITV, which is a division of SBS.

Susan believes that the philosophies and teachings of Australia's First Nations Peoples – the way of life that has sustained people for tens of thousands of years – is worth sharing. In doing so, we can create a new story of connection and wellbeing for all Australians. The aim is to facilitate the voice of the Elders in the contemporary social space, empower the youth to realise their full potential, and provide two-way cultural translation to bring individuals and communities together.

> (From left) Payments System Board member Wayne Byres, Governor Philip Lowe, Trainee Shakeela Williams and Susan Moylan-Coombs (the founding director of the Gaimaragal Group) on the podium after the raising of the Aboriginal flag outside level 3 of The Reserve Bank of Australia.







## Relationships

Action	Deliverable	Timeline	Responsibility
The RAP Working Group actively monitors RAP development and implementation of actions and reporting	Meet quarterly to monitor and report on Reflect RAP implementation	August 2018 November 2018 February 2019 May 2019	Chair, Indigenous ERG
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Working Group	August 2018	Chair, Indigenous ERG
	Ensure the RAP Working Group oversees the development, endorsement and launch of the Reserve Bank's Reflect RAP	June 2018	Chair, Indigenous ERG
	Ensure counsel and input is sought from Aboriginal and Torres Strait Islander peoples throughout the duration of the Reflect RAP	July 2018	Chair, Indigenous ERG
Raise awareness of the Reserve Bank's Reflect RAP	Develop and implement a plan to raise awareness amongst all staff across the organisation about our Reflect RAP commitments	July 2018	Chair, Indigenous ERG
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP	July 2018	Chair, Indigenous ERG
	Publish the Reflect RAP on the Reserve Bank's website	July 2018	Chair, Indigenous ERG
Investigate the unique contribution the Reserve Bank can make to reconciliation	Hold Discussion Circles with different areas across the Reserve Bank and with Aboriginal and Torres Strait Islander community leaders to explore the contributions which the Reserve Bank could make to reconciliation	October 2018	Indigenous ERG Ambassador





## Relationships continued

Action	Deliverable	Timeline	Responsibility
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	Organise events within the Reserve Bank to recognise NRW	May 2019	Indigenous ERG Ambassador
	Encourage staff to attend NRW events and participate where appropriate	May 2019	Indigenous ERG Ambassador
	Register the events via Reconciliation Australia's NRW website	May 2019	Indigenous ERG Ambassador
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2019	Indigenous ERG Ambassador
	Ensure the RAP Working Group participates in an external event to recognise and celebrate NRW	May 2019	Indigenous ERG Ambassador
Build internal and external relationships	Investigate opportunities to include Aboriginal and Torres Strait Islander peoples, communities and organisations as part of the Reserve Bank's liaison program	June 2019	Head of Economic Analysis Department and Deputy Head (Regional and Industry Analysis)
	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations (including the economics profession and local to Reserve Bank's offices) that we can approach to connect with in our reconciliation efforts	October 2018	Indigenous ERG Ambassador
	Identify organisations related to our work, and with similar reconciliation objectives, with which we can share experiences and lessons arising from our Reflect RAP	August 2018	Indigenous ERG Ambassador



## Respect

Action	Deliverable	Timeline	Responsibility
Investigate Aboriginal and Torres Strait Islander cultural learning and development for staff	Develop an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)	November 2018	Senior Consultant, Talent & Diversity
	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements during NAIDOC Week	July 2018	Senior Consultant, Talent & Diversity
	Conduct a review of cultural awareness training needs within our organisation	July 2018	Senior Consultant, Talent & Diversity
	Develop a vision for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation	August 2018	Chair, Indigenous ERG
Participate in and celebrate NAIDOC Week	Host events during NAIDOC Week, which celebrate Aboriginal and Torres Strait Islander cultures and reinforce the Reserve Bank's connection to reconciliation	July 2018	Indigenous ERG Ambassador
	Promote to staff community NAIDOC Week events in our local area	July 2018	Chair, Indigenous ERG
	Encourage staff to participate in local NAIDOC Week events and help interstate and offshore staff observe the Head Office event via audio/visual link	July 2018	Chair, Indigenous ERG
	Ensure our RAP Working Group participates in an external NAIDOC Week event	July 2018	Indigenous ERG Ambassador
	Publish information on the intranet about NAIDOC Week, including background information about the annual theme	July 2018	Indigenous ERG Ambassador
	Raise awareness and share information amongst staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities	July 2018	Chair, Indigenous ERG
	Continue to provide a contribution to NAIDOC Week activities from our archival collections	July 2018	Head of Information Department







## Respect continued

Action	Deliverable	Timeline	Responsibility
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Explore who the Traditional Custodians are of the lands and waters in our local area	July 2018	Indigenous ERG Ambassador
	Scope and develop a list of local Traditional Custodians of the lands and waters within the Reserve Bank's sphere of influence	July 2018	Indigenous ERG Ambassador
	Establish protocols (including any local cultural protocols) for an Acknowledgement of Country for key meetings and events at Reserve Bank sites	August 2018	Chair, Indigenous ERG
	Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols)	June 2019	Chair, Indigenous ERG
	Develop staff communications guidelines including appropriate terminology for use in internal and external material	June 2019	Secretary's Department
	Further develop information on the Reserve Bank's external website and intranet about the Traditional Custodians of the lands and waters in the local area of the Reserve Bank's offices, starting with Head Office	March 2019	Chair, Indigenous ERG
Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance	Publish a calendar of significant Aboriginal and Torres Strait Islander dates on the Intranet	June 2019	Indigenous ERG Ambassador
	Promote local community events recognising these dates of significance	June 2019	Indigenous ERG Ambassador
Increase culturally sensitive access by staff and the public to the Reserve Bank's Aboriginal and Torres Strait Islander collections and related content	Conduct a review and enhance the cultural sensitivity of the displays of the Reserve Bank of Australia Museum	June 2019	Head of Information Department
	Consult with an Aboriginal and Torres Strait Islander curator to help develop plans for physical and online display of Aboriginal and Torres Strait Islander collections and content	June 2019	Head of Information Department
Ensure the Reserve Bank's offices are culturally inclusive and welcoming for Aboriginal and Torres Strait Islander staff and stakeholders	Include an Acknowledgement of Country on the Intranet home page	June 2019	Secretary's Department
	Investigate the option of flying the Aboriginal and Torres Strait Islander flags from the Reserve Bank's sites	July 2018	Executive Committee
	Investigate creating a plaque or display at the entrance of Reserve Bank sites for cultural awareness and acknowledgement of Traditional Custodians	June 2019	Head of Facilities Management Department

## Opportunities

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Develop an overarching recruitment strategy of which consideration is given to Aboriginal and Torres Strait Islander peoples	December 2018	Head of Talent Acquisition
	Redesign the Reserve Bank's Traineeship Program to support the number of Aboriginal and Torres Strait Islander trainees hired each year	July 2018	Head of Human Resources Department
	Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities	July 2018	Head of Talent Acquisition
Explore opportunities to strengthen our support for Aboriginal and Torres Strait Islander students	Provide at least four internship opportunities for students through the CareerTrackers Internship Program	June 2019	Heads of Departments and facilitated by Talent Development
	Investigate a business case for the Reserve Bank to enter into a 10-year partnership with the CareerTrackers Internship Program	June 2019	Senior Consultant, Talent & Diversity and other Heads of Departments
	Develop internal policies, guidelines and procedures to support CareerTracker interns in their transition between study and the workplace	December 2018	Senior Consultant, Talent & Diversity
	Review the Reserve Bank's high school education program to include initiatives to promote disciplines relevant to the work of the Reserve Bank as fields of study for Aboriginal and Torres Strait Islander students	June 2019	Head of Information Department





## Opportunities continued

Action	Deliverable	Timeline	Responsibility
Investigate Aboriginal and Torres Strait Islander supplier diversity	Review internal procurement policies to remove any impediments from acquiring goods and services from Aboriginal and Torres Strait Islander businesses	June 2019	Head of Facilities Management Department
	Include a statement about the benefits of Aboriginal and Torres Strait Islander businesses in the Reserve Bank's Procurement Guidelines	December 2018	Head of Facilities Management Department
	Investigate opportunities to become a member of Supply Nation and potentially other Aboriginal and Torres Strait Islander supplier diversity groups. E.g. First Australian Chamber of Commerce and Industry and the NSW Indigenous Chamber of Commerce	December 2018	Head of Facilities Management Department
	Consider establishing procurement contract spend with Aboriginal and Torres Strait Islander businesses	June 2019	Head of Facilities Management Department
	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses	December 2018	Head of Facilities Management Department
Work towards obtaining counsel and input from Aboriginal and Torres Strait Islander communities in the design of banknotes	Provide a progress report on developing protocols for obtaining counsel and input from Aboriginal and Torres Strait Islander communities in the design of banknotes	June 2019	Head of Note Issue Department



## Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
Build support for the RAP	Define resource needs for RAP development and implementation	July 2018	Chair, Indigenous ERG Diversity & Inclusion Council
	Define systems and capability needs to track, measure and report on RAP activities	July 2018	Chair, Indigenous ERG
	Complete and submit Reconciliation Australia's RAP Impact Measurement Questionnaire	September 2019	Chair, Indigenous ERG Diversity & Inclusion Council
Review and refresh RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	February 2019	Chair, Indigenous ERG
	Prepare a draft Innovate RAP in conjunction with departments	March 2019	Chair, Indigenous ERG
	Submit draft RAP to Reconciliation Australia for review	March 2019	Chair, Indigenous ERG
	Submit draft RAP to Reconciliation Australia for formal endorsement	May 2019	Chair, Indigenous ERG
Report RAP achievements, challenges and learnings internally and externally	Report to the Reserve Bank's Diversity and Inclusion Council on progress	September 2018	Chair, Indigenous ERG
	Report to the Reserve Bank Board on progress	September 2018	Executive Sponsor, Indigenous ERG
	Report implementation and progress of our RAP in the Reserve Bank's Annual Report	September 2018	Executive Sponsor, Indigenous ERG

Public enquires can be made via the RBA Media Office

Phone +61 2 9551 9720

Email [rbainfo@rba.gov.au](mailto:rbainfo@rba.gov.au)



## Cover Artwork

David Malangi Daymirringu  
Manharrngu people (1927–99)  
*Yathalamara Waterhole*, pre-1969  
Natural earth pigments on  
eucalyptus bark  
125.3 x 75 cm  
Acquired in 1969, collected by  
Sandra Le Brun Holmes  
AB-000002



The painting represents a Djalambru ceremony, which is a form of mortuary ceremony. As part of this rite, ceremony bosses search the bush for a suitable hollow tree for use as a coffin. Once one is found and felled, the men carry the log to a secluded area of bush, strip it of bark, and perform smoking and singing rituals over the log. The log is cleaned and painted with red ochre. Eye holes are cut into the log to allow the cult hero Djalambru to observe the performance of the ceremony. Two circles are then cut near the top of the log to represent the cicatrices marked on the chests of all initiated men. The log is then decorated with totemic animals, such as diver ducks, catfish and turtles, using black and white paint.

In the next stage of the ceremony, men are painted as diver ducks, emus and ghosts. The dead man's bones are interred in the log coffin, planted upright in a sacred clan well. The day after the ceremony, the myth of the old emu man and the crane are re-enacted. The men perform a dance inspired by the movements of diver ducks, and run beneath two lines of men swinging bullroarers.

This painting shows the diver ducks nesting, waiting to pounce on the catfish and small turtles on which they feed. The depiction of young diver ducks nested in a fork of the tree represents the connectedness between death and new life. The plant leaves represent the waterlily growing in the sacred clan well.

This information was conveyed from the artist by Sandra Le Brun Holmes.



David Malangi Daymirringu, Manharrngu people (1927–99)  
*Yathalamara Waterhole*, pre-1969  
Natural earth pigments on eucalyptus bark  
125.3 x 75 cm  
Acquired in 1969, collected by Sandra Le Brun Holmes  
AB-000002

© estate of the artist licensed by Aboriginal Artists Agency Ltd



RESERVE BANK OF AUSTRALIA