



Australian Electoral Commission

Innovate Reconciliation Action Plan

SEPTEMBER 2024 – OCTOBER 2026

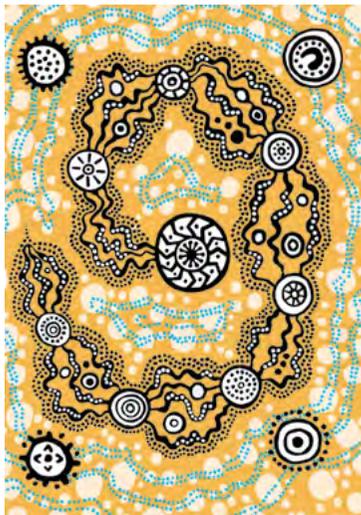


Acknowledgement of Country

The Australian Electoral Commission (AEC) acknowledges and pays respect to Aboriginal and Torres Strait Islander peoples and their cultures, the continuing connection to their lands and waters we live and work on.

The AEC honours the wisdom of and pays respect to their Elders, past and present, and acknowledges the cultural authority of all Aboriginal and Torres Strait Islander peoples across Australia.

Artwork collaboration: David Williams, Jenna Lee and Rachael Sarra



This artwork is a visual representation of the individuals journey and the journey of the nation.

It speaks to both the individual and the nation and represents a parallel between the histories of Aboriginal and Torres Strait Islander Peoples and political journey in this Country.

As the journey travels across the country, water springs up through the dusty sands of time, representing the emergence, strength and resilience of histories, cultures and knowledge that has always been present and becomes a part of the national dialogue when Aboriginal and Torres Strait Islanders vote.

David Williams: A proud Wakka Wakka man, David has been a practicing artist for the last 15 years. His first solo exhibition was held in 2004, and he went on to have his first international exhibition in Sweden in the same year. David now has his works hung overseas in private collections in Italy, Spain, England and Germany.

While predominantly using acrylic on canvas, David began exploring other mediums, which extended to the use of design to communicate. He began experimenting with vector-based graphics as a foundation for his artwork, which had a wider ranging commercial application. His artwork subsequently extended to a series of publications and other areas. Through artwork and design, David strives to educate others about his people and his culture, hoping that one day there will be a better understanding across the mainstream population of Australia.

Jenna Lee: Jenna is a proud Larrakia woman with a Bachelor Degree in Visual Communication Design from the Queensland College of Art, and TAFE qualifications in Visual Art and Contemporary Craft. Jenna has been a member of the Gilimbaa team since 2013 when she joined as a University Intern, and is now a full time Graphic Designer. Jenna specialises in Layout and Document Design, in particular designing for maximum accessibility for visual and reading impaired audiences.

Her design is strongly influence by her heritage and she has begun exploring traditional artwork styles, drawing on the rich artistic practices of her Larrakia ancestors.

Rachael Sarra: Rachael Sarra is a proud Indigenous designer from the Gurang Gurang/ Bunda people. Graduating from the Queensland College of Art with a Visual Communication Design degree with majors in Typography and Socially Responsive Design. Rachael has come from a strong freelance and agency background specialising in concept development, illustration and campaign development with special consideration around cultural awareness.



Contents

A message from the Electoral Commissioner	1
Statement from the CEO of Reconciliation Australia	2
Our vision for reconciliation	3
Our business	4
Our Reconciliation Action Plan (RAP)	5
Our reconciliation journey	6
AEC Innovate Reconciliation Action Plan (RAP)	10
Relationships	10
Respect	12
Opportunities	14
Governance	17

A message from the Electoral Commissioner



I am pleased to present the Innovate Reconciliation Action Plan (RAP) September 2024 – October 2026 for the Australian Electoral Commission (AEC).

We are proud of our agency's contribution to reconciliation with Aboriginal and Torres Strait Islander people and recognise the pivotal role reconciliation has in achieving Australia's national identity. As we continue our efforts working with and for Aboriginal and Torres Strait Islander people and communities, we also acknowledge there is still much work to do. This year's Innovate RAP, our fourth RAP, is a further step representing our ongoing commitment, following our previous three RAPs.

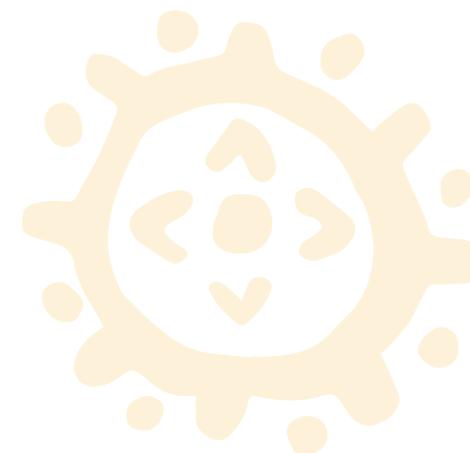
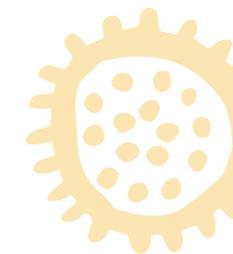
Through this RAP, the AEC aims to increase the opportunities to empower Aboriginal and Torres Strait Islander people through recruitment strategies – including our Temporary Election Workforce (TEW), the delivery of the Indigenous Electoral Participation Program (IEPP), and to strengthen and sustain our relationships with Aboriginal and Torres Strait Islander communities.

This RAP will be led by the Deputy Electoral Commissioner as our RAP and Indigenous Champion, and by the Executive Leadership Team. The Reconciliation Action Plan Working Group (RAP WG) will be responsible to actively monitor and evaluate the RAP throughout its implementation across the agency. Both the Champion and RAP WG will be supported by our newly appointed First Nations Executive Sponsor.

I would like to thank the RAP WG, a group of dedicated colleagues from the AEC, comprising Aboriginal and Torres Strait Islander and non-Indigenous staff from across the country, who developed this RAP.

I would also like to thank all the staff who will implement this RAP, and I commend the document to you all.

TOM ROGERS
ELECTORAL COMMISSIONER
AUSTRALIAN ELECTORAL COMMISSION



Statement from the CEO of Reconciliation Australia



Reconciliation Australia commends the Australian Electoral Commission on the formal endorsement of its second, Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Australian Electoral Commission continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that

ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that the Australian Electoral Commission will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the Australian Electoral Commission using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships*, *respect*, and *opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for the Australian Electoral Commission to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, the Australian Electoral Commission will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of the Australian Electoral Commission's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

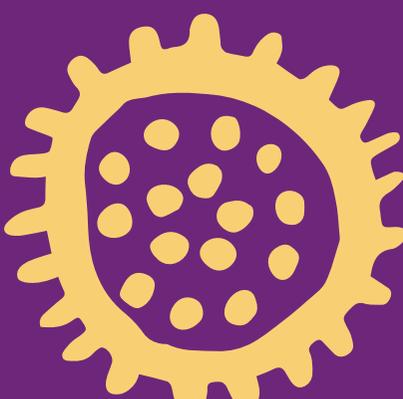
Congratulations Australian Electoral Commission on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

KAREN MUNDINE
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA

Our vision for reconciliation

Our vision for reconciliation is to be a culturally inclusive and safe organisation whose services reflect the diversity and richness of the histories, languages, living cultures, and contributions of Aboriginal and Torres Strait Islander people to deliver integral electoral services for Australian citizens.

In the context of our agency, this means we are committed to:



Maximising the effectiveness and reach of our electoral services to Aboriginal and Torres Strait Islander people and communities.



Increasing our representation of Aboriginal and Torres Strait Islander people in our workforce by **reaching and exceeding the Aboriginal and Torres Strait Islander recruitment targets** set by the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024.



Having an **inclusive and culturally proud workplace**, where our Aboriginal and Torres Strait Islander staff feel valued and respected, and where the diverse and continuing cultures, languages, and voices of Aboriginal and Torres Strait Islander staff are not only respected, but **elevated, understood and embedded** in our decision-making processes.

Our business

The AEC is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and an independent statutory authority established under the *Commonwealth Electoral Act 1918* (Electoral Act).

Our purpose is to maintain an impartial and independent electoral system for eligible voters through active electoral roll management, efficient delivery of polling services, and targeted education and public awareness programs.

In line with the Electoral Act, we do this by:

- conducting successful electoral events, including federal elections, by-elections, referendums, and industrial elections and ballots
- ensuring confidence in the Commonwealth Electoral Roll
- regulating political party registrations and financial disclosure
- supporting electoral redistributions
- undertaking public awareness activities.

We also provide a range of electoral information and education programs, both in Australia and in support of Australia's national interests.

The AEC National Office is located in Canberra (ACT), and our state offices are located in Sydney (NSW), Melbourne (VIC), Brisbane (QLD), Perth (WA), Adelaide (SA), Hobart (TAS), and Darwin (NT). In addition, we have 150 electoral divisions¹ across Australia.

As of June 2024, the AEC employed 904 people,² with

2.2%

or 20 staff who identify as Aboriginal and/or Torres Strait Islander persons.

¹ From October 2024.

² Workforce data includes ongoing positions only.



Our Reconciliation Action Plan (RAP)

The AEC joined Reconciliation Australia's RAP program by implementing our first Reflect RAP in 2012.

It set the foundations to work towards reconciliation by building and maintaining relationships with Aboriginal and Torres Strait Islander peoples, by providing opportunities to engage and to retain Aboriginal and Torres Strait Islander staff, and by establishing partnerships with Aboriginal and Torres Strait Islander communities.

Through our second (2016–18) and third (2020–21) RAPs, we strengthened and embedded strategies that support the building of relationships with Aboriginal and Torres Strait Islander people, and the provision of opportunities for our staff to deliver culturally appropriate services to Aboriginal and Torres Strait Islander electors.

This Innovate RAP 2024–26 builds on the achievements of our three previous RAPs and outlines the practical actions the AEC will continue to take in its journey towards reconciliation – both within the AEC and the communities we serve – to promote meaningful opportunities for Aboriginal and Torres Strait Islander peoples.

The RAP WG will monitor the delivery of the actions delivered within this RAP, reporting to the AEC's Executive Leadership Team via our Organisational Health, Performance and Risk Committee on its progress each quarter.

The RAP WG has comprised of nine members across the National Office and various state offices and includes a First Nations Arabana and Dieri woman:

- Director, Supply Chain Management (Chair)
- Senior Engagement Officer, Indigenous Electoral Participation Program
- Indigenous Engagement Officer, Indigenous Electoral Participation Program
- Director, Workforce Modernisation and Change
- Assistant Director, Information Management
- Assistant Director, Defending Democracy Unit
- Director, Workforce and Engagement Strategy
- Senior HR Advisor, Diversity and Inclusion
- Divisional Office Manager, Hinkler Divisional Office

The AEC will continue to update the membership of the RAP WG throughout this RAP. In developing this RAP, the RAP WG worked closely with the directors responsible for each deliverable and with the Indigenous Champion.

The Deputy Electoral Commissioner fulfils the roles of RAP and Indigenous Champion (the Indigenous Champion position is not designated as an Affirmative measure – Aboriginal and Torres Strait Islander role) and drives the AEC's vision and commitment to reconciliation.

Through the implementation of the AEC Innovate RAP 2024–26, our agency will:

-  strengthen our relationships with Aboriginal and Torres Strait Islander communities within which we deliver services,
-  engage staff and stakeholders in reconciliation,
-  develop and pilot innovative strategies,
-  strengthen our reputation as an employer of choice for Aboriginal and Torres Strait Islander staff,
-  ensure our staff are culturally aware and equipped to communicate effectively and to work with Aboriginal and Torres Strait Islander peoples,
-  ensure our services are effective, culturally appropriate, and accessible to Aboriginal and Torres Strait Islander peoples.

Our reconciliation journey

We are proud of the work we have been able to achieve, although we recognise that we still have a way to go.

There have been many achievements and lessons learned along the way. As we implement this Innovate Reconciliation Action Plan (RAP) we will continue to reflect on our activities and implement lessons to continue to help achieve our vision.

Our key learnings include:

- Success is better achieved by engaging and involving Aboriginal and Torres Strait Islander peoples in the development of the RAP. Consultation and collaboration is critical to achieving positive outcomes, as is listening, building trust and creating a strong and positive rapport. This applies equally to how the AEC engages or partners with Aboriginal and/or Torres Strait Islander peoples to support electoral participation.
- The need to continue to recognise that employees are often on an individual reconciliation journey. Through developing the RAP and offering varied cultural awareness learnings we have an opportunity to assist the continuation of their individual journey as well as to positively impact the agency services.

These learnings will be applied to support the successful implementation and achievement of this RAP.

The AEC actively engages with Aboriginal and Torres Strait Islander communities by providing impartial and independent electoral services. A key activity of the AEC is to increase the percentage of eligible Aboriginal and Torres Strait Islander voters enrolled and actively engaged in Australia's democracy process. Following a series of activities to encourage enrolment, we have recorded six years of year-on-year growth in the estimated Aboriginal and Torres Strait Islander enrolment rate, increasing from 75% in 2017 to 94.1% as at 30 June 2023.³

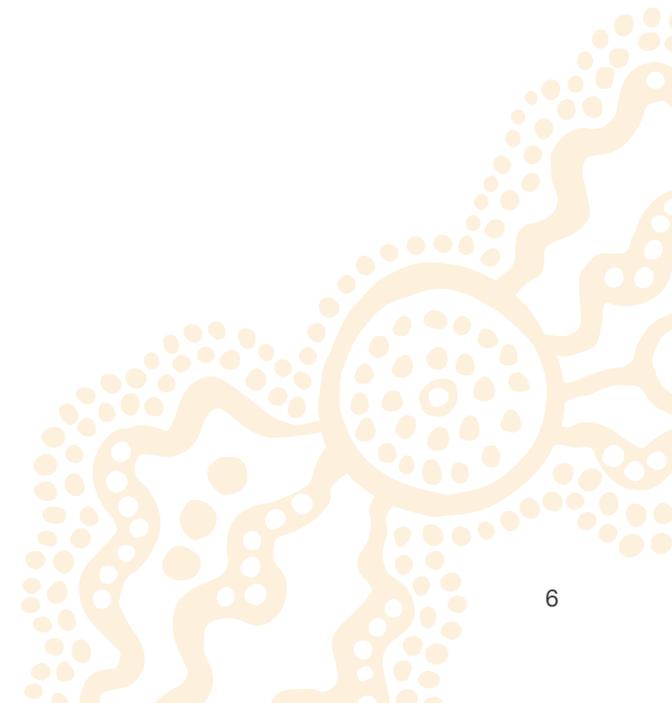
To make electoral enrolment more accessible, in February 2023, the AEC added a Medicare Card as a valid form of evidence of identity for enrolment purposes, allowing Australians who do not have a driver's licence or passport to enrol more easily. Australia has an estimated 331,000 people who are eligible to vote but are not enrolled, and approximately 33,000 of these are Aboriginal and/or Torres Strait Islander peoples with limited evidence of identification. This new form of evidence of identity makes enrolment more accessible for all Australians and is one of many measures in the AEC's continuing journey towards reconciliation through achieving and maintaining high enrolment rates.

Aboriginal and Torres Strait Islander Enrolment Advertising Campaign

In November 2022, the AEC launched an advertising and communication campaign aimed at empowering Aboriginal and Torres Strait Islander peoples to have their say at electoral events. The advertising campaign ran on Aboriginal and Torres Strait Islander peoples' television, radio and online media in the lead up to the referendum.

The AEC plans to continue to run further advertising campaigns aimed at encouraging those missing eligible electors to enrol.

³ The estimated Indigenous enrolment rate is calculated at the end of June each year and published toward the end of August of the same year.



Increasing Aboriginal and Torres Strait Islander representation in the temporary election workforce (TEW)

For the 2022 federal election and the 2023 referendum, the AEC implemented a strategy for increasing the representation of Aboriginal and Torres Strait Islander people as part of our TEW. The strategy included targeted communications, engaging with Aboriginal and Torres Strait Islander partners to promote work opportunities and direct engagement with Aboriginal and Torres Strait Islander communities in priority locations.

As a result of this strategy and efforts, the AEC welcomed an additional 415 Aboriginal and Torres Strait Islander staff as part of the 2022 federal election workforce and achieved another increase for the 2023 referendum.

2019 Federal Election

NO. OF ABORIGINAL AND
TORRES STRAIT ISLANDER TEW

1,655

REPRESENTATION – PERCENTAGE
OF TOTAL TEW WORKFORCE

1.93%

2022 Federal Election

NO. OF ABORIGINAL AND
TORRES STRAIT ISLANDER TEW

2,070

REPRESENTATION – PERCENTAGE
OF TOTAL TEW WORKFORCE

1.99%

2023 Referendum

NO. OF ABORIGINAL AND
TORRES STRAIT ISLANDER TEW

2,149

REPRESENTATION – PERCENTAGE
OF TOTAL TEW WORKFORCE

2.17%

Dedicated Aboriginal and Torres Strait Islander polling assistant positions in priority locations

In the lead up to the 2022 federal election and in response to community engagement discussions promoting cultural safety, the AEC created dedicated Aboriginal and Torres Strait Islander polling assistant positions in 518 polling places. Priority polling place locations were informed by the Australian Bureau of Statistics Indigenous population data.

Of the 518 polling places identified, 277 locations attained at least one Aboriginal and/or Torres Strait Islander polling assistant (53.47 per cent of identified locations). Across the 277 priority locations, 414 Aboriginal and/or Torres Strait Islander polling assistants were recruited.

This approach was repeated for the 2023 referendum and will be a feature of our staffing strategy for all federal electoral events.

Acknowledgement of Country in Ngunnawal language workshop

To celebrate NAIDOC Week 2022, the AEC offered the opportunity for staff in our National Office in Canberra to learn the Acknowledgement of Country in the Ngunnawal language.

The workshops taught an Acknowledgement of Country in Ngunnawal language – the language of inhabitants of the ACT and surrounds. The workshop was delivered to 29 participants and included a brief history of Ngunnawal language and culture.

After the workshop, the participants were able to provide the Acknowledgement of Country in Ngunnawal language for their online and in-person meetings, increasing the awareness of the agency's connection to Country.



Indigenous Electoral Participation Program

The AEC's Indigenous Electoral Participation Program (IEPP) aims to deliver effective, culturally appropriate electoral services to Aboriginal and Torres Strait Islander peoples. Through the IEPP, the AEC partners with Aboriginal and Torres Strait Islander-led organisations and other service providers to identify culturally and regionally appropriate opportunities to support Aboriginal and Torres Strait Islander peoples electoral participation.

The AEC collaborates and consults a range of communities and partners to co-design initiatives to be delivered within local communities. In the first half of 2023 and in the lead up to the 2023 referendum the AEC had approximately 80 partnerships with these Aboriginal and Torres Strait Islander organisations across Australia.

IEPP Case Study 1

Ngaanyatjarra Pitjantatjara Yankunytjatjara Women's Council

The AEC partnered with the Ngaanyatjarra Pitjantatjara Yankunytjatjara (NPY) Women's Council to promote electoral participation in the NPY region. Our partner worked with local staff who are regularly in community and trusted by the community. This allowed AEC staff to seek feedback on challenges to electoral participation and to work with the NPY Women's Council to co-design strategies to address local challenges.

Outcomes included engaging Elders to develop in-language social media videos to promote enrolment to their community, and targeted enrolment drives resulting in an increase in enrolment across the NPY region. Over a four-week period, the NPY Women's Council collected approximately 132 new enrolments from remote communities.

IEPP Case Study 2

Julalikari Council Aboriginal Corporation

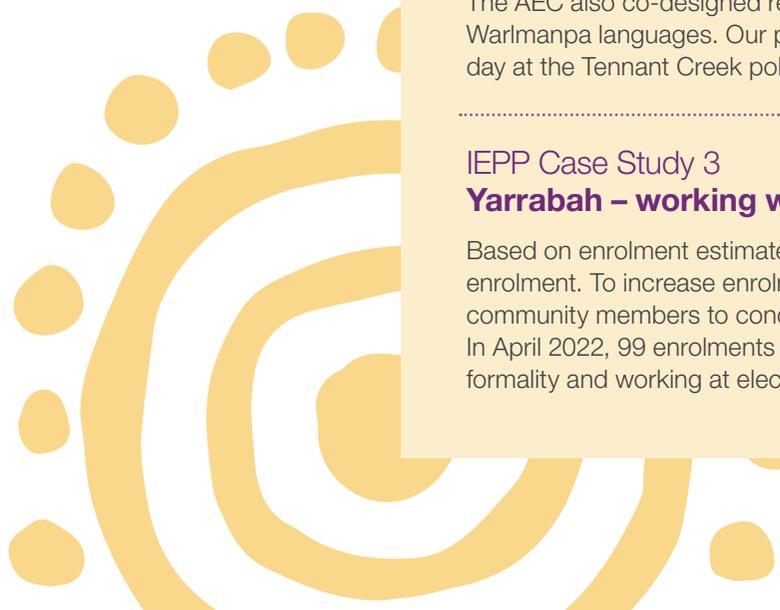
The AEC partnered with Julalikari Council Aboriginal Corporation to promote electoral participation in the Barkly region. This partnership provided opportunities for the AEC to liaise with community Elders to discuss challenges to electoral participation. As a result of these discussions, the AEC delivered a community voter education session, which included our partner bringing community members from nine homelands into Tennant Creek for the session. The event was attended by approximately 80 people and involved a mock election where people voted on their favourite sporting team.

The AEC also co-designed resources to promote enrolment and formality in Waramungu, Alywarre, Warlmanpa languages. Our partner assisted 76 community members to enrol and had a stall on election day at the Tennant Creek polling place to provide information on how to cast a formal vote.

IEPP Case Study 3

Yarrabah – working with community to lift enrolment

Based on enrolment estimates, the community of Yarrabah was identified as a priority location for enrolment. To increase enrolment rates in Yarrabah, the AEC worked with locally engaged Aboriginal community members to conduct workshops, community engagement and education activities. In April 2022, 99 enrolments were collected. Further engagement activities around enrolment, voting formality and working at elections, continued to occur through the election period.



AEC Innovate Reconciliation Action Plan (RAP)

SEPTEMBER 2024 – OCTOBER 2026

Relationships

Building and maintaining respectful and sustainable relationships with Aboriginal and Torres Strait Islander peoples is core to the values and the way we do business at the AEC. It enables us to better understand needs and aspirations and to encourage Aboriginal and Torres Strait Islander participation in the electoral system and democratic processes.

FOCUS AREA

The AEC recognises the importance of collaborative relationships with Aboriginal and Torres Strait Islander peoples to continue to improve Aboriginal and Torres Strait Islander electoral participation to ensure culturally suitable service delivery.

RELATIONSHIPS

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 and organisations to develop guiding principles for future engagement.	September 2025	Director – Indigenous Electoral Participation Program
	Review and refine an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2025	Director – Indigenous Electoral Participation Program
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate and promote Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 May 2026	Lead: RAP WG Chair Support: Director – Safety, Wellbeing, Inclusion and Performance
	RAP WG members to participate in at least one external NRW event.	May 2025 May 2026	Lead: RAP WG Chair Support: RAP WG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2025 May 2026	Lead: RAP Champion Support: Director – Safety, Wellbeing, Inclusion and Performance

RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Organise at least one NRW event each year to raise awareness of reconciliation, and to build connections among participants.	May 2025 May 2026	Lead: RAP WG Chair Support: Director – Safety, Wellbeing, Inclusion and Performance
	Register all AEC's NRW event/s on Reconciliation Australia's NRW website .	May 2025 May 2026	Director – Safety, Wellbeing, Inclusion and Performance
Promote reconciliation through our sphere of influence.	Review and refine a staff engagement plan to raise awareness of reconciliation across our workforce.	September 2025	Lead: Director – Safety, Wellbeing, Inclusion and Performance Support: Director – Communications
	Communicate our commitment to reconciliation publicly.	December 2024	Director – Communications
	Explore opportunities to positively influence external AEC stakeholders to drive reconciliation outcomes.	May 2026	Director – Indigenous Electoral Participation Program
	Explore options to update the AEC values to include a commitment to reconciliation.	May 2026	Lead: Deputy Electoral Commissioner as Diversity Champion Support: Director – Safety, Wellbeing, Inclusion and Performance
	Collaborate with RAP organisations and other like-minded organisations, including but not limited to the APS Reconciliation Sharing Network, to develop innovative approaches to advance reconciliation.	February 2025	Director – Safety, Wellbeing, Inclusion and Performance
	Use the annual AEC Awards to recognise staff and celebrate work that has improved outcomes for Aboriginal and Torres Strait Islander peoples.	September 2024 September 2025	Director – Safety, Wellbeing, Inclusion and Performance
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2026	Director – Safety, Wellbeing, Inclusion and Performance
Promote positive race relations through anti-discrimination strategies.	Review and update AEC's Respect at Work Policy to ensure it adequately addresses racism in the workplace.	June 2025	Director – Safety, Wellbeing, Inclusion and Performance
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on AEC's anti-discrimination policy and the review of the Respect at Work Policy.	December 2025	Director – Safety, Wellbeing, Inclusion and Performance
	Identify opportunities to further educate senior leaders on the effects of racism.	June 2025	Lead: Director – Safety, Wellbeing, Inclusion and Performance Support: Director – Workforce Planning, Development and Training
	Research best practice and policies in areas of race relations and anti-discrimination.	July 2025	Director – Safety, Wellbeing, Inclusion and Performance

Respect

We will strive to foster an inclusive and respectful workplace environment in which our staff acknowledge and understand Aboriginal and Torres Strait Islander cultures and heritage.

FOCUS AREA

The AEC is committed to continuing to observe, learn from and respect cultural protocols and celebrate Aboriginal and Torres Strait Islander cultures and histories.

RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</p>	<p>Conduct a review of cultural learning needs within our organisation.</p>	<p>March 2025</p>	<p>Lead: Director – Safety, Wellbeing, Inclusion and Performance Support: Director – Workforce Planning, Development and Training</p>
	<p>Provide opportunities for RAP WG members, HR managers, and other key leadership staff, to participate in formal and structured cultural learning.</p>	<p>August 2025</p>	<p>Lead: Director – Workforce Planning, Development and Training Support: Director – Safety, Wellbeing, Inclusion and Performance</p>
	<p>Provide opportunities for RAP WG members, HR managers, and other key leadership staff to participate in cultural immersion opportunities such as the Jawun APS Secondment Program.</p>	<p>March 2025 March 2026</p>	<p>Lead: Director – Workforce Planning, Development and Training Support: Director – Safety, Wellbeing, Inclusion and Performance</p>
	<p>Review, refine, and communicate a cultural learning strategy plan for our staff.</p>	<p>December 2025</p>	<p>Lead: Director – Workforce Planning, Development and Training Support: Director – Safety, Wellbeing, Inclusion and Performance</p>
	<p>Update official AEC agenda and minute templates to include an Acknowledgement of Country or other appropriate protocols at the commencement of significant meetings.</p>	<p>August 2025</p>	<p>Lead: Director – Communications Support: RAP WG</p>

RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<p>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</p>	<p>August 2025</p>	<p>Lead: Director – Safety, Wellbeing, Inclusion and Performance Support: Director – Communications</p>
	<p>Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</p>	<p>September 2025</p>	<p>Lead: Director – Safety, Wellbeing, Inclusion and Performance Support: Director – Communications</p>
	<p>Develop and promote an AEC’s Cultural Protocols Guide to increase staff understanding of the purpose and significance behind cultural protocols, and to provide guidelines on when and how to engage with Traditional Owners.</p>	<p>August 2025</p>	<p>Lead: Director – Indigenous Electoral Participation Program Support: Director – Safety, Wellbeing, Inclusion and Performance</p>
	<p>Invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</p>	<p>May 2026</p>	<p>Lead: Director – Safety, Wellbeing, Inclusion and Performance Support: Director – Communications</p>
<p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</p>	<p>April 2025 April 2026</p>	<p>Lead: Director – Employee Relations and Operations Support: Director – Safety, Wellbeing, Inclusion and Performance</p>
	<p>RAP WG members to participate in at least one external NAIDOC Week event.</p>	<p>July 2025 July 2026</p>	<p>RAP WG Chair</p>
	<p>Promote and encourage participation in external NAIDOC Week events to all staff.</p>	<p>July 2025 July 2026</p>	<p>Lead: RAP WG Chair Support: Director – Communications and Director – Safety, Wellbeing, Inclusion and Performance</p>
	<p>In consultation with Aboriginal and Torres Strait Islander staff, the AEC to host at least one NAIDOC Week event each year.</p>	<p>July 2025 July 2026</p>	<p>Lead: RAP WG Chair Support: Director – Safety, Wellbeing, Inclusion and Performance</p>
<p>Increase the visibility of Aboriginal and/or Torres Strait Islander cultures across the business.</p>	<p>Engage with the local Traditional Owners of the Countries where the AEC National Office and state offices are, to explore potentially renaming of meeting rooms using names of animals, places, and landmarks in local Aboriginal and Torres Strait Islander languages.</p>	<p>May 2026</p>	<p>Lead: Director – Property Management and Facilities Support: Director – Property Planning and Capital Works</p>
	<p>Display the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) map of Indigenous Australia at Division, state, and National offices, to educate staff and visitors on the richness and diversity of Aboriginal and Torres Strait Islander Australia.</p>	<p>March 2025</p>	<p>Lead: RAP WG Chair</p>
	<p>Explore options to engage an Aboriginal and Torres Strait Islander artist to create an artwork for the AEC’s Indigenous Electoral Participation Program material for use on public facing materials.</p>	<p>May 2026</p>	<p>Lead: Director – Communications Support: Director – Indigenous Electoral Participation Program</p>

Opportunities

We strive to provide employment opportunities and pathways for Aboriginal and Torres Strait Islander peoples to build the diversity of the AEC's workforce: such diversity will strengthen cultural awareness and give us a better understanding of the issues faced by Aboriginal and Torres Strait Islander peoples, allowing us to tailor better recruitment strategies and engagement measures.

FOCUS AREA

At the AEC we will aim to increase representation of Aboriginal and Torres Strait Islander employees at all levels through improved employee learning and development, opportunities, and experiences.

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</p>	<p>Build an understanding of current Aboriginal and Torres Strait Islander staffing, including leveraging APS Employee Census data, and diversity dashboards, to inform future employment and professional development opportunities.</p>	<p>December 2025</p>	<p>Lead: Director – Safety, Wellbeing, Inclusion and Performance Support: Director – Attraction and Recruitment</p>
	<p>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</p>	<p>June 2026</p>	<p>Lead: Director – Attraction and Recruitment Support: Director – Safety, Wellbeing, Inclusion and Performance</p>
	<p>Increase engagement and consultation with Aboriginal and Torres Strait Islander staff on AEC recruitment, retention, and professional development strategies.</p>	<p>August 2025</p>	<p>Lead: Director – Attraction and Recruitment Support: Director – Safety, Wellbeing, Inclusion and Performance</p>
	<p>Explore opportunities to increase Aboriginal and Torres Strait Islander candidate pools.</p>	<p>September 2025</p>	<p>Lead: Director – Attraction and Recruitment Support: Director – Safety, Wellbeing, Inclusion and Performance</p>
	<p>Advertise job vacancies to Aboriginal and Torres Strait Islander markets and job boards to effectively reach Aboriginal and Torres Strait Islander stakeholders.</p>	<p>June 2025</p>	<p>Director – Attraction and Recruitment</p>
	<p>Explore engagement with Aboriginal and Torres Strait Islander recruitment providers.</p>	<p>June 2025</p>	<p>Director – Attraction and Recruitment</p>
	<p>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in the workplace.</p>	<p>June 2025</p>	<p>Director – Attraction and Recruitment</p>

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Establish processes to use Affirmative Measure for Aboriginal and Torres Strait Islander recruitment.	May 2026	Director – Attraction and Recruitment
	Explore ways to provide culturally appropriate supports for current and future Aboriginal and Torres Strait Islander staff, including establishing an Indigenous Liaison Officer (ILO) role.	May 2026	Director – Safety, Wellbeing, Inclusion and Performance
	Refine and communicate internal and external culturally sensitive and psychosocial support options available to Aboriginal and Torres Strait Islander staff including 13-YARN.	May 2026	Director – Safety, Wellbeing, Inclusion and Performance
	Promote the AEC’s Employee Assistance Program (EAP) including the Aboriginal and Torres Strait Islander Support Line which provides culturally appropriate support by a qualified Aboriginal and Torres Strait Islander clinician.	December 2024	Director – Safety, Wellbeing, Inclusion and Performance
	Embed an employee network for Aboriginal and Torres Strait Islander staff at the AEC in the lead up to each electoral event.	December 2024	Director – Safety, Wellbeing, Inclusion and Performance
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Demonstrate improvement in AEC’s procurement planning and processes with a view to increase the number and value of AEC contracts awarded to Aboriginal and Torres Strait Islander businesses.	May 2026	Lead: Director – Strategic Sourcing and Systems Support: Director – Indigenous Electoral Participation Program
	Develop and implement an Aboriginal and Torres Strait Islander procurement plan.	June 2026	Director – Strategic Sourcing and Systems
	Maintain Supply Nation membership and continue to ensure Supply Nation contractors are considered when sourcing recruitment service providers.	May 2026	Director – Strategic Sourcing and Systems
	Develop and communicate to staff opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	August 2025	Director – Strategic Sourcing and Systems
	Review and update procurement practices to better enable procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	August 2025	Director – Strategic Sourcing and Systems
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2026	Lead: Contract Managers Support: Director – Strategic Sourcing and Systems

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue AEC work to increase Aboriginal and Torres Strait Islander electoral participation.	Invite a representative from the Indigenous Electoral Participation Program to provide regular updates to the RAP WG to assist with visibility of their work to increase Aboriginal and Torres Strait Islander electoral participation.	March 2025	Lead: RAP WG Chair Support: Director – Indigenous Electoral Participation Program
	Develop and deliver education sessions on electoral participation in collaboration with Aboriginal and Torres Strait Islander communities.	May 2025	Lead: Director – Indigenous Electoral Participation Program Support: Director – Electoral Education
	Continue to develop partnerships with Aboriginal and Torres Strait Islander organisations to promote electoral participation.	June 2025	Lead: Director – Indigenous Electoral Participation Program Support: Director – Strategic Sourcing
	Continue to develop in-language materials and record local stories of Aboriginal and Torres Strait Islander voting, in consultation with Traditional Owners or Aboriginal and Torres Strait Islander advisors.	June 2025	Lead: Director – Indigenous Electoral Participation Program Support: Director – Communications

Governance

We will strive to strengthen the AEC internal governance processes by overseeing, delivering, and implementing AEC RAP commitments.

FOCUS AREA

The AEC is committed to ensuring the delivery of RAP commitments through transparency, accountability and communication.

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP WG to drive governance of the RAP.	Maintain and encourage Aboriginal and Torres Strait Islander representation on the RAP WG.	October 2024 January 2025 April 2025 July 2025 October 2025 January 2026 April 2026 July 2026	Lead: RAP WG Chair Support: Director – Safety, Wellbeing, Inclusion and Performance
	Review and update the RAP WG Terms of Reference (ToR).	October 2024	RAP WG Chair
	Update RAP WG membership to include business area subject matter experts to ensure actions are progressed.	October 2024	RAP WG Chair
	Continue to meet at least four times per year to drive and monitor RAP implementation.	October 2024 January 2025 April 2025 July 2025 October 2025 January 2026 April 2026 July 2026	RAP WG Chair

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Provide appropriate support for effective implementation of RAP commitments.	Work with business areas and senior leaders to define resource needs for RAP deliverables.	February 2025	Lead: RAP WG Chair Support: Director – Safety, Wellbeing, Inclusion and Performance
	Engage our senior leaders and other staff in the delivery of RAP commitments.	February 2025	Lead: RAP WG Chair Support: Director – Safety, Wellbeing, Inclusion and Performance
	Build and maintain appropriate systems to track, measure and report on RAP commitments.	October 2024	Lead: RAP WG Chair Support: Director – Safety, Wellbeing, Inclusion and Performance
	Maintain a RAP Champion at the Senior Executive Service (SES) level to drive change.	May 2026	Deputy Electoral Commissioner
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.	June 2025 June 2026	Director – Safety, Wellbeing, Inclusion and Performance
	Contact Reconciliation Australia to request the AEC’s unique link, to access the online RAP Impact Measurement Survey.	1 August 2025 1 August 2026	Director – Safety, Wellbeing, Inclusion and Performance
	Continue to complete and submit the annual RAP Impact Measurement Survey to Reconciliation Australia.	30 September 2024 30 September 2025	Director – Safety, Wellbeing, Inclusion and Performance
	Report RAP progress to senior leaders quarterly via the AEC’s Organisational Health, Performance and Risk Committee.	December 2024 March 2025 June 2025 September 2025 December 2025 March 2026 June 2026	Lead: Director – Safety, Wellbeing, Inclusion and Performance Support: RAP WG
	Report RAP progress to all staff quarterly.	December 2024 March 2025 June 2025 September 2025 December 2025 March 2026 June 2026	Lead: Director – Safety, Wellbeing, Inclusion and Performance Support: Director – Communications
	Publicly report AEC RAP achievements, challenges and learnings, annually.	October 2025	Lead: Director – Safety, Wellbeing, Inclusion and Performance Support: Director – Communications

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Director – Safety, Wellbeing, Inclusion and Performance
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2026	Director – Safety, Wellbeing, Inclusion and Performance
Continue the reconciliation journey by developing the AEC's next RAP.	Register via Reconciliation Australia's website to begin developing the AEC's next RAP.	March 2026	Director – Safety, Wellbeing, Inclusion and Performance



The AEC welcomes your feedback and enquiries on the *AEC Innovate Reconciliation Action Plan September 2024 – October 2026*, by contacting the Director of Diversity and Inclusion via e-mail at reconciliation@aec.gov.au, or by calling **13 23 26**.