



December 2023

# Stretch Reconciliation Action Plan Update

External reporting requirements as outlined in deliverable 17.5 of CASA's [Stretch Reconciliation Action Plan](#) (RAP):

Stretch RAP Deliverable 17.5

Publicly report against our RAP commitments annually,  
outlining achievements, challenges and learnings.

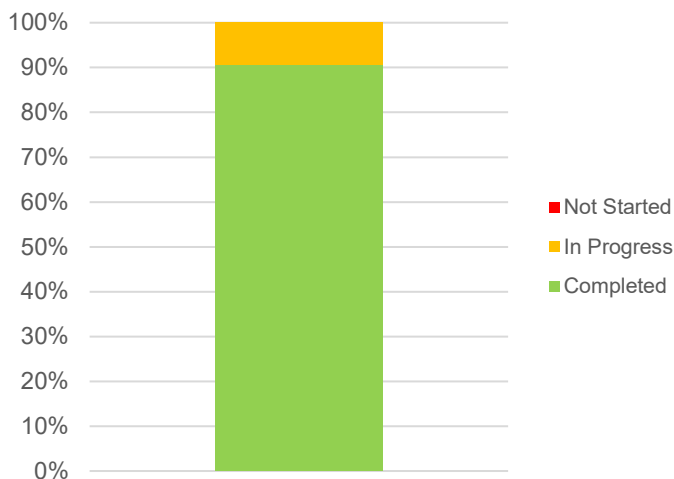
## Progress

CASA launched its [Stretch Reconciliation Action Plan](#) (RAP) on 22 June 2023 at a ceremony on Garramilla Country, home of the Larrakia People. Local Elders, the CASA Board, members of CASA's Executive Committee, Aboriginal and Torres Strait Islander staff representatives, People and Capability representatives, and Darwin office staff members attended the launch.

CASA broadcasted the Stretch RAP launch to all offices; signifying the commencement of CASA's fourth RAP and commemorating a journey that started with our Indigenous Consultative Network in 2013 and our Reflect RAP in 2015. Close to 150 staff attended this event and 43 unique users have viewed the launch video.

CASA's [Stretch RAP](#) includes 19 actions and 77 unique deliverables scheduled for achievement over the RAP's life from July 2023 to June 2026. Some deliverables occur once while the majority occur on multiple occasions during the [Stretch RAP](#)'s life – generally annually. This report provides an update of CASA's progress as of December 2023 – six months into this Stretch RAP's journey.

# Achievements



**Figure 1. Stretch RAP progress as of December 2023.**

As of December 2023, CASA continued consistent and steady work on the achievement of RAP deliverables with 29 of 32 (91%) scheduled deliverables achieved.

A list of each deliverable and their status appears in table 01 of this document.

Explanatory notes for the 3 x 'in progress' deliverables (9% of total deliverables), appear below.

## Mutually Beneficial Relationships (Deliverables 1.3)

During this reporting period, CASA maintained a memorandum of understanding (MOU) with [Jawun](#) and the Australian Public Service Commission (APSC) in relation to CASA's ongoing participation in the Jawun secondment programs.

CASA made effort to establish and maintain a working relationship with Elders on Meanjin (Brisbane) including attending an Elders meeting. We were unable to solidify the relationship as this Elder group disbanded in October 2023.

Working partnerships are in progress, but not yet formally established, with:

- [Tribal Experience](#) on Meanjin who we are engaging for an activity in early 2024.
- [Wurundjeri](#) on Naarm who CASA has met with once and a second meeting scheduled for January 2024.

The Indigenous Champion also continued her engagement the Chief Executive Officer of the National Indigenous Australians Agency and other Indigenous Champions across the Australian Public Service as a member of the Indigenous Champions Network attending their meeting on 19 October 2023.

## CATSIEN Conference (Deliverable 5.1)

The scheduled CASA Aboriginal and Torres Strait Islander Employee Network (CATSIEN) annual conference was initially planned to be conducted in October 2023 however, following discussions and in consideration of the referendum on the Voice to Parliament, CATSIEN rescheduled the conference to May 2024 when it will align with National Reconciliation Week (NRW). Planning continues.

## Recruitment, Retention, and Professional Development Strategy (Deliverable 10.1)

CASA has commenced a review of its Recruitment, Retention and Professional Development Strategy. This work continues and the review will be finalised before the nominated review date in CASA's Document Catalogue, of 30 March 2024.

The RAP Working Group (RWG) agreed to schedule this deliverable to take place during the annual CATSIEN conference so Aboriginal and Torres Strait Islander staff members could be consulted, review, and provide input into this strategy. Even though the conference has been rescheduled, CATSIEN input will still be invited.

## Opportunities

CASA has identified two opportunities from the first six months of our [Stretch RAP](#) journey:

1. maintaining an appropriate focus on reconciliation following the build up to and launch of the [Stretch RAP](#)
2. continuity/re-education when responsible managers (for [Stretch RAP](#) deliverables) rotate to other roles.

CASA uses ongoing communication, RAP working group (RWG) meetings, and the RAP Chair Tracking Sheet to address these opportunities.

## Learnings

CASA has identified two key learnings from the first six months of our [Stretch RAP](#) journey:

### Business areas responsibility for deliverables

CASA's [Stretch RAP](#) has seen an invigorated level of responsibility from business areas that are accountable for and responsible for RAP deliverable achievement, including updating the deliverable tracking sheet; allowing for RWG Chair and Diversity and Inclusion (D&I) team to oversee and report on deliverable achievement as opposed to working on those deliverables.

Some business areas, such as Property and Procurement have embraced this approach fully and provide an exemplar for other areas within CASA.



### Office reconciliation journey

CASA operates nine offices across mainland Australian capital cities plus Cairns and Tamworth. A key learning from our Stretch RAP journey is that each of those offices is on its individual reconciliation journey and each office requires tailored strategies to fully support each office and its staff members. To truly support and embrace the reconciliation concept, each office requires a connection with local Elders and community members, tailored engagement strategies, and varying level of support.

D&I are collaborating with key staff members in each location to provide an appropriate level of support.






Table 01  
Details of RAP Deliverables – December 2023




#	Due	Deliverable	Progress	Comments
1.3	Nov. 2023	Establish and maintain a minimum of 2 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	 In progress	<p>In relation to the <a href="#">Jawun secondment program</a>, CASA is maintaining a memorandum of understanding (MOU) signed on 08 May 2023 between CASA, Jawun, and the Australian Public Service (APS).</p> <p>Working partnerships are in progress, but not yet formally established, with:</p> <ul style="list-style-type: none"> <li>▪ <a href="#">Tribal Experience</a> on Meanjin who we are engaging for an activity in early 2024.</li> <li>▪ <a href="#">Wurundjeri</a> on Naarm who CASA has met with once and have scheduled a second meeting for January 2024.</li> </ul>
4.4	Nov. 2023 Nov. 2024 Nov. 2025	Provide ongoing education to senior leaders and managers on the effects of racism.	 Completed	<p>Via CASA’s online training platform (CLASS), CASA assigns senior leaders and managers a mandatory eLearning module that includes content relating to the effects of racism.</p> <p>CASA automatically assigns and uploads this module to the staff member’s CLASS profile as part of ‘mandatory’ training.</p> <p>The SBS Aboriginal and Torres Strait Islander course currently has a completion rate of 99% where 331 of 332 staff members have completed the module.</p>



 Completed in current reporting period.      In progress      Not commenced

5.1	Oct. 2023 Oct. 2024 Oct. 2025	Hold an annual conference for CATSIEN members.	 In progress	Following consultation with CATSIEN, and with consideration of the referendum on the Voice to Parliament, the CATSIEN conference was rescheduled for May 2024.
5.2	Sep. 2023 Sep. 2024 Sep. 2025	Ensure CASA considers and assesses cultural competency of a team before placement of an Aboriginal and Torres Strait Islander candidate.	 Completed	CASA's recruitment team guide hiring managers in relation to creating a culturally safe work environment. Since the commencement of CASA's <a href="#">Stretch RAP</a> , a total of 3 Aboriginal and Torres Strait Islander staff have joined CASA under the Indigenous Apprenticeship Program ( <a href="#">IAP</a> ) and the Indigenous Graduate Program ( <a href="#">IGP</a> ).
6.1	Sep. 2023 Sep. 2024 Sep. 2025	Conduct a review of cultural learning needs within our organisation via a review of CASA's Cultural Learning Strategy.	 Completed	Reviewed the Aboriginal and Torres Strait Islander Cultural Learning Strategy in consultation with Aboriginal and Torres Strait Islander staff members, with the updated document accessible via CASA's intranet.
6.3	Oct. 2023 Oct. 2024 Oct. 2025	Revise CASA's Cultural Learning Strategy and inform our employees of updates and where and how to access the Strategy.	 Completed	CASA advised staff of the updated Aboriginal and Torres Strait Islander Cultural Learning Strategy via RWG September update on CASA's intranet that included a document link.
7.4	Ongoing	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	 Completed	A formal Acknowledgement of Country is engrained within CASA practices for important meetings and supported by guidance on CASA's intranet and an update in December 2022. CASA provided Acknowledgement of Country pocket cards to all staff in early 2022 and to all new starters at Orientation training since then.

 Completed/on track
  In progress
  Not commenced

7.5	Ongoing	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	 Completed	CASA's Corporate Communications team supports a formal Acknowledgement of Country when drafting speaking points for public events.
8.4	Jul. 2023 Jul. 2024 Jul. 2025	In consultation with Aboriginal and Torres Strait Islander stakeholders, support a minimum of 2 x external NAIDOC Week events each year.	 Completed	CASA's 2023 NAIDOC involvement included: <ul style="list-style-type: none"> <li>▪ Six staff representatives attended the 2023 National NAIDOC Ball held in Brisbane.</li> <li>▪ Melbourne staff attending an art show at 720 Bourke Street.</li> <li>▪ 7 CASA employees attending the Darwin NAIDOC ball.</li> </ul>
10.1	With CATSIEN conference in 2023, 2024 and 2025.	Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our Recruitment, Retention, and Professional Development Strategy.	 In progress	D&I has commenced engagement with Aboriginal and Torres Strait Islander staff members in this document's review with a target completion date before 30 March 2024.  This date aligns with the review set in CASA's document catalogue.  The original intent was to review this document as part of the annual CATSIEN conference in October each year. With the conference's rescheduling, we have realigned this review period with the internal due date.
10.3	In place an ongoing as vacancies arise.  Reported in: Nov. 2023	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	 Completed	CASA uses an affirmative measures approach when advertising all roles; specifically aimed at improving employment outcomes for Aboriginal and Torres Strait Islander peoples.  As documented in CASA's Recruitment Manual (section 7), vacancies can be advertised through diversity sector

 Completed/on track     In progress     Not commenced

	Nov. 2024 Nov. 2025			organisations and suppliers. The recruitment team consult with panel chairs and hiring managers to determine appropriate advertising channels.
10.5	Jul. 2023 Jul. 2024 Jul. 2025	Support Aboriginal and Torres Strait Islander employees to take on management and senior level positions through individual development plans (aligned with PACS).	 Completed	<p>Aboriginal and Torres Strait Islander staff members document their career goals through a performance discussion process. Support includes:</p> <ul style="list-style-type: none"> <li>▪ Review of development needs by Capability Specialist.</li> <li>▪ Access to 1:1 career discussion.</li> <li>▪ Specific training opportunities as they become available.</li> </ul> <p>Staff member attendance/participation as at reporting time:</p> <ul style="list-style-type: none"> <li>▪ 4 staff members attended the 2023 Indigenous Leadership Summit (Sydney in November).</li> <li>▪ 2 staff members engaged in the Indigenous Development &amp; Employment Program (IDEP) which is a three-year program and is due to conclude in 2024.</li> <li>▪ 2 staff members currently engaged in the Indigenous Apprenticeship Program (IAP) for 2023-24.</li> </ul>
10.6	Reported in: Dec. 2023 Dec. 2024 Dec. 2025	Report on achievement of the Australian Government's target for Aboriginal and Torres Strait Islander employment targets.	 Completed	<p>CASA has adopted the <a href="#">Australian Government's 5% by 2030</a> Aboriginal and Torres Strait Islander employment target and documented this in internal strategies.</p> <p>This target is phased across budget years with the FY2023-24 target at 3.5%.</p> <p>Tracking is available through One Model, which updates each day. As of 08 December 2023, and based on an agency headcount of 838, 25 staff members (3.0%) have</p>




Completed/on track






In progress







Not commenced

				<p>declared they identify as Aboriginal and Torres Strait Islander.</p> <p>In addition to these staff members, we are aware of two identifying staff members who have chosen not to share this information in CASA's Human Resources system. Including these staff members, 27 staff members represent 3.2% of CASA's workforce.</p>
11.1	Nov. 2023 Nov. 2024 Nov. 2025	Continue, maintain, and refine our Aboriginal and Torres Strait Islander procurement strategy.	 Completed	CASA updated the guidelines for application of Indigenous Procurement Policy (07 November 2023). Policy is available on CASA's intranet.
11.2	Dec. 2023	Investigate Supply Nation membership.	 Completed	<p>CASA has investigated <a href="#">Supply Nation</a> membership.</p> <p>The accountable business area has received funding and approval to proceed with membership. CASA's Legal, International and Regulatory Affairs division (LIRA) is currently undertaking a review of the supplier terms and conditions.</p> <p>Supply Nation have advised that unprecedented membership demand will see CASA's application progress in February 2024.</p>
11.3	Ongoing and reported each Nov. annually.	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	 Completed	<p>October 2023: Procurement Strategy and supporting documentation reviewed and finalised in October 2023. CASA republished this document on 09 November 2023 with specific reference to Indigenous procurement in section 2.5.</p>

 Completed/on track
  In progress
  Not commenced



11.4	Reported each Nov. annually.	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	 Completed	Review conducted with specific references to procurement from Aboriginal and Torres Strait Islander business covered on intranet pages, procurement policy, processes, and procedures. Completed October 2023.
11.5	Reported each Nov. annually.	Maintain commercial relationships with 3 Aboriginal and Torres Strait Islander businesses.	 Completed	CASA has commercial relationships with the following: <ul style="list-style-type: none"> <li>▪ <a href="#">Projex Building Group Pty Ltd</a> for construction of fit out of the Canberra Office.</li> <li>▪ <a href="#">Carbon Media Pty Ltd</a> for creative and digital communication services.</li> <li>▪ <a href="#">Unearthed Talent</a> for labour hire solutions.</li> </ul>
11.7	Reported each Nov. annually.	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	 Completed	Education and information included in CASA procurement processes and guidelines, which are accessible through the Document Catalogue and Horace.
13.1	Oct. 2023 Feb., Jun. & Oct. 2024 & 2025.  Feb., and Jun. 2026.	Plan and conduct 3 annual surveillance events covering remote locations to assess safety and regulatory compliance in remote communities.	 Completed	Surveillance events took place in mid-December 2023. Experienced CASA inspectors conducted ramp checks on multiple operators in: <ul style="list-style-type: none"> <li>▪ Kununarra, WA</li> <li>▪ Halls Creek, WA</li> <li>▪ Fitzroy Crossing, WA</li> <li>▪ Broome, WA</li> </ul> <p>These surveillance events meet the intent of this deliverable and provided opportunity to connect with Indigenous community leaders and discuss aviation safety (RAP Deliverable 13.2).</p>








Completed/on track











In progress






Not commenced




15.1	In place by Jul. 2023	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group (RWG).	 Completed	CASA's RWG includes 30 staff members, of which 16 staff members (53%) identify as being of Aboriginal and Torres Strait Islander heritage.
15.2	Jul. 2023 Jul. 2025	Review and update the Terms of Reference for our RWG.	 Completed	RWG Terms of Reference was update in October 2023 and available via CASA's intranet.
15.3	Oct. 2023 Jan., Apr., Jul., and Oct. 2024  Jan., and Apr., 2026	[RWG] meet at least four times per year to drive and monitor RAP implementation.	 Completed	CASA's RWG meets a minimum of every second month. Scheduled meetings during this reporting period include: <ul style="list-style-type: none"> <li>▪ 03 August.</li> <li>▪ 07 September.</li> <li>▪ 05 October.</li> <li>▪ 13 December.</li> </ul> RWG held an out of session meeting on 26 October 2023.
16.1	Jul. 2023  Review in Apr. 2024 Apr. 2025 Apr. 2026	Embed resource needs for RAP implementation.	 Completed	CASA has committed to embedding resources for the achievement of <a href="#">Stretch RAP</a> deliverables including: <ul style="list-style-type: none"> <li>▪ financial resourcing across the <a href="#">Stretch RAP</a>'s life</li> <li>▪ leadership commitment to specific deliverables</li> <li>▪ establishing a tracking sheet to monitor achievements</li> <li>▪ support within D&amp;I team.</li> </ul>
16.3	Tracking system by Sep. 2023  Build capability by Dec. 2023	Embed appropriate systems and capability to track, measure and report on RAP commitments.	 Completed	<a href="#">Stretch RAP Tracking Sheet</a> is available to all RWG members and other management, via CASA's approved document storage and retrieval system.  Oversight by D&I team members who have capability to update the tracking sheet.

 Completed/on track     In progress     Not commenced

16.4	Ongoing and reported Nov. annually	Maintain an internal RAP Champion from senior management.	 Completed	CASA's Executive Manager Corporate Services Division (EMCSD) has committed to continuing their role as Indigenous Champion – which includes the RAP Champion role.
16.5	Jul. & Oct. 2023 Jan., Apr., Jul., and Oct. 2024 Jan., and Apr., 2026	Include our RAP as a standing agenda item at senior management meetings.	 Completed	RWG Chair advises that they attend SLT meetings, and that RAP is a standing agenda item.
17.2	Aug. 2023 Aug. 2024 Aug. 2025	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	 Completed	<a href="#">Reconciliation Australia</a> (RA) issued RAP Impact Measurement Questionnaire link on 26 July 2023, following contact from CASA.
17.3	Sep. 2023 Sep. 2024 Sep. 2025	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	 Completed	Completed and submitted on 28 September 2023.
17.4	Sep. and Dec. 2023 Mar., Jun., Sep., and Dec. 2024 & 2025	Report RAP progress to all staff and senior leaders quarterly.	 Completed	September 2023: update published on CASA's intranet – outlining actions achieved since Stretch RAP launch. December 2023 update published to CASA intranet page with linked summary document, outlining actions taken and status update on deliverables.

 Completed/on track    
 In progress    
 Not commenced

	Mar. and Jun. 2026			
17.5	Dec. 2023 Dec. 2024 Dec. 2025	Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings.	 Completed	December 2023 update commenced drafting in early December with expected publishing date by end January 2024.
19.1	Dec. 2023	Create a register that captures Aboriginal and Torres Strait Islander engagement with CASA business areas.	 Completed	Register created and stored to CASA document storage and retrieval system in December 2023. Training for D&I team members scheduled for January 2024. Sharing with RWG members in February 2024.

 Completed/on track
  In progress
  Not commenced