



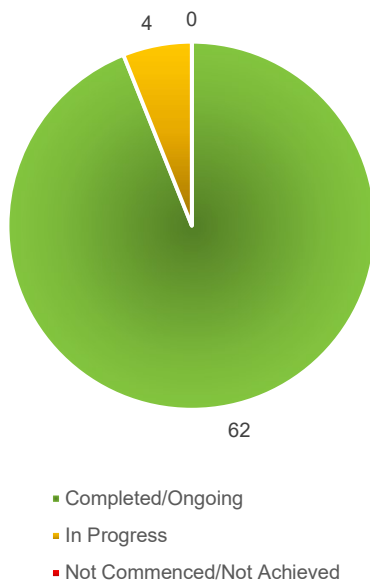
17 February 2024

## Stretch Reconciliation Action Plan Update

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

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

### 2024 Calendar Year Summary



Across the 2024 calendar year **66 deliverables<sup>1</sup>** were due for completion, noting a deliverable due for completion could occur 1 or more times during the reporting period.

As shown (left), the achievement of [Stretch RAP](#) deliverables from 01 January 2024 to 31 December 2024 was:

- 62 deliverables (93.9%) *completed/ongoing*.
- 4 deliverables (6.1%) *in progress*.
- 0 deliverables *not commenced/not achieved*.

Encouragingly, CASA has integrated 45 of these 66 deliverables (68.2%) into business as usual (BAU) practices; forming part of CASA's operating systems and supported by standard operating procedures (SOP), cyclical document reviews, and/or inclusion in relevant business area workplans.

Integration of [Stretch RAP](#) deliverables into CASA's BAU indicates a maturing of CASA's approach to reconciliation, progress on our reconciliation journey, and the engagement of business areas with individual deliverables and the responsibilities that accompany those deliverables.

This report provides a summary of significant activities completed between 1 January and 31 December 2024 and an update on *'in progress'* deliverables.

## Achievements

CASA's 2024 [Stretch RAP](#) achievements are an indication of the dedicated work of CASA's CEO/DAS, Executives, Indigenous Champion, Senior Leadership Team (SLT), RAP Working Group (RWG), and Indigenous and non-Indigenous employees. Integration of reconciliation activities has improved across CASA's 9 offices where we consistently experienced increased levels of attendance at reconciliation activities, events, and commemorations.

<sup>1</sup> CASA has delivered 20 additional actions throughout 2024, and have not included these in the statistics, as they are repeat deliverables.



Some of the 2024 highlights were:

▪ **The Hatchery Leadership Excellence and Distinction (L.E.A.D) Awards**

CASA was a finalist in three (3) award categories of the 2024 L.E.A.D awards – Organisation, Team, and Individual, with all nominations including references to Reconciliation achievements.

CASA's Perth office won the award for *Outstanding Diversity, Equity, & Inclusion Innovation*. CASA's submission included recognition of an office-based committee that worked on:

- National Reconciliation Week (NRW) and NAIDOC week events
- strong relationships with Boorloo Elders
- presentation of Welcome to Country and Acknowledgement of Country
- procurement of an Indigenous artwork, and
- teaching of Acknowledge of Country in language.

▪ **Employment and Development Opportunities**

Continued involvement in employment and development programs including:

- Indigenous Apprenticeship Program (IAP) – 2 graduates and 3 new recruits.
- Australian Government Graduate Program (AGGP) Indigenous Graduate Pathway – 1 graduate.
- Indigenous Development & Employment Program (IDEP) – 2 participants continuing.

▪ **Jawun**

Two employees participated in 2024 Jawun secondments:

- Philippa Crome, Kimberley – Western Australia.
- Mark Gillow, Pilbara – Western Australia.

CASA's Executive Manager, Corporate Services Division (EMCSD) and the Indigenous Champion – Philippa Crome, was the first Australian Public Service Senior Executive Service (SES) Band 2 to participate in the 12-week Empowered Communities secondment.

▪ **Indigenous Champions Network**

EMCSD/Indigenous Champion also continued involvement as an active member of the Indigenous Champions Network (ICN).

▪ **CASA's Melbourne office commitment to reconciliation**

The Melbourne office is acknowledged for their dedication and commitment to reconciliation through:

- attending training workshops to grow understanding of and connection with the local community
- engagement in reconciliation events and activities conducted with other tenants in their building
- purchasing the artwork: *'Working Together 1'* by local artist Lowell Hunter.

The Melbourne office actively engaged in the selection and purchase of this artwork by local artist Lowell Hunter, featuring seaside sand foot carvings photographed using a remotely piloted aircraft (drone).

Following the delivery of the artwork, Lowell attended the Melbourne office for the official unveiling, to share his approach to creating art, and his personal stories and cultural history.

▪ **Pop-up Shop – Brisbane and Canberra**

Our pop-up shop sees a connection between CASA and Indigenous organisations/artists who provide their works for sale in CASA offices. With 100% of proceeds going back to the Indigenous organisation (or direct to the artist) employees engage with Indigenous creations and support their local Indigenous community. During 2024, this new and unique initiative raised more than \$1,000 in sales.

▪ **Surveillance Events on Country**

CASA has commitments under [Stretch RAP](#) deliverables 13.1 and 13.2, to plan and conduct annual aviation surveillance events in remote locations and provide education to aviation operators during those events. During 2024, CASA conducted surveillance events in 11 Indigenous communities, including:

- Albany, Western Australia
- Alice Springs, Northern Territory
- Carnarvon, Western Australia
- Coral Bay, Western Australia
- Groote Eylandt, Northern Territory
- Jabiru, Northern Territory
- Karratha, Western Australia
- Kowanyama, Northern Queensland
- Port Headland, Western Australia
- Shark Bay, Western Australia
- Uluru, Northern Territory

Three First Nations employees attended selected surveillance events, which provided a development opportunity for those employees and grew stronger connection between CASA's aviation technical workforce and enabling functions.

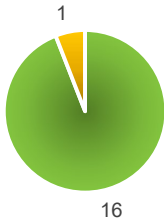


## 2024 RAP – Review by RAP Pillar



### Relationships

CASA completed 19 of **21** deliverables in the **Relationships** pillar across the 2024 calendar year representing 90.4% with 2 (9.5%) in progress.



### Respect

CASA completed 16 of **17** deliverables in the **Respect** pillar representing 94.1% with 1 (5.9%) in progress.



### Opportunities

CASA completed 14 of the **15 deliverables** in the **Opportunities** pillar across the 2024 calendar year representing 93.3% with 1 (6.7%) in progress.



### Governance

CASA completed all **13 deliverables** in the **Governance** pillar across the 2024 calendar year. (100%).

## Challenges (Opportunities)

The 2024 calendar year presented many positive achievements on CASA's reconciliation journey (as noted) and some challenges, in particular, the outcome of the 2023 Voice referendum and the effect this had on many employees.

### The Voice Referendum

Following the October 2023 Voice referendum, CASA focused on supporting both Indigenous and non-Indigenous employees as they worked through the personal impact of the referendum's outcome. This support took the form of:

- all-staff communications relating to upholding the CASA values when interacting with others
- discussions at RAP Working Group (RWG) meetings and CATSIEN network meetings
- reminding all employees of the availability of our Employee Assistance Program (EAP).

As a result of the additional focus on supporting our colleagues, a small number of RAP deliverables were rescheduled (including the annual CATSIEN conference).



## Learnings

During the 2024 calendar year, our key learnings have included:

### Consultation takes time

Many RAP deliverables involve internal and/or external consultation with Indigenous stakeholders and CASA business areas. For genuine consultation to be implemented care must be given to adopting a planned approach and providing sufficient time to hear the feedback, analyse it and adjust where appropriate. Key to this is that consultation does not always lead to a singular answer or solution to a situation.

These activities must commence early to enable:

- consideration of the breadth and scope of the consultation required
- connection with the right stakeholders
- considering the feedback, and
- ensuring resources are assigned to deliver any actions.

### Evaluating RAP deliverables impact

In 2025, CASA will continue to report data on RAP deliverable completion and supplement this data by assessing if the intention of each deliverable has been met and that the actions have led to improvements across the [Stretch RAP's](#) 4 pillars. CASA will use APS Census, Workplace RAP Barometer and RAP Impact Questionnaire results to evaluate this impact.

### Enhancing internal communication

CASA recognises the importance of targeted and proactive communications and conversations to increase the awareness and opportunities afforded to both Indigenous and non-Indigenous employees when connecting with reconciliation activities and RAP deliverables. Strengthening communication with managers, reminding them of the extensive support CASA can provide to employees, and gaining their support for employees and RAP actions should lead to Indigenous employees accessing these support mechanisms and higher levels of engagement in RAP activities by non-Indigenous employees.

## Deliverables – In Progress

The following deliverables are *'in progress'*:

### *Deliverable 3.1*

CASA committed to *developing and implementing an employee engagement strategy to raise awareness of reconciliation, including attendance at a minimum of 2 quarterly RAP leadership gatherings per year*. CASA employees have attended multiple RAP leadership gatherings throughout 2024, and work continues to capture this into an employee engagement strategy document, which is aimed to be completed by end March 2025.

### *Deliverable 5.3*

CASA committed to providing *2 cultural load training programs for employees when feedback indicates a need for this training*. Work is underway to seek feedback from our Indigenous employees regarding cultural load and whether there would be value to source some training to increase awareness across CASA of the impact of this issue. With this work to be completed by the end of the financial year.

### *Deliverable 7.2*

CASA committed to *reviewing and updating our Cultural Protocols document for all communities where our offices are located* – consultation is currently in progress with reviewing and updating this document by the end March 2025.

### *Deliverable 11.7*

CASA committed to *train all relevant employees in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation*. This deliverable was due in November 2024. - The contracts and procurement team is developing training for relevant employees with expected implementation before end June 2025.



## Context

CASA's [Stretch RAP](#) includes 19 actions and 77 distinct deliverables scheduled for achievement over the RAP's life. The majority of RAP deliverables occur on multiple occasions during the [Stretch RAP](#)'s life.

CASA launched its [Stretch 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 (EC), Indigenous employee representatives, People and Capability representatives, and Darwin office employees 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.