



Australian Government

Civil Aviation Safety Authority

Reconciliation Action Plan

July 2023 – June 2026



RECONCILIATION
ACTION PLAN

STRETCH



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Acknowledgement of Country

The Civil Aviation Safety Authority (CASA) respectfully acknowledges the Traditional Custodians of the lands on which our offices are located and the places to which we travel for work. We also acknowledge the Traditional Custodians' continuing connection to land, water and community. We pay our respects to Elders, past and present.

Terms of respect

Throughout this Reconciliation Action Plan (RAP), we use the terms Aboriginal and Torres Strait Islander and Indigenous peoples interchangeably. For this RAP, both terms refer to Aboriginal and/or Torres Strait Islander peoples of Australia. These terms, however, do not reflect the diversity of Aboriginal and Torres Strait Islander peoples and CASA acknowledges that many Indigenous people prefer to be known by other cultural names.

Photographs

We advise Aboriginal and Torres Strait Islander peoples that this document may contain images of persons who are now deceased.

Contact details

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JAMES BABAN OUR WAY, 2019

Acrylic on canvas

James Baban is an Indigenous artist born and bred in Darwin Northern Territory. James has been a dot painter since 1985 and is a healer.

Mother's country: Mutburra/Tjingili

Father's country: Limingun, NT

Our Way, an artwork commissioned by CASA, reflects the story of CASA's recruitment, employee retention, and cultural engagement with Aboriginal and Torres Strait Islander peoples. James Baban painted a sky-blue background with circles in an array of colours representing Aboriginal and Torres Strait Islander peoples in the landscape, waterways, and sky. CASA sits as the centre circle, with the outside 6 circles representing the interconnected themes of CASA's engagement with communities and other stakeholders through:

- culturally appropriate policies and procedures
- Reconciliation Action Plan (RAP)
- recruitment and employee retention
- communication and engagement with staff and stakeholders
- cross cultural awareness
- engagement with Aboriginal and Torres Strait Islander Elders and communities.

Since its commissioning, CASA has featured the *Our Way* artwork throughout corporate publications, clothing and merchandise including polo shirts, ties and scarves, and an Acknowledgement of Country card provided to all employees – opening the opportunity for conversation and highlighting CASA's commitment to our reconciliation journey.

Our Way was CASA's first commissioned Indigenous artwork and led to CASA sourcing additional artworks for our offices located on Country of the Kaurna (Adelaide), Turrbal/Yugara (Brisbane), Yidinji (Cairns), and Whadjuk Nyoongar (Perth) peoples.



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Message from CASA Chief Executive Officer and Director of Aviation Safety, Pip Spence

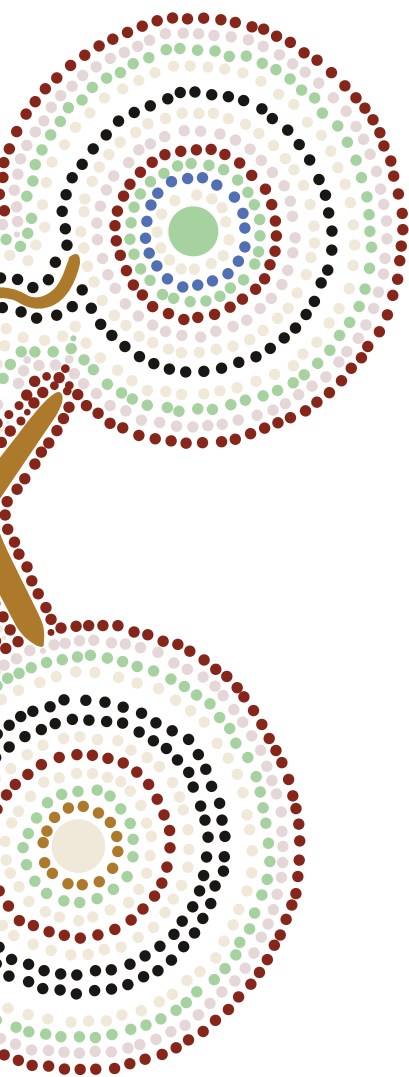
Welcome to our CASA Stretch Reconciliation Action Plan (RAP) 2023–2026, our fourth RAP.

Thank you for investing your time in reading CASA's Stretch RAP 2023–2026. I am proud to be part of an organisation that is progressing to a Stretch RAP as part of our reconciliation journey.

The RAP pillars of respect, relationships, opportunities and governance align with how we work at CASA. We embed these concepts into our culture and organisational values and demonstrate our commitment to creating a workplace where people feel embraced and valued.

Since implementing our second Innovate RAP (2021–2023), we have continued with our educational and experiential reconciliation journey. Eighty-eight per cent of our staff have completed cultural appreciation training, which now forms part of our onboarding modules for new employees. We also introduced Indigenous language lessons in offices located on the Country of the Ngunnawal and Ngambri (Canberra), Yidinji (Cairns) and Whadjuk Nyoongar (Perth) peoples, where 77 attendees learned the Acknowledgement of Country in language. We have plans to implement this training in other CASA offices during the period of this RAP, as part of our Cultural Learning Strategy.

We have continued to refine and enhance our procurement procedures and our connection with Indigenous suppliers. Since the launch of our most recent Innovate RAP in March 2021 we have welcomed 11 Indigenous employees through our recruitment processes and continue to support these colleagues with on-the-job training, formal certificate programs, mentoring, individual learning plans, and a proactive buddy system.



The CASA Aboriginal and Torres Strait Islander Employee Network (CATSIEN) has grown in active members, reach, and initiatives. Now with 23 members, the CATSIEN has held many information sessions and events, and actively contributed to the development and implementation of new initiatives to drive reconciliation. Many of this RAP's unique actions and deliverables come from CATSIEN.

CASA is committed to supporting and working towards the Commonwealth's Aboriginal and Torres Strait Islander workforce representation target of 5% by 2030 in the public sector. In October 2022, we exceeded the previous 3% target, increasing representation from 1.8% to 3.1% since mid-2020. Our focus is now to ensure we develop and implement career pathways for Indigenous employees wanting to move into technical and/or leadership roles.

The initiatives set out in our Stretch RAP are crucial building blocks towards our goal of a workplace that reflects the diversity of the communities we serve. For each of you reading this RAP, I encourage you to reflect and consider what you, as an individual, can do to enhance your personal reconciliation journey, and how that involvement can contribute to CASA, the aviation community, and communities on Country where our offices are found.





Message from Reconciliation Australia's Chief Executive Officer, Karen Mundine

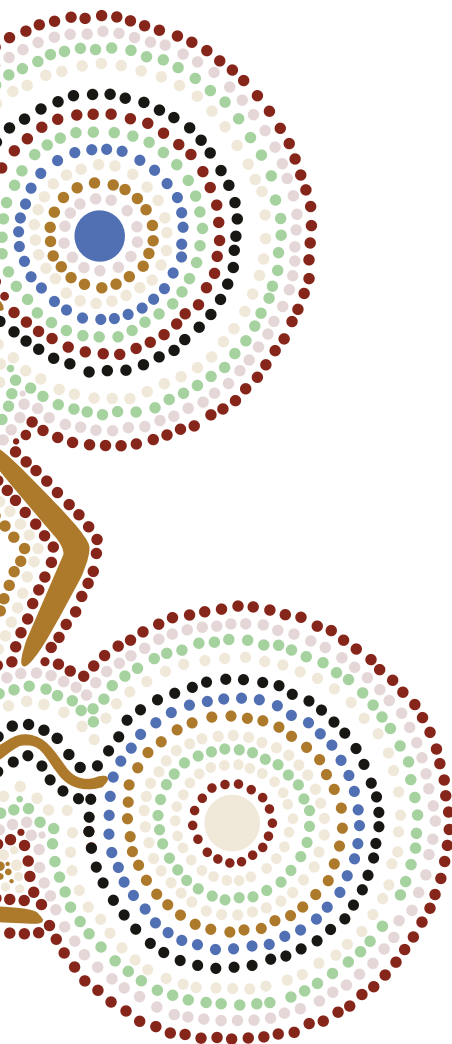
On behalf of Reconciliation Australia, I congratulate the Civil Aviation Safety Authority (CASA) on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides organisations with a framework to contribute to the reconciliation movement.

As a regulatory body with a sphere of influence that covers both professional and civil aviation standards, CASA is well positioned to become the leading example for advancing reconciliation across its industry.

Through its involvement in the RAP program, CASA understands that reconciliation must be embedded into its daily work, not just an addition to it. This is done in a number of ways, including drawing on the lived experiences and influence of Aboriginal and Torres Strait Islander staff and stakeholders.

Specifically, CASA is building on the opportunities pillar by aiming to increase the visibility and representation of Aboriginal and Torres Strait Islander employees in their offices across Australia. This includes increasing overall First Nations staff representation as well as creating individual development plans for Aboriginal and Torres Strait Islander employees to take on senior level positions by the end of their Stretch RAP.



Additionally, CASA continues to build on its cultural recognition and learning framework to ensure its workforce drives reconciliation from a place of acceptance and understanding. At the conclusion of this Stretch RAP, it hopes to increase the number of staff who have undertaken cultural learning to 94%.

By placing First Nations people at the forefront of its reconciliation work, CASA has the potential to drive considerable reconciliation outcomes across its sphere of influence.

On behalf of Reconciliation Australia, I commend CASA on this Stretch RAP and look forward to following its ongoing reconciliation journey.





Message from CASA's Indigenous Champion, Philippa Crome

CASA strives to embed reconciliation into our day-to-day business, to consider the needs of Aboriginal and Torres Strait Islander peoples and to identify ways in which we can stretch the integration of Indigenous culture into all we do. I am proud to be CASA's Indigenous Champion, to recognise that our actions are making positive change, and to share our Stretch RAP 2023 – 2026.

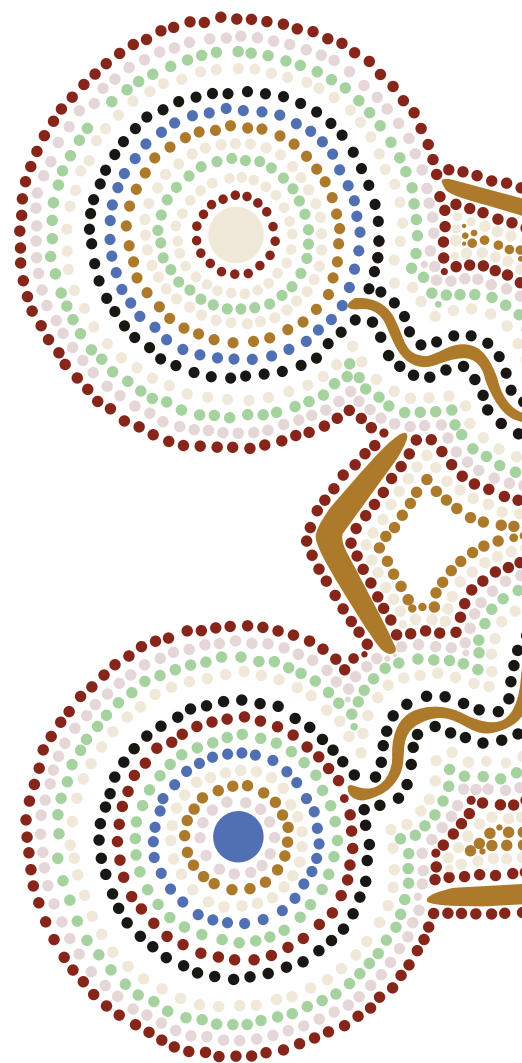
We align our Stretch RAP to the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy, reconciliation best practice, and CASA's People and Culture Strategy (2022 – 2027), ensuring our values and goals demonstrate respect for diversity in our workforce, support workplace inclusion, and extend on the learnings of our Reflect RAP (2015 – 2016) and Innovate RAPs (2017 – 2019 and 2021 – 2023).

Reconciliation is a continuous journey, and this RAP sets out a series of deliverables to meet the actions within Reconciliation Australia's framework and CASA's vision of inclusion. These deliverables demonstrate CASA's commitment to encouraging and nurturing positive relationships, supporting reconciliation from a personal, team and corporate perspective, building a culturally capable workforce, and supporting our Aboriginal and Torres Strait Islander employees. This RAP also includes actions, deliverables and initiatives where we have identified how we can uniquely integrate reconciliation into our business routines. One example is conducting surveillance events in Indigenous communities where our inspectors form working partnerships with Indigenous stakeholders and community leaders – sharing aviation-related information and meeting our corporate vision of safe skies for all, and responsibilities of ensuring compliance with aviation regulations.

Partnerships are a key aspect of stretching our understanding of reconciliation and the Indigenous perspective. Our internal consultation with Aboriginal and Torres Strait Islander employees continues to strengthen, and our maturing external partnerships form part of our next growth stage. Surveillance activities conducted on Country in 2021 and 2022 provided an opportunity to work in partnership with Indigenous communities and community leaders. Our participation in and continued commitment to the Jawun secondment programs allows individuals to gain first-hand experience living in Indigenous communities while sharing their capabilities to promote empowerment. Our continued commitment to Supply Nation and inclusive procurement practices, as documented in our procurement guidelines, has extended our relationships with Indigenous providers. And the connections we have made through the procurement of Indigenous artwork provides permanent, daily reminders of our reconciliation journey. These initiatives and others have helped CASA to promote understanding, cooperation and positive business outcomes.

I would like to acknowledge and thank all CASA employees who actively assisted in the development of the RAP. I would particularly like to thank the RAP Working Group (RWG) and RWG Chair for their energy, drive and dedication in this process. I look forward to contributing to this collaborative effort as we all work together to implement the actions and achieve our aims for a culturally safe and capable CASA.

I encourage you to take time, engage with this plan, and consider how – through your personal commitment and professional contribution – you will participate in making national reconciliation a reality.



CASA RAP Working Group (RWG) members

CASA acknowledges the following RWG volunteers for their dedication and contribution to the development of our Stretch RAP and its actions and deliverables, and their ongoing input during our Stretch RAP launch and handover to accountable business areas for implementation. RWG members represent a cross section of CASA's dedicated team across work areas, job classifications, and locations.

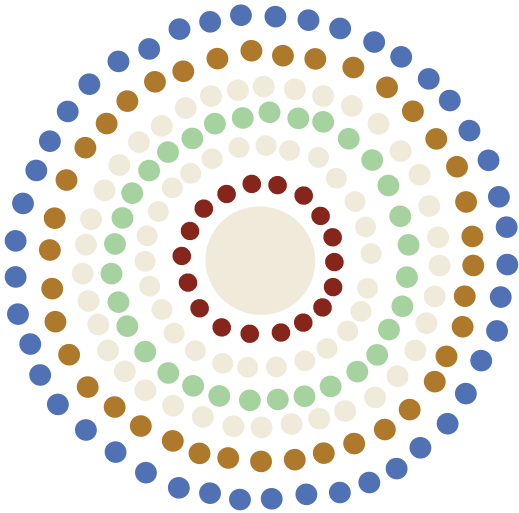
Name	RWG Role	Business Division	Location
Philippa Crome	Indigenous Champion and Executive Manager Corporate Services	Corporate Services	Kamberri
Mick Amiet	Chairperson	Regulatory Oversight	Garramilla
Robbie Simms ^{~*}	Deputy Chair	Regulatory Oversight	Boorloo
Anthony Warrell ^{~*}	Secretariat	Corporate Services	Meeanjin
Amanda Palmer	Member	Stakeholder Engagement	Kamberri
Andrea Henson ^{~*}	Member	Corporate Services	Meeanjin
Andreas Marcelja	Member	Stakeholder Engagement	Kamberri
Bede Riley-Brown ^{~*}	Member	Corporate Services	Kamberri
Bejay Cook ^{~*}	Member	Stakeholder Engagement	Kamberri
Brianna Moloney	Member	Corporate Services	Kamberri
Carl Madsen	Member	National Operations and Standards	Kamberri
Cath Leask	Member	Guidance, Transformation and Safety System	Kamberri
Danielle Tooke	Member	Finance	Kamberri
Debbie Winter	Member	Regulatory Oversight	Narrm
Earl Brown	Member	Corporate Services	Meeanjin
Gabby Davis ^{~*}	Member	Corporate Services	Garramilla



Name	RWG Role	Business Division	Location
Hayley Purdon	Member	Guidance, Transformation and Safety Systems	Kamberri
Ivan Saltner ^{~*}	Member	Corporate Services	Meeanjin
James Mosby ^{~*}	Member	Regulatory Oversight	Gimuy
Korin Tricot ^{~*}	Member	Corporate Services	Meeanjin
Laura Carlton	Member	Regulatory Oversight	Meeanjin
Matthew Trynes [~]	Member	Corporate Services	Kamberri
Nelson Stacey ^{~*}	Member	Regulatory Oversight	Meeanjin
Peter Callow	Member	Finance	Kamberri
Renae Isaacs ^{~*}	Member	Regulatory Oversight	Boorloo
Ron Salter ^{~*}	Member	Regulatory Oversight	Meeanjin
Sam Nolan ^{~*}	Member	Corporate Services	Meeanjin
Scott Jacovou-Johnson	Member	Corporate Services	Meeanjin
Thalia Uilelea ^{~*}	Member	Finance	Kamberri
Thomas Gallagher ^{~*}	Member	Regulatory Oversight	Kamberri
Toni McPhail ^{~*}	Member	Regulatory Oversight	Meeanjin
Toni Schoof ^{~*}	Member	Corporate Services	Meeanjin

*CASA Aboriginal and Torres Strait Islander Employee Network (CATSIEN) members

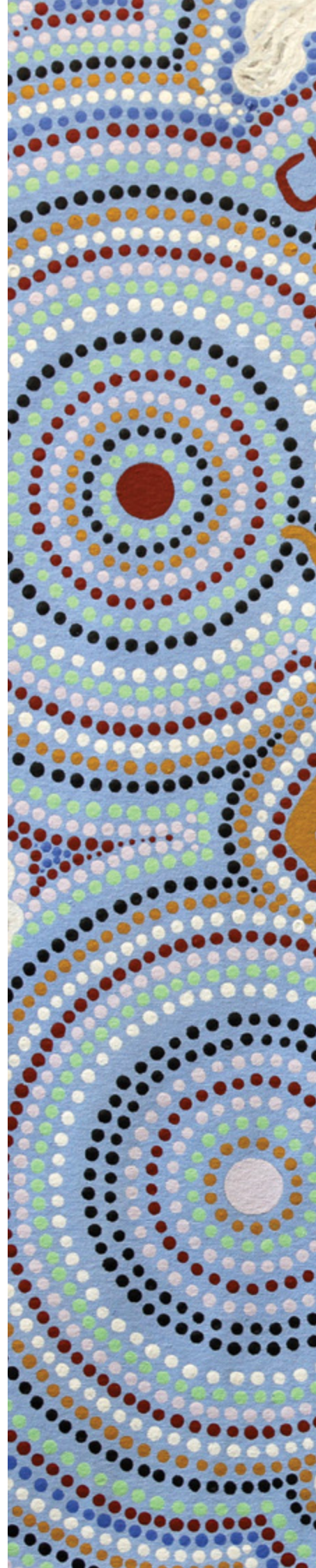
[~]CASA Aboriginal and Torres Strait Islander employees



CASA's RAP Advocates

Our RAP Advocates include CASA's CEO and DAS, 8 executive committee (EC) members and more than 20 members of the senior leadership team (SLT) who are committed to successfully delivering our RAP objectives and our vision for reconciliation. Under CASA's Innovate RAP (Action 5.5) we added cultural awareness criteria into position descriptions for specified roles including EC and SLT members. These motivated CASA team members have also committed to our Stretch RAP pledge:

We make a commitment to promote greater awareness of, and support for this Stretch RAP and its associated deliverables. We commit to leading by example and working to raise the profile of reconciliation inside CASA and externally with our aviation stakeholders, and the Australian public. We demonstrate commitment to reconciliation by integrating reconciliation messages, and our RAP actions and deliverables, into our daily routines and connections with others.





Our vision for reconciliation

Our reconciliation vision sees Aboriginal and Torres Strait Islander peoples experience strong, positive and mutually respectful relationships with CASA as a workplace and employer, aviation industry information provider, and safety authority. CASA is committed to being an innovative reconciliation leader within the Australian Government, regulatory entities, and the aviation industry; and a reference point for others who are embarking and progressing on their reconciliation journeys.

We envisage ourselves as an employer that fosters strong, positive and mutually respectful relationships between Aboriginal and Torres Strait Islander peoples and members of the aviation community, and an employer of choice that creates opportunities for Aboriginal and Torres Strait Islander peoples within and through aviation.

We understand and appreciate that to achieve CASA's corporate vision of 'safe skies for all' and our vision for reconciliation, we must acknowledge that our role as the aviation regulator takes place on Country, and we have a responsibility to support all communities for the benefit and protection of all peoples. This involves creating a workplace that provides equal opportunities for all, including members of Aboriginal and Torres Strait Islander communities.

CASA launched its first RAP in 2015 following recognition and acknowledgement that our reconciliation journey was a critical part of creating a contemporary and inclusive safety authority. Since then, our team has diligently worked towards creating an inclusive workplace through education, promotion and embracing Aboriginal and Torres Strait Islander perspectives, history, culture and traditions. Sharing stories and perspectives, listening and changing have been part of that journey and resulted in the development and implementation of our Cultural Protocols Guide, our Cultural Learning Strategy, our Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development Strategy, and implementation of employment programs such as our involvement in the Indigenous Apprenticeship Program (IAP).

To further support our reconciliation vision, we have developed this Stretch RAP that outlines our ongoing commitment and dedication to greater inclusion of Aboriginal and Torres Strait Islander people and culture, extended existing strategies to ensure we integrate these commitments into daily business activities, and consulted widely to certify the ongoing commitment of our team.

We have made progress, but we recognise we need to do more to truly achieve this vision. We are committed to the continuation of this work, with a clear view to realising our objectives and continually stretching our vision and goals – exploring new avenues.

We are committed to implementing strategies that attract, engage, develop and retain Aboriginal and Torres Strait Islander employees and providing additional support through tailored career planning and development workshops, and career coaching.

Likewise, we support and promote the inclusion of Aboriginal and Torres Strait Islander suppliers when conducting procurement activities. We do this by advocating for the economic and social wellbeing of Aboriginal and Torres Strait Islander peoples using our Guidelines for the Application of the Indigenous Procurement Policy in CASA.

Through these actions, we believe we can achieve our reconciliation vision and, more importantly, create positive employment outcomes and collaborative, mutually beneficial partnerships throughout Australia.





Our business

CASA is a government body that regulates aviation safety in Australia.

We license pilots, register aircraft, oversee aviation safety and promote safety awareness. We also make sure that the aviation community and the public use and administer Australian airspace safely. In July 1995, CASA was established as an independent statutory authority under the Civil Aviation Act 1988. We operate within a legislative framework made up of acts, regulations, associated legislative instruments and guidance material.¹

Our key objective is to conduct the safety regulation of civil air operation in Australian territory and the operation of Australian aircraft outside Australian territory. We achieve this objective through our core functions of guidance, entry control, surveillance and enforcement.

CASA is a medium-sized corporate Commonwealth entity with approximately 850 employees including technical aviation roles and non-aviation technical enabling functions. At the time of finalising this Stretch RAP, 27 employees identify as Aboriginal and Torres Strait Islander and have declared that identity to the agency. This represents 3.1% of all CASA employees.

We developed our Regulatory Philosophy in 2015 in accordance with the Government's response to the Aviation Safety Regulation Review (ASRR), and the importance of its implementation has been identified in the Ministerial Statement of Expectation since 2015. The Philosophy sets out the principles underpinning the way we perform our functions, exercise our power, and engage with the aviation community, all of which have direct relevance to our reconciliation journey and work with Aboriginal and Torres Strait Islander individuals, organisations, and communities.

Our national headquarters is located on Country of the Ngunnawal and Ngambri people (Canberra), and we are geographically spread across Australia with offices on Country of the Kurna (Adelaide), Turrbal/Yugara (Brisbane), Yidinji (Cairns), Larrakia (Darwin), Wurundjeri Woi Wurrung (Melbourne), Whadjuk Nyoongar (Perth), Gadigal (Sydney), and Gomeroi (Tamworth) peoples.

¹ Source: About CASA | Civil Aviation Safety Authority



Our RAP

CASA views our RAP as a key pillar of our reconciliation journey and efforts to build a contemporary aviation safety authority and place of employment opportunities and career growth.

As we enter our Stretch RAP, we designed the actions and deliverables to drive towards our goal of a workplace that reflects the diversity of the communities we serve, and to be an employer of choice and reference point for other aviation regulators and organisations on their reconciliation journey.

The development of this RAP draws upon the lived experiences of CASA's Aboriginal and Torres Strait Islander staff members, the experience gained during implementation of actions and deliverables within our Reflect RAP (2015 – 2016) and Innovate RAPs (2017 – 2019 and 2021 – 2023), and influence of the Indigenous partners we connect with.

We are committed to playing an active role in recognising that Aboriginal and Torres Strait Islander peoples are an integral and important part of our business, workforce and industry. We believe that our continuing commitment to reconciliation will enhance our performance as Australia's aviation regulator. We can only achieve this when all voices are represented and we are determined to ensure the voices of Aboriginal and Torres Strait Islander peoples are acknowledged, heard, and considered.

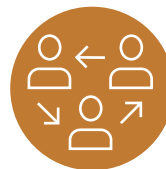
Our Stretch RAP aims are to



consolidate our accomplishments since we implemented our Reflect RAP in 2015 and Innovate RAPs in 2017 and 2021.



maintain and grow representation of staff who identify as Aboriginal and Torres Strait Islander.



increase employee cultural capability through education and experience.



foster relationships that support reconciliation.

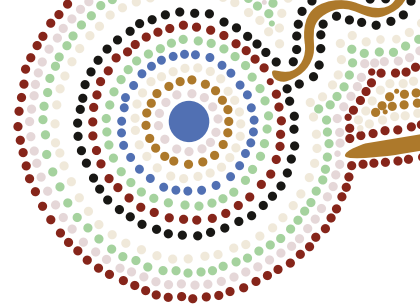
Since our Reflect RAP (2015 – 2016), we have learned the important role that senior leaders play in encouraging our commitment to reconciliation. Aboriginal and Torres Strait Islander employees expect our senior leaders to have a solid understanding and awareness of Aboriginal and Torres Strait Islander cultures, and the capability to work together in a culturally appropriate way. It is also important for senior leaders to support our Aboriginal and Torres Strait Islander employees by providing a work environment that is culturally safe and one in which we recognise, acknowledge and value our Indigenous employees' skills and life experience. This Stretch RAP is the first time we have documented the commitment of CASA executives and senior leaders through our RAP Advocates pledge.

Launching from the platform created by our Reflect RAP (2015 – 2016) and our Innovate RAPs (2017 – 2019 and 2021 – 2023) our Stretch RAP was born through a process of reflection and consultation. We reflected on the key learnings from the development and implementation of our Reflect and Innovate RAPs – leveraging off 8 years of trial and error. We consulted extensively with our internal CATSIEN network; many members of which are also part of the RWG. We use RWG meetings to brainstorm creative ways to enhance our work practices and to develop unique actions and deliverables that directly tie to CASA's normal business functions and regulatory obligations as Australia's aviation safety authority. Representatives of the RWG participated in the Australian Public Service (APS) Reconciliation Sharing Network where network members share many aspects of RAP development and implementation in a confidential, open forum.

Internally, members of our EC and senior leaders have pledged their support to reconciliation and the actions contained within this document. The dedicated members of the RWG also champion this Stretch RAP. These volunteers allocate time to attending meetings, contributing ideas for our reconciliation journey, and accepting responsibility for actions arising from the RAP commitments. But our internal commitment extends to all CASA employees who have a belief in reconciliation, a willingness to engage in meaningful conversation, and desire to make positive, permanent change in our approach to attracting, engaging, developing and retaining Aboriginal and Torres Strait Islander peoples.

Many employees share this vision irrespective of their role, job classification or geographical location.





CASA's Reconciliation milestones

CASA has achieved an extensive number of accomplishments since our formal reconciliation journey began with our Reflect RAP (2015 – 2016), including the following milestones.

Year	Reconciliation journey event/milestone
2013	Indigenous Inclusion Consultative Network formed with 8 members.
2014	CASA becomes a member of the Indigenous Champions Network and an employer under the Indigenous Australian Government Development Program (IAGDP).
2015 – 2016	Reflect RAP developed and launched.
2017	First annual RAP Impact Measurement Questionnaire submitted to Reconciliation Australia.
2017	First National Reconciliation Week commemorations.
2017 – 2019	Innovate RAP developed and launched.
2018	Indigenous Engagement Network established as the next iteration of the Indigenous Inclusion Consultative Network.
2018	First NAIDOC week event with all offices attending.
2019	First Cultural Appreciation training course.
2019	Indigenous artwork commissioned – Our Way by James Baban.
2019	Indigenous artwork procured for Brisbane office – Sea Country Dreaming by Dylan Sarra.
2020	2 Indigenous Apprenticeship Program (IAP) participants commence with CASA.
2020	New Indigenous Procurement Guidelines implemented.
2021	CASA branded clothing (shirts, ties, scarves and lanyards) featuring the 'Our Way' artwork designed and released.
2021	Aboriginal and Torres Strait Islander Cultural Protocols Guide launched in December.
2021	Creation of the CASA Aboriginal and Torres Strait Islander Employee Network (CATSIEN).
2021	First CATSIEN conference held in Perth, WA and attended by 11 Aboriginal and Torres Strait Islander staff members.



Year	Reconciliation journey event/milestone
2021	SBS Inclusion training package released to CASA staff as mandatory training.
2021	First National Sorry Day commemorated with an all-staff email.
2021 – 2023	Innovate RAP officially launched on Garramilla and broadcasted to all offices.
2022	Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development Strategy developed and launched in January.
2022	Second CATSIEN Conference held in Cairns, QLD and attended by 14 CATSIEN members.
2022	Cultural Learning Strategy developed and launched in September.
2022	Reconciliation Australia Workplace RAP Barometer completed by 240 CASA staff members.
2022	Seventy-seven staff members attend Acknowledgement of Country language Workshops in Perth, Canberra and Cairns offices.
2022	Introduction of a specialist hotline for Aboriginal and Torres Strait Islander staff through employee assistance program (EAP) provider – Converge International.
2022	CATSIEN distributes Acknowledgement of Country cards to more than 800 staff members.

Throughout this journey of significant milestones, CASA has learned the value that individuals, perseverance, and resilience play in changing a culture and educating our team. We have learned the value of creating a supportive environment where our Aboriginal and Torres Strait Islander staff members are able to bring their full self to work each day. We have learned that championing at the executive level raises the profile of our RAP deliverables and gains commitment to new initiatives that create positive change. As we enter our Stretch RAP, we have also learned that each CASA office is on an individual reconciliation journey and success can only be achieved when our actions, deliverables and strategies are adapted for each office and its staff.





Relationships

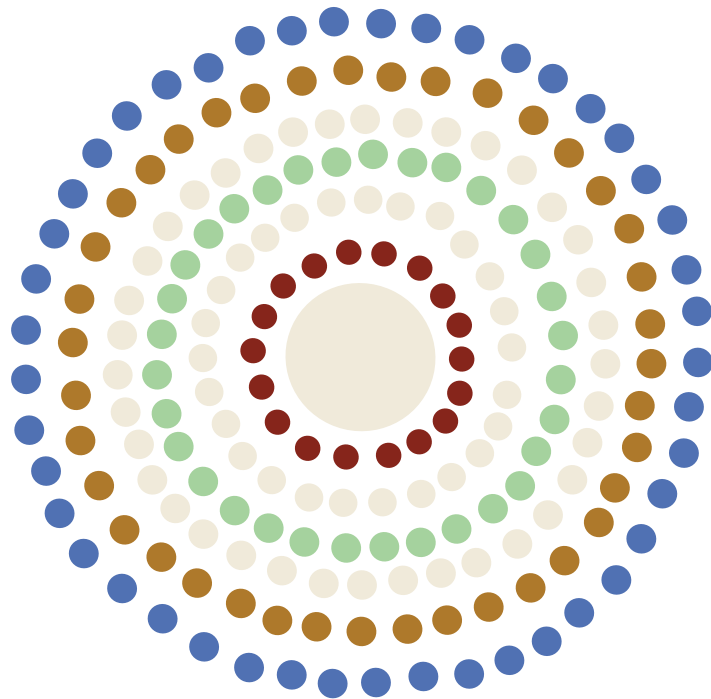
We are committed to building respectful working partnerships with government and private sector organisations, communities, and individuals. These relationships inform and guide our policies and programs which improve reconciliation and aviation safety outcomes for all.

Artwork: Wadna First Flight by Kristian Coulthard

Fostering respectful relationships between our Aboriginal and Torres Strait Islander and non-Indigenous employees, as well as with external stakeholders, is an important aspect of promoting the benefits of inclusion and creating a safe workplace. These actions and intent develop deeper and more meaningful engagement with Aboriginal and Torres Strait Islander communities, enhancing opportunities for people to learn about the histories, cultures and contemporary experiences of Aboriginal and Torres Strait Islander peoples. Our approach also creates a space for non-Indigenous employees and partners to explore and extend their knowledge, while remaining safe and supported.

Within the CASA context, relationships align to everything we do. As Australia's aviation safety authority, CASA has daily contact with other regulators, aviation industry stakeholders, suppliers and providers, and, to an extent, the Australian flying public. Each of these interactions – whether small or large, in print, live or electronically – provides the opportunity for CASA to communicate our perspectives and approach to reconciliation. When our employees understand CASA's reconciliation vision, and embrace the role they play in that vision, our working partnerships and relationships become authentic and genuine – creating safe skies for all, and a safe space for all.



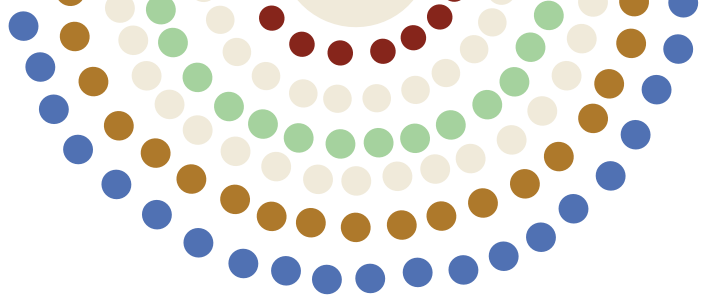


Focus area

Relationships specifically align to Goal 2 of CASA's Corporate Plan (2022 – 23) which says:

Goal 2: Engage collaboratively with the wider aviation community to promote and support a positive safety culture

Within this goal are the key activities of 'engaging with stakeholders' and 'promoting safety and education.'



Action 1

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverables	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	February 2024, 2025 & 2026	Lead Indigenous Champion Support Team Leader Diversity and Inclusion (TL D&I)
Review, update and implement an engagement plan to work with CASA's existing and new Aboriginal and Torres Strait Islander stakeholders.	February 2024, 2025 & 2026	Lead Indigenous Champion Support RWG
Establish and maintain a minimum of 2 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	November 2023	Lead Indigenous Champion Support Branch Manager (BM) People & Capability RWG SLT

Action 2

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverables	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials and event details to all staff.	May 2024, 2025 & 2026	Lead BM People & Capability
RWG members to participate in 4 external NRW events.	27 May to 3 June 2024, 2025 & 2026	Lead Chair, RWG
Encourage and support staff and senior leaders to participate in 2 external events to recognise and celebrate NRW.	27 May to 3 June 2024, 2025 & 2026	Lead Indigenous Champion Support SLT

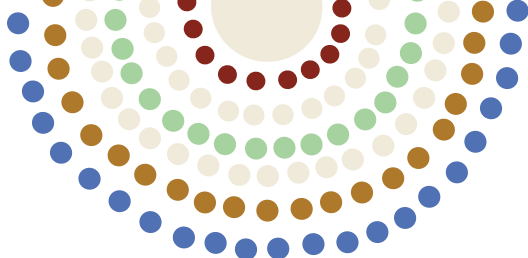


Deliverables	Timeline	Responsibility
Organise a minimum of one CASA-wide NRW event and encourage and support each CASA office to coordinate NRW events each year.	May 2024, 2025 & 2026	Lead BM People & Capability Support Chair, RWG CATSIEN Indigenous Champion SLT
Register all of our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025 & 2026	Lead BM People & Capability

Action 3

Promote reconciliation through our sphere of influence.

Deliverables	Timeline	Responsibility
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce including attendance at a minimum of 2 quarterly RAP Leadership Gatherings per year.	Development – December 2024 Implementation - June 2025	Lead Chair, RWG Support D&I team
Communicate our commitment to reconciliation publicly.	Ongoing Reported in February 2024, 2025 & 2026	Lead BM Communications
Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	Development – December 2024 Implementation - June 2025	Lead BM Industry and Government Engagement Support CATSIEN
Collaborate with 3 RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	July 2025	Lead BM People & Capability Support Chair, RWG Indigenous Champion



Deliverables	Timeline	Responsibility
<p>CASA engages and updates all staff on its reconciliation journey by:</p> <ul style="list-style-type: none"> • EC promoting and advocating the RAP and participating in events such as: • the Stretch RAP launch • National Reconciliation Week • NAIDOC week functions. <p>updating RAP progress through:</p> <ul style="list-style-type: none"> • online seminars • CASA intranet news articles • relevant intranet pages, and • drafting and publishing 'all staff' emails. 	<p>Ongoing</p> <p>Reported in February 2024, 2025 & 2026</p>	<p>Lead BM People & Capability</p> <p>Support Chair, RWG Indigenous Champion BM Communication</p>
<p>Coordinating a minimum of 4 events across the life of the RAP that address reconciliation objectives.</p>	<p>Ongoing</p> <p>Reported in February 2024, 2025 & 2026</p>	<p>Lead BM People & Capability</p> <p>Support Chair, RWG Indigenous Champion BM Communication</p>
<p>Indigenous and non-Indigenous employees engage external stakeholders in CASA's reconciliation journey and provide education to industry and individual learning by participating in:</p> <ul style="list-style-type: none"> • a minimum of 2 air shows per annum • a minimum of 2 conferences per annum. 	<p>July 2024, 2025 & 2026</p>	<p>Lead TL D&I</p> <p>Support Chair, RWG BM Industry & Government Engagement</p>
<p>Publishing reconciliation-related stories on CASA's external facing website (www.casa.gov.au), where appropriate and relevant</p>	<p>July 2024, 2025 & 2026</p>	<p>Lead TL D&I</p> <p>Support Chair, RWG BM Industry & Government Engagement</p>

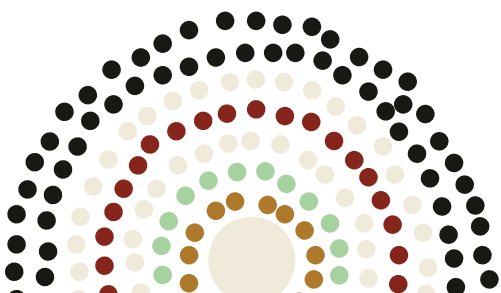


Deliverables	Timeline	Responsibility
Inviting aviation industry stakeholders to CASA reconciliation events, where appropriate	July 2024, 2025 & 2026	Lead TL D&I Support Chair, RWG BM Industry & Government Engagement

Action 4

Promote positive race relations through anti-discrimination strategies.

Deliverables	Timeline	Responsibility
Continuously improve HR policies and procedures concerned with anti-discrimination as documented in CASA's Working with Respect Framework.	November 2025	Lead BM People & Capability
Engage with Aboriginal and Torres Strait Islander staff to continuously improve our anti-discrimination policy.	December 2024	Lead BM People & Capability Support CATSIEN
Revise, implement, and communicate an anti-discrimination policy for our organisation.	November 2025	Lead BM People & Capability
Provide ongoing education to senior leaders and managers on the effects of racism: <ul style="list-style-type: none"> on commencement of employment on a 2-yearly recurrency training schedule targeting completion rate of >95%. 	Reported on in November 2023, 2024, and 2025.	Lead BM People & Capability
Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	February and May 2024, 2025 & 2026	Lead BM People & Capability





Action 5

Promote a culturally safe environment which is supportive of Aboriginal and Torres Strait Islander staff.

Deliverables	Timeline	Responsibility
<p>Hold an annual conference for CASA's CATSIEN members, including a focus on:</p> <ul style="list-style-type: none"> • connecting with CASA portfolio agencies • providing networking opportunities • updating current program of works • contributing to the development of Aboriginal and Torres Strait Islander initiatives. 	October 2023, 2024 & 2025	Lead Chair, CATSIEN
Ensure CASA considers and assesses cultural competency of a team before placement of an Aboriginal and Torres Islander candidate.	September 2023, 2024 & 2025	Lead BM People & Capability
Provide a minimum of 2 cultural load training programs for Indigenous and non-Indigenous employees annually where staff member feedback indicates this training is required.	December 2024	Lead BM People & Capability



image: This is the sunset view from secondment accommodation during the 2022 Jawun Secondment Program. Taken on the shores of Murat Bay, South Australia and looking to the Thevenard Port | Scott Jacovou-Johnson

Jawun Secondment Program

Since 2021 CASA has actively engaged in the Jawun secondment program, providing connection and learning opportunities while supporting indigenous organisations. Noel Pearson, Jawun Patron best describes Jawun when he says:

‘In an effort to move away from a passive welfare economy and to effect real change in our communities, we didn’t want money ... We wanted skills and expertise, and we wanted to have the opportunity to develop our skills and enhance our capabilities in order to take ownership of our future. We were in search of people with skills and expertise that could assist us in pursuing our reform agenda ... It is from this notion that Jawun was born.’

CASA Jawun alumni

Hayley Purdon, 2021

North-East Arnhem Land, Northern Territory

Hayley’s placement included 2 projects for separate Yolngu controlled organisations in North-East Arnhem Land. These projects involved creating a framework and strategy for Miwatj Health’s learning and development team, and creating a strategy for an emerging Yolngu empowerment organisation, Djalkiri.

Tegan Blunden, 2021

Central Australia, Northern Territory

Tegan worked with the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women’s Council, which provides health, cultural and social services across 350 square kilometres and 26 desert communities in the Northern Territory, Western Australia and South Australia.

Scott Jacovou-Johnson, 2022

Ceduna Aboriginal Corporation, Ceduna South Australia

During his time at Ceduna Aboriginal Corporation (CAC), Scott developed and implemented a mentoring framework and supporting resources that CAC mentors use when working with their clients.

‘The Jawun secondment has helped me to be more empathetic, understanding and patient in my approach with people who work and live different to the way I do’ – Hayley Purdon.

CASA continues its Jawun involvement. In 2023 we are maintaining our connection to the 6-week secondment program and extending our commitment to include participation in the 12-week Empowered Communities secondment. At this RAP’s launch we have submitted our first nomination for the Empowered Communities secondment and that nomination is in progress.

CASA views the investment in Jawun as an opportunity to enhance the personal and professional development of individual participants, an opportunity to grow connections with Indigenous organisations across Australia, and as further evidence of CASA’s commitment to reconciliation.





Respect

We recognise that Aboriginal and Torres Strait Islander cultures are complex and diverse.

Artwork: 'Swan River During Wet Season' by Shane Henson

We acknowledge that our employees build relationships with Aboriginal and Torres Strait Islander peoples by acknowledging and respecting these cultures, demonstrating an understanding of Indigenous histories and today's challenges, and showing genuine interest in personal growth and development. This enables us to provide culturally appropriate support and initiatives. When we do this, we form a connection with our stakeholders and that bond ensures we build ongoing partnerships and achieve CASA's safety goals.

Within the CASA context, respect also aligns to everything we do. As Australia's aviation regulator, CASA employees and delegates must interact in ways that embrace our core values – one of which is respect. At CASA, this means that we always engage with our peers, colleagues and the wider aviation community in a clear, concise and courteous manner. Such behaviours reflect this value and contribute to building strong working partnerships with aviation community stakeholders.

Focus area

Respect is inferred within the 3 goals of CASA's Corporate Plan (2022 – 23) and is a key foundation to achieving those goals. Our corporate plan goals are:

- Goal 1:** Maintain and enhance a fair, effective and efficient aviation safety regulation system
- Goal 2:** Engage collaboratively with the wider aviation community to promote and support a positive safety culture
- Goal 3:** Continuously improve organisational performance.

Our corporate values are:



teamwork



respect



innovation



fairness



excellence



courage



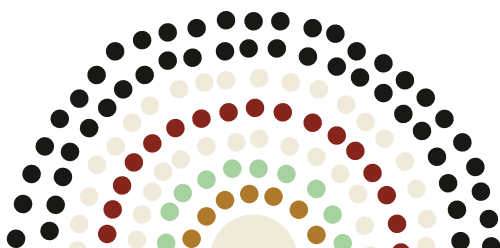
integrity

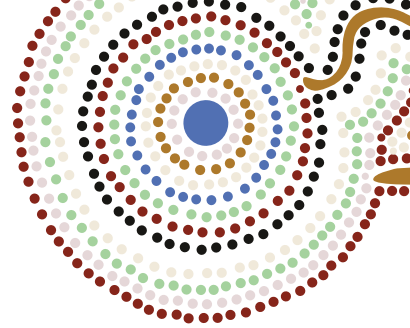


Action 6

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverables	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation via a review of CASA's Cultural Learning Strategy.	September 2023, 2024 & 2025	Lead BM People & Capability
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	August 2024 & 2025	Lead BM People & Capability
Revise CASA's Cultural Learning Strategy and inform our employees of updates and where and how to access the Strategy.	October 2023, 2024 & 2025	Lead BM People & Capability
Commit all RWG members, HR managers, senior executive group (EC and Senior Leadership Team - SLT) and all new staff to undertake formal and structured cultural learning.	February 2024, 2025 & 2026	Lead BM People & Capability
Staff undertake formal and structured cultural learning via online and face-to-face delivery methods resulting in year-on-year growth in completion rates (90% in 2023 – 2024, 92% in 2024 – 2025 and 94% in 2025 – 2026). Training is provided: <ul style="list-style-type: none"> on commencement of employment on a 2-year recurrency training schedule. 	Reported on at end of June 2024, 2025, and 2026	Lead BM People & Capability





Action 7

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverables	Timeline	Responsibility
Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2024, 2025 & 2026	Lead BM People & Capability Support BM Communications CATSIEN
Review, update and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country and appendices that relate to each CASA office location.	December 2024	Lead CATSIEN Chair Support BM People & Capability BM Communication BM Industry & Government Engagement
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at a minimum of one significant event each calendar year, in each CASA office.	February 2024, 2025 & 2026	Lead Indigenous Champion Support CASA Senior Office Managers BM People & Capability
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing	Lead BM People and Capability
Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	Ongoing	Lead BM People and Capability
Display one Acknowledgment of Country plaque in each CASA office or on our buildings.	November 2025	Lead Manager, Property & Security



Action 8

Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverables	Timeline	Responsibility
RWG to participate in an external NAIDOC Week event.	First week in July 2024, 2025 & 2026	Lead Chair, RWG
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	First week in April 2024, 2025 & 2026	Lead BM People & Capability
Support all staff to participate in NAIDOC Week events, in their local area, through Senior Office Manager active engagement in the request and approval process.	First week in April 2024, 2025 & 2026	Lead CEO/DAS Support BM Communications Senior Leadership Team TL D&I
In consultation with Aboriginal and Torres Strait Islander stakeholders, support a minimum of 2 external NAIDOC Week events each year.	First week in July 2023, 2024, & 2025	Lead Indigenous Champion Support Chair, RWG



Action 9

Celebrate Aboriginal and Torres Strait Islander art, cultures and stories.

Deliverables	Timeline	Responsibility
Coordinate and promote an Indigenous employee virtual art show to coincide with NAIDOC week.	July 2024 & 2025	Lead BM People & Capability Support TL D&I
Invite artists from community and CASA staff to participate in a virtual art show.	July 2024 & 2025	Lead BM People & Capability Support TL D&I
Hold a Lunch 'n' Learn session on 'Meet the Artists' behind the artwork purchased by CASA, works by Indigenous staff, and education on the intellectual rights of Indigenous artworks.	July 2024, 2025 & 2026.	Lead BM People & Capability Support TL D&I



image: This image was taken on a day of 4WDing from Fowler's Bay to Wandilla Bay. Each stone is placed by visitors to the majestic landscape on the Great Australian Bight. Each stone shares a story, a wish, a dream. | Scott Jacovou-Johnson

National Reconciliation Week and CATSIEN

In June 2022, 14 CATSIEN members attended the second annual CATSIEN conference. This weeklong event brought together many of our Aboriginal and Torres Strait Islander employees and provided the opportunity to discuss the network's role and responsibilities. The conference focused on increasing representation, inclusion, and promotion of workplace diversity from an Aboriginal and Torres Strait Islander perspective.

Cairns was the location for the 2022 CATSIEN conference and coincided with National Reconciliation Week and Mabo Day. The conference agenda included forward planning workshops, commemorative events, team building activities, visits on Country, and small working groups to develop the network's work plan and objectives. The conference is a chance for network members to discuss and consolidate the views, needs and interests of Aboriginal and Torres Strait Islander staff and the communities in which we operate, and share these with the broader CASA population.

Network members reflected on conference highlights that included:

- attendance by CASA's Indigenous Champion and RWG Chair
- guest speakers from:
 - Banjima Native Title Aboriginal Corporation
 - Skytrans Cairns
 - James Cook University
- the Royal Australian Air Force
- rainforest cultural tour
- learning the Acknowledgement of Country in Yindinji language.

The conference resulted in the network establishing 3 priority areas for continued work that smaller working groups will action. Those priority areas include:

- mentoring Indigenous staff members employed on entry pathway programs
- building network awareness through internal advertising and promotion
- collaborating with the recruitment team and actively participating in recruitment interviews.

The week culminated with a CASA-wide online event to recognise National Reconciliation Week and Mabo Day, attended by Elders from the Cairns region and more than 200 CASA employees from around Australia.





Opportunities

CASA regulates civil air operations in Australia, including remote communities. We capture our responsibilities in our mission:

To promote a positive collaborative safety culture through a fair, effective and efficient aviation safety regulatory system, supporting our aviation community.

Artwork: 'Sea Country Dreaming' by Dylan Sarra



image: This image was taken during a weekend trip to the Gawler Ranges in South Australia. Mount Ive Station is a pastoral sheep station and is the only property within the Gawler Ranges with visitor facilities. | Scott Jacovou-Johnson

We acknowledge the importance of the contributions made to the aviation industry by Aboriginal and Torres Strait Islander peoples since the first aviation industry employees in the 1900s. Providing employment opportunities to Aboriginal and Torres Strait Islander peoples is an important part of our diversity and inclusion objectives. Not only do we improve our workforce by broadening perspectives and approaches, but we gain an even greater understanding of Aboriginal and Torres Strait Islander cultures through this process.

In our procurement activities, our Indigenous Procurement Policy supports opportunities for Aboriginal and Torres Strait Islander suppliers meaning they experience greater economic outcomes.

Our aviation oversight activities allow us to ensure the safety of services to remote communities through onsite checks of air operators and approved landing areas. We implemented the unique deliverable of conducting surveillance events and educational programs on Country in our Innovate RAP (2021 – 2023) and this action continues in our Stretch RAP.

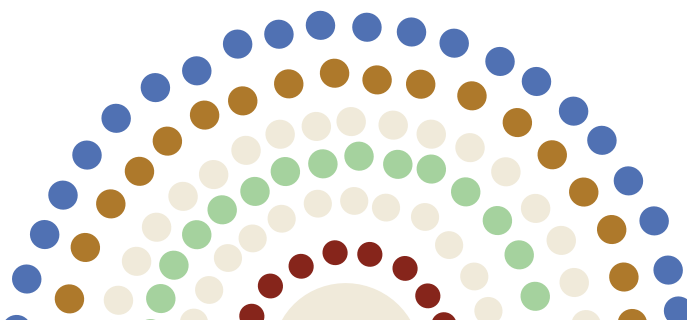
Within the CASA context, opportunities exist every time we interact with aviation stakeholders in our core functions of providing advice, conducting entry control, completing compliance and assurance, and addressing non-compliance through enforcement. Each of these activities brings us into contact with aviation industry stakeholders, colleagues and third parties who may be unfamiliar with CASA's reconciliation journey.

Focus area

Opportunities specifically align to Goal 2 of CASA's Corporate Plan (2022 – 2023) which says:

'Engage collaboratively with the wider aviation community to promote and support a positive safety culture.'

Within this goal, the key activities of 'engaging with stakeholders' and 'promoting safety and education' extend to include CASA's approach to reconciliation and the actions we take on our reconciliation journey.





Action 10

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverables	Timeline	Responsibility
Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	Consultation conducted as part of annual CATSIEN conference – October 2023, 2024 & 2025	Lead BM People & Capability Support CATSIEN chair
Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	March 2024, 2025 & 2026	Lead BM People & Capability Support Section Manager (SM) People Services TL D&I
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	In place and ongoing as vacancies arise Reported November 2023, 2024, & 2025	Lead BM People & Capability Support BM Communications
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Recruitment Directive review – November 2025 Recruitment and Selection Manual scheduled for review in November 2025	Lead BM People & Capability
Support Aboriginal and Torres Strait Islander employees to take on management and senior level positions through individual development plans (aligned with Performance and Communication Scheme – PACS – cycle).	July 2023, 2024, & 2025	Lead BM People & Capability



Deliverables	Timeline	Responsibility
<p>Achieve the Australian Government's target for Aboriginal and Torres Strait Islander employment at 5.0% by 2030 including milestones:</p> <ul style="list-style-type: none"> • 3.5% in 2023-24 • 4.0% in 2024-25 • 4.5% in 2025-26. 	Reported in December 2023, 2024 & 2025	<p>Lead BM People & Capability</p> <p>Support EC and SLT</p>

Action 11

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverables	Timeline	Responsibility
Continue, maintain and refine our Aboriginal and Torres Strait Islander procurement strategy.	November 2023, 2024 & 2025	<p>Lead SM Contracts & Procurement</p>
Investigate Supply Nation membership.	December 2023	<p>Lead SM Contracts and Procurement</p>
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Ongoing, reported November, annually	<p>Lead SM Contracts & Procurement</p> <p>Support BM Communication</p>
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November, annually	<p>Lead SM Contracts & Procurement</p>
Maintain commercial relationships with 3 Aboriginal and/or Torres Strait Islander businesses.	Ongoing, reported November, annually	<p>Lead SM Contracts & Procurement</p>



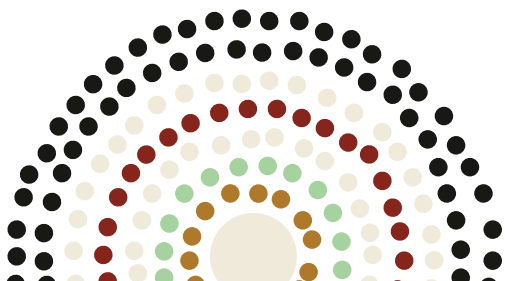
image: Wandilla Bay in South Australia | Scott Jacovou-Johnson

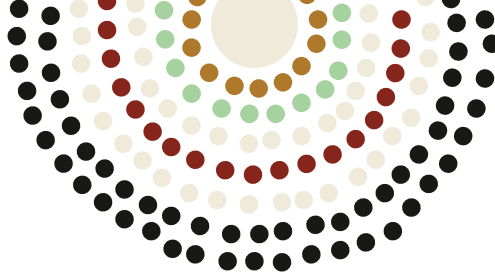
Deliverables	Timeline	Responsibility
Set target of 2% year-on-year growth for Indigenous business procurement.	July 2023, 2024 & 2025	Lead SM Contracts & Procurement
Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	November 2023, 2024 & 2025	Lead SM Contracts & Procurement Support BM People & Capability

Action 12

Engage and support Indigenous trainee pilots in relation to safety compliance and career planning.

Deliverables	Timeline	Responsibility
Investigate a pilot sponsorship program targeting Indigenous pilot trainees.	April 2026	Lead EC Support Indigenous Champion Manager Flight Standards Branch
Develop a business case for presentation to CASA executives, for consideration.	June 2026	Lead EC Support Indigenous Champion Manager Flight Standards Branch





Action 13

Support aviation safety and educate others in relation to aviation safety, in remote communities.

Deliverables	Timeline	Responsibility
Plan and conduct 3 annual aviation surveillance events covering remote locations to assess safety and regulatory compliance in remote communities.	October 2023 February, June and October 2024, 2025 February and June 2026	Lead National Manager Surveillance Support Chair, RWG
Engage with, share relevant aviation-related safety information, and collaborate on communication and education strategies with remote Aboriginal and Torres Strait Islander communities during surveillance events.	February, June and October 2024, 2025 & 2026	Lead National Manager Surveillance Support Chair, RWG

Action 14

Provide targeted career development support for Aboriginal and Torres Strait Islander employees.

Deliverables	Timeline	Responsibility
Schedule and conduct 2 career planning workshops annually for Aboriginal and Torres Strait Islander employees including the development of career goals, pathways, and learning plans.	January and June 2024, 2025 & 2026	Lead BM People & Capability
Schedule and conduct 2 career conversation workshops annually with supervisors/managers of Aboriginal and Torres Strait Islander employees.	January and June 2024, 2025 & 2026	Lead BM People & Capability



Career pathways – women in CASA

CASA is proud of our talented Indigenous women. Working in both technical aviation roles and non-aviation technical enabling functions, these women provide their individual, unique, cultural perspective to many roles across almost all CASA divisions, branches and locations. We celebrate this cohort and continue to look for ways to promote gender and culture in our attraction, engagement, development and retention strategies.

We recognise that to promote, develop, and retain talented Aboriginal and Torres Strait Islander women, we need to present CASA as a viable and attractive employment opportunity for young Aboriginal and Torres Strait Islander women. The APS's Indigenous Apprenticeship Program (IAP) is an employment pipeline that CASA first engaged with in 2020. This program employs Aboriginal and Torres Strait Islander peoples for a 12-month period, while providing workplace mentoring and coaching, and the opportunity to study and achieve certificate or diploma qualifications. At the conclusion of the program, successful participants transition into permanent ongoing roles with our agency.



Andrea Henson

CATSIEN Chair, RWG Member,
Team Leader Workforce Planning and Strategy

Andrea is a proud Aboriginal and Torres Strait Islander woman and comes from the Yidinji and Yirrganydji, Waiben (Thursday Island) and Badu Island nations. Andrea is the Chairperson of CASA's Aboriginal and Torres Strait Islander Employee Network (CATSIEN) and has over 27 years' experience in the public sector having worked in Queensland, the Northern Territory and Australian Capital Territory (ACT). Prior to joining CASA, Andrea worked closely with Aboriginal and Torres Strait Islander communities to deliver Indigenous specific employment and education programs and spent many years designing, developing and implementing policies and programs to improve employment and education outcomes for Aboriginal and Torres Strait Islander people and communities.

Andrea worked on programs such as the Community Development Employment Program, the Indigenous Youth Employment Centres program, the National Indigenous Cadetship Program, the Structured Training and Employment Program and the IAGDP. As a participant of the IAGDP Andrea relocated from Brisbane to Canberra and spent 15 years working for the Department of Employment and Workplace Relations (in its various forms) and it was there that she eventually landed in her field of passion – human resources. Andrea's many achievements eventually led to her achieving a master's degree in human resources management.

CASA also provides career planning workshops for Aboriginal and Torres Strait Islander employees and their supervisors and managers. These workshops help employees to determine their career goals, development needs, and pathways from their current role to their desired role. These workshops produce a detailed career plan that the staff member discusses during performance conversations with their manager/supervisor. Individual career plans are an essential part of providing certainty and career pathways and retaining Aboriginal and Torres Strait Islander employees.





Governance

Governance is about the way in which we are controlled, operated and managed in order to achieve our objectives. It includes having effective structures and mechanisms in place to ensure we are diligent, manage risks, are transparent and have clear accountability.

Artwork: 'Baral' by Lila Creek



Action 15

Establish and maintain an effective RWG to drive governance of the RAP.

Deliverables	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	In place July 2023	Lead Chair, RWG
Review and update the Terms of Reference for our RWG.	July 2023 & 2025	Lead Chair, RWG
Meet at least 4 times per year to drive and monitor RAP implementation.	October 2023 January, April, July and October 2024 and 2025 January and April 2026	Lead Chair, RWG

Action 16

Provide appropriate support for effective implementation of RAP commitments.

Deliverables	Timeline	Responsibility
Embed resource needs for RAP implementation.	RAP launch in July 2023 and then reviewed in April 2024, 2025, and 2026 to align with budgeting cycle	Lead BM People & Capability Support TL D&I
Embed key RAP actions in performance expectations of senior management and all staff.	April 2025	Lead CEO/DAS Support BM People & Capability



image: This image was taken at Wandilla on the coastline of South Australia, approximately 950 kilometres from Adelaide and 200 kilometres from the Nullarbor | Scott Jacovou-Johnson

Deliverables	Timeline	Responsibility
Embed appropriate systems and capability to track, measure and report on RAP commitments.	Embed a tracking system by September 2023 Build D&I staff capability by December 2023 Track, measure and report on RAP commitments December 2023, 2024, and 2025	Lead Chair, RWG Support TL D&I
Maintain an internal RAP Champion from senior management.	Ongoing and reported November annually	Lead CEO/DAS Support BM People & Capability
Include our RAP as a standing agenda item at senior management meetings.	July and October 2023 January, April, July and October 2024 and 2025 January and April 2026	Lead Chair, RWG Support TL D&I



Action 17

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverables	Timeline	Responsibility
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we capture all important RAP correspondence.	June 2024, 2025 & 2026	Lead TL D&I
Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 2024 & 2025	Lead TL D&I
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Complete and submit by 30 September 2023, 2024 & 2025 Reported November 2023, 2024 & 2025	Lead TL D&I Support Chair, RWG
Report RAP progress to all staff and senior leaders quarterly.	September and December 2023 March, June, September and December, 2024 & 2025 March and June 2026	Lead TL D&I Support Chair, RWG BM Communication
Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	December 2023, 2024 & 2025	Lead TL D&I Support Chair RWG BM Communication
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	Lead SM People Services Support Chair, RWG Indigenous Champion



Deliverables	Timeline	Responsibility
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2026	Lead SM People Services Support TL D&I Chair, RWG

Action 18

Continue our reconciliation journey by developing our next RAP.

Deliverables	Timeline	Responsibility
Continuously monitor achievement of RAP objectives and assess the appropriateness of moving from a Stretch to Elevate RAP.	November 2025	Lead SM People Services Support Chair, RWG Indigenous Champion

Action 19

Monitor and capture engagement of Aboriginal and Torres Strait Islander employees with CASA business areas.

Deliverables	Timeline	Responsibility
Create a register that captures Aboriginal and Torres Strait Islander engagements with CASA business areas.	December 2023	Lead Chair CATSIEN Support TL D&I
Share learnings from engagements with CASA business areas and report on engagements in RAP updates and to CASA's senior leaders.	Annually – reported in April 2024, 2025 & 2026	Lead Chair CATSIEN Support TL D&I

Procurement, property and security

An important reconciliation action we demonstrate is our commitment to close the gap through visible action such as supporting First Nations businesses to succeed. Since the formulation of CASA's second Innovate RAP (2021 – 2023), our Finance Branch is proud to have made progress in our contribution, including the recognition of local Aboriginal culture through our office designs and increased procurement activity and contracts with Indigenous businesses.

Artwork

Our Property and Security team works with local CASA offices and staff to recognise Aboriginal and Torres Strait Islander cultures through art and storytelling.

Darwin

Our Darwin-based team has displayed several screen prints of Indigenous artist works adjacent to the main meeting room. Local staff chose the prints with the selection of some works due to their resemblance to parts of aircraft. In 2022 we placed a large 'Welcome to Larrakia Country' engraved wooden plaque in the reception area of this office. This plaque was created by Larrakia Nation artists.

Brisbane

In consultation with Brisbane staff, we connected with local Indigenous artist, Dylan Sarra, who created 'Sea Country Dreaming'. The continuous theme of an Aboriginal child learning and connecting with the environment inspired this piece.

Perth

In 2020, we worked with local staff to acquire 'Swan River During Wet Season' by Shane Henson for the Perth office fit out. This work is proudly on display in the office reception area and tells the story of the coming wet season.

Adelaide

In 2020, we liaised with South Australian staff and artist Kristian Coulthard to purchase 'Wadna First Flight'. We proudly display this artwork in the Adelaide office on Country of the Kurna people.. The lower half of the painting depicts the different contours of the earth and cultural groups while the top half represents the sky and wind.

Cairns

Cairns staff assisted to secure 'Baral' during a local indigenous arts festival. The work by Lila Creek is on display in the Cairns conference room. Our bubu (country) is like a storybook. Baral (tracks) tell you what animal is travelling around. Some of the tracks we see are from the kurriyala (snake), walkarr (lizard) and kadar (wallaby).

Canberra

In 2022 we purchased 3 pieces of artwork from the ACT Corrective Services detainee catalogue, and proudly display these pieces.



'Wadna First Flight' by Kristian Coulthard



'Swan River During Wet Season' by Shane Henson



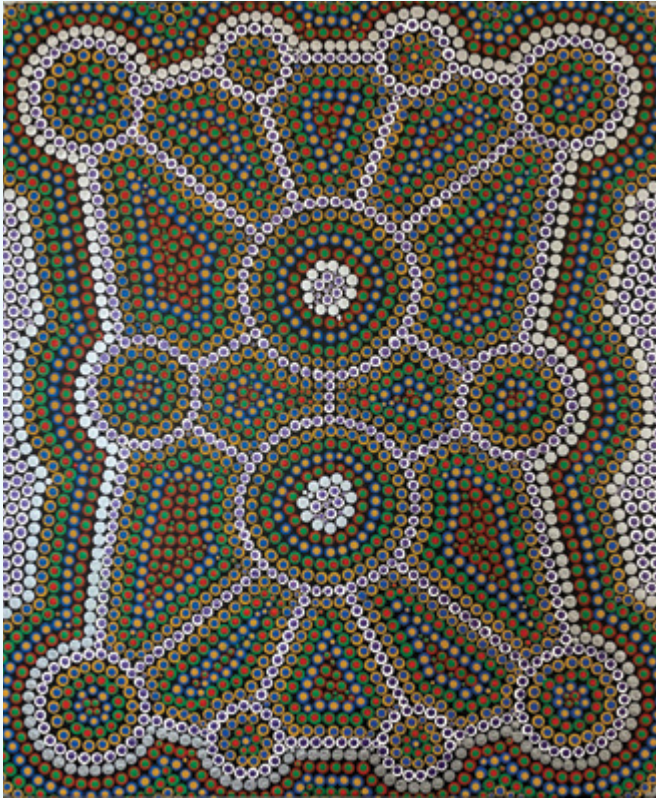
Kulama Design artwork by Pedro Wonaeamirri 2014



Kulama Design artwork by Nina Puruntatameri 2010



Local Acknowledgement to Country plaque by Trent Lee



'Multicultural'



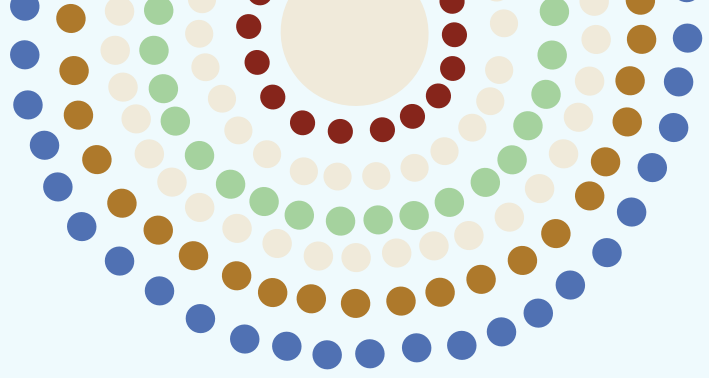
'Windy spirits over a sacred Site'



'Sea Country Dreaming' by Dylan Sarra



'Baral' by Lila Creek



Meeting Rooms

We have named CASA meeting rooms to acknowledge First Nations people:

- Cairns:** Tjapukai Room (local traditional owners)
- Brisbane:** Len Waters Room (first Indigenous fighter pilot in WWII)
- Adelaide:** Kurna Room (local traditional owners)
- Perth:** Wanju Room (local Nyoongar word for welcome).

The new Canberra office, which is expected to open in late 2023, will have several meeting rooms, collaboration spaces and Indigenous artworks that reflect CASA's Indigenous connections.

Contracts And procurement

We support and promote the inclusion of Aboriginal and Torres Strait Islander suppliers when conducting procurements and advocate for the economic and social wellbeing of Aboriginal and Torres Strait Islander peoples with use of the Guidelines for the Application of the Indigenous Procurement Policy in CASA.

We ensure CASA continues to raise awareness of Supply Nation and the Indigenous Procurement Policy to help staff develop commercial relationships with First Nations owned businesses and organisations.

Other focus areas include:

Indigenous Business Month

Indigenous Business Month is held in October each year to celebrate our Aboriginal and Torres Strait Islander entrepreneurs and businesses achieving success around Australia. CASA invited Gunggandji Project Management Pty Ltd to present at an all-staff awareness session in October 2022 to promote Indigenous business and acknowledge that we all have a role to play in keeping the Indigenous business sector in Australia blossoming.

The guest speaker discussed alternative pathways for Indigenous people into technical employment opportunities. Over 110 staff attended, resulting in positive feedback and engagement. CASA looks forward to adding this event to our calendar each October.

Trade fair attendance

CASA regularly attends the Indigenous Business Trade fair run by the National Indigenous Australians Agency (NIAA) and Supply Nation. It is a welcome opportunity for CASA to engage with Indigenous suppliers and maintain and further develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.

Surveillance and Cultural Learning Strategy

In September 2022, we launched our Aboriginal and Torres Strait Cultural Learning Strategy. This strategy improves educative cultural awareness by increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. The strategy includes appropriate cultural training for all our staff about how we deliver our services to Aboriginal and Torres Strait Islander peoples and their communities.

Philippa Crome, Executive Manager, Corporate Services and CASA's Indigenous Champion, says for our Cultural Learning Strategy to be successful we need the support of all CASA staff members:

'This strategy lays the foundation for us all to have a learning path to build our cultural safety competence and I encourage staff to read the strategy and think about how they can pursue its goals in their day-to-day role.'

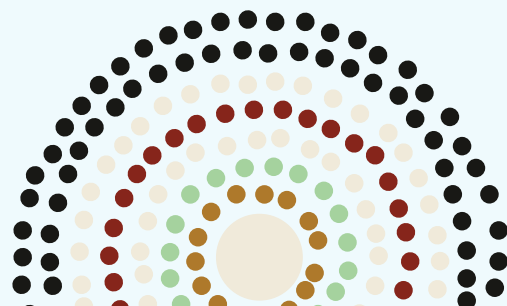
Our initial Aboriginal and Torres Strait Islander Cultural Learning Strategy (2022 – 2023) focused on building cultural capability by:

- educating and training managers to build their knowledge and understanding of cultural inclusion to support Aboriginal and Torres Strait Islander staff
- adding Aboriginal and Torres Strait Islander training to the Compliance and Induction Program
- ensuring staff with cultural awareness criteria complete additional cultural communication training.

An example of where the cultural learning strategy and our staff members' extensive networks and relationships provided real benefit was when our inspectors conducted surveillance events in Indigenous communities. In late 2022 CASA staff, including Indigenous inspectors Ron Salter and Robbie Simms, conducted surveillance events on Horn Island and engaged with Traditional Custodians, Torres Strait Island council members and Torres Strait regional leaders. The surveillance event included auditing activities and aircraft inspections.

James Mosby (Regulatory Services Officer and Office Coordinator, Cairns) assisted with organising and planning the event, and these discussions were very positive. The representatives were extremely grateful for our visit, and they provided feedback that they look forward to an ongoing positive relationship with CASA. These activities build positive reconciliation outcomes and improve aviation safety in the region.

CASA has completed this unique Innovate RAP (2021 – 2023) action on 3 occasions and continues with this action and associated deliverables in this Stretch RAP.





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