



Australian Government

Australian Maritime Safety Authority

Reconciliation Action Plan

August 2024 – July 2026

INNOVATE



RECONCILIATION
ACTION PLAN

INNOVATE



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- 'Baydham' artwork Challenger aircraft in Cairns. Courtesy of Michael Nona.



Navigating Tides of Progress

Created for the Australian Maritime Safety Authority by Alysha Menzel, proud descendant of the Samsep people from Erub Island, Torres Strait Islands.

Acknowledgement of Country

*Australiawal Maritime Safety Authority ngoonawalwari dhawurawari
dindi waggiralidjinyin waro Australiawal oo dhunudumulinggu
warree mada gadung oo mariny.¹*

*The Australian Maritime Safety Authority pays our respects to the
Traditional Custodians of Country throughout Australia
and their connections to land, sea, and community.*

In the spirit of reconciliation, the Australian Maritime Safety Authority acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community.

Aboriginal and Torres Strait Islander peoples have occupied Australia for tens of thousands of years, and their cultures, laws, ceremonies, and connection to the land are strong and enduring. We pay our respect to their Elders past and present and the continuation of cultural, spiritual, and educational practices of all Aboriginal and Torres Strait Islander peoples.

We extend that respect to Aboriginal and Torres Strait Islander people within AMSA, within our regulated communities, and within the stakeholder groups in our sphere of influence.

¹ The head office of the Australian Maritime Safety Authority is on Ngunnawal Country. We thank Thunderstone Aboriginal Cultural Services for providing a translation of our Acknowledgement of Country in Ngunnawal language.



CEO's Foreword

MICK KINLEY

Chief Executive Officer
Australian Maritime Safety Authority

I am proud to release AMSA's Innovate Reconciliation Action Plan (RAP). Our Innovate RAP is a major step forward in our reconciliation journey, and one which all employees will have an opportunity to be part of.

At AMSA, we recognise that caring for Country includes the marine environment. Our vision of 'safe and clean seas, saving lives' aligns with the important roles that Aboriginal and Torres Strait Islander peoples already undertake in caring for our seas, coasts, and air. Our vision is to be effective co-custodians in safeguarding Sea Country, while also working together to improve the safety of Aboriginal and Torres Strait Islander seafarers.

From a diversity and inclusion perspective, we are committed to ensuring AMSA is a welcoming, respectful, and engaging workplace for Aboriginal and Torres Strait Islander people to contribute, achieve, grow, and feel they truly belong.

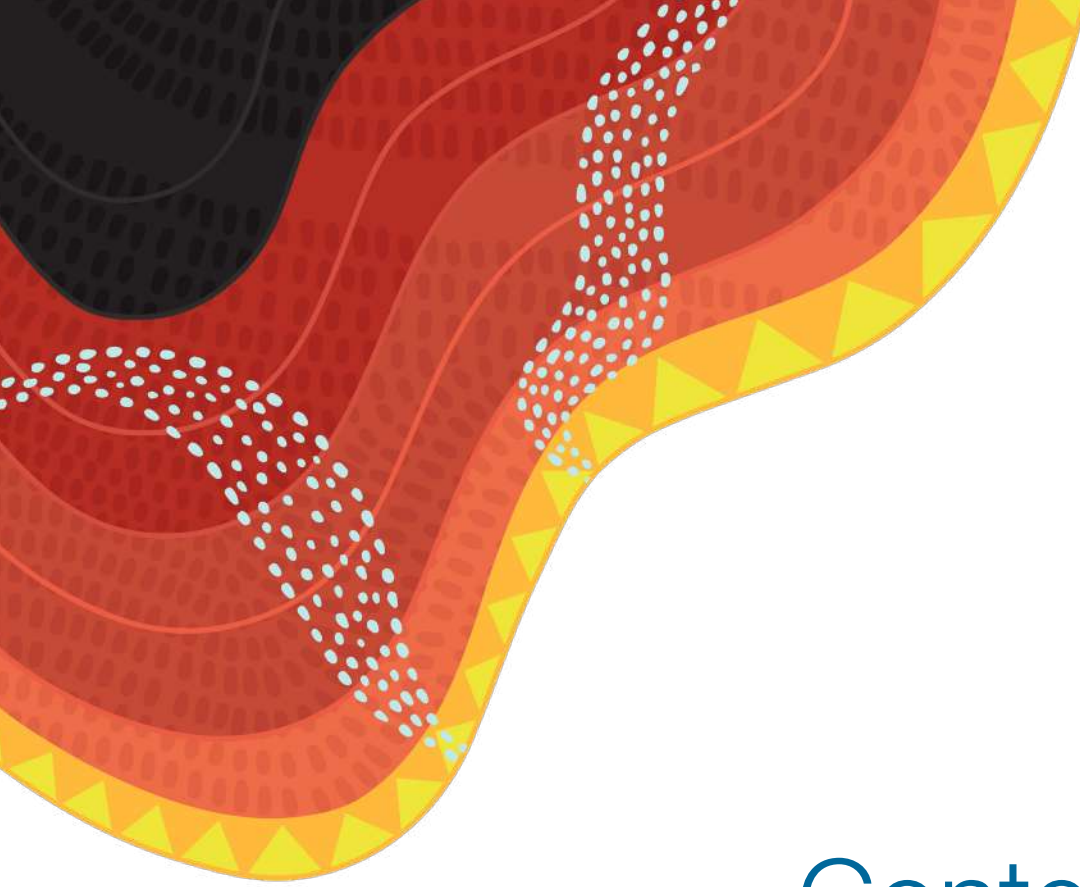
Our Reflect RAP yielded significant outcomes and insights. It allowed us to deepen our relationships with Aboriginal and Torres Strait Islander communities and organisations. We appointed a dedicated Safety Liaison Advisor for Aboriginal and Torres Strait Islander matters and continue our maritime safety commitments through the Torres Strait Marine Safety Program and engagement with the National Indigenous Australians Agency.

We have implemented cultural awareness training throughout our organisation, including immersive cultural awareness programs such as Jawun. Our people enthusiastically take part in National Reconciliation Week and NAIDOC Week celebrations, and play a key role in furthering our reconciliation journey.

The use of Aboriginal and Torres Strait Islander artwork in our national and international engagement depicts the importance we place on reconciliation in our role as Australia's maritime regulator and national authority for search and rescue. For example, our Cairns-based Challenger jet is emblazoned with Torres Strait artist Michael Nona's depiction of Baydham, a shark. We also gifted a series of Yawkyawk sculptures (that is. fish-woman sculptures), crafted by Kuninjku artists, Louwa Bardaluna and Jocelyn Koyole, from Maningrida in Western Arnhem Land to the International Maritime Organization in London. There is also the artwork adorning our RAP, Navigating Tides of Progress, by Samsep artist Alysha Menzel (more details on page 6). This artwork has been incorporated into AMSA corporate polo shirts which are proudly worn by our people.

Our RAP is more than just our reconciliation commitment. It involves cultural change, as we learn to collaborate on organisation-wide initiatives and plans in innovative and integrated ways. I congratulate our employees who are members of the Reconciliation Working Group for their work to date, and for their collaboration in developing the robust and innovative approach contained in this next RAP.

As I finalise my term as CEO with AMSA, I reflect on the proud legacy we have achieved in terms of reconciliation as well as diversity and inclusion. I confidently pass this baton on to our incoming CEO and look forward to AMSA's continuing reconciliation journey.



Contents

Acknowledgement of Country	i
CEO's Foreword	ii
Message from Reconciliation Australia	2
Message from our Diversity and Inclusion Champion	3
Our vision for reconciliation	6
Shared value	7
About our artwork	8
About the artist	8
About AMSA	9
Our partnerships	10
Our reconciliation journey and achievements	12
Lessons from our Reflect RAP	14
Our Innovate RAP	16
Relationships	16
Respect	19
Opportunities	19
Governance	19

Message from Reconciliation Australia

KAREN MUNDINE

Chief Executive Officer
Reconciliation Australia



First Innovate RAP

Reconciliation Australia commends the Australian Maritime Safety Authority on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

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

This Innovate RAP is both an opportunity and an invitation for the Australian Maritime Safety Authority to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, the Australian Maritime Safety Authority will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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

Implementing an Innovate RAP signals the Australian Maritime Safety Authority's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Australian Maritime Safety Authority on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Message from our Diversity and Inclusion Champion

LEANNE LOAN

Executive Director, Policy and Regulation
Diversity and Inclusion Champion

As AMSA's Diversity and Inclusion Champion, I am proud to join CEO Mick Kinley in presenting our Innovate RAP. It describes the steps we will take to further embed the principles of respect, relationships, and opportunities into our concepts of who we are, how we work together, and how we deliver our outcomes as a modern maritime regulator.

Our Innovate RAP is underpinned by our reconciliation vision of an Australia that is just, equitable, and reconciled. Our vision recognises the value of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as a framework for better recognising and protecting the rights of Aboriginal and Torres Strait Islander peoples.

In developing this RAP, we have identified the ways in which reconciliation aligns with our vision and strategic goals, as well as the mutual benefits that arise in the form of shared value. These benefits include:

- Improving safety for Aboriginal and Torres Strait Islander domestic commercial vessel operators, at sea and on land.
- Providing a positive experience with a government agency, where Aboriginal and Torres Strait Islander people and communities have trust in AMSA.
- Including Aboriginal and Torres Strait Islander insights, knowledge, and perspectives into our approach to marine safety and environment.
- Creating a respectful and welcoming workplace that improves diversity, engagement, and realisation of people's potential.
- Sharing in national identity and striving for the elimination of racism and discrimination.
- Collaborative co-custodianship of Sea Country and ensuring safe and clean seas.
- Accountability and stewardship, through leading by example in supporting the principles of the UNDRIP in our activities.

At AMSA, every voice matters and every experience adds depth and breadth to our shared understanding. This RAP, therefore, belongs to all AMSA employees, and provides everyone with opportunities to engage with Aboriginal and Torres Strait Islander peoples, and to reflect on what reconciliation means within our maritime context. This includes fostering awareness and respect for Aboriginal and Torres Strait Islander cultures, while appreciating the unique insights and strengths of the Aboriginal and Torres Strait Islander people we are fortunate to call our colleagues.

I am proud to champion this RAP and its implementation. On behalf of AMSA's Reconciliation Working Group, I invite all our employees and stakeholders to join us on our continued reconciliation journey.

Our vision for reconciliation

At AMSA, our reconciliation journey is a voyage charted with purpose, through the waters of insight towards a horizon of unity and respect. It's a passage that goes beyond policies and protocols, reaching into the soul of our shared Australian story.

Our map is drawn with respect, and every nautical mile traversed brings us closer to the shores of empathy and appreciation.

At AMSA, every voice matters; every experience adds depth and breadth to our shared understanding. With respect and curiosity, we are committed to a course that acknowledges where we've been, understands where we are now, and knows where we want to be — where the healing waters of reconciliation cleanse our path and the waves of the future propel us forward.

Water is life to all peoples and so, too, caring for Country must include the marine environment. Indeed, our vision of 'safe and clean seas, saving lives' aligns with the important roles that Aboriginal and Torres Strait Islander peoples already undertake in caring for our sea, coasts, and air.

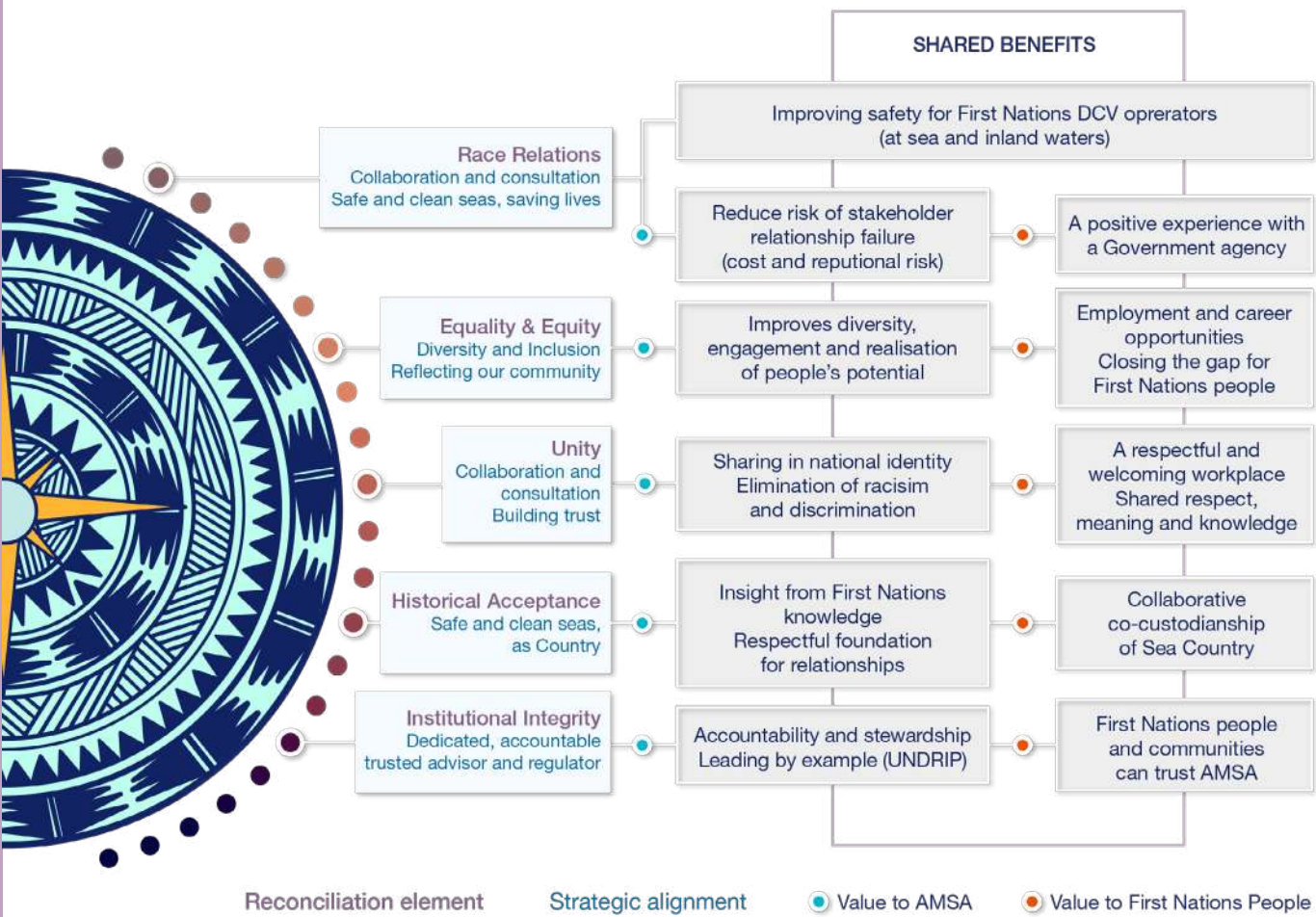
We recognise the value of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as a framework for better recognising and protecting the rights of Aboriginal and Torres Strait Islander peoples. Our Innovate RAP is consistent with the principles of the UNDRIP; particularly the importance of consulting Aboriginal and Torres Strait Islander peoples on decisions affecting them and that respect for Aboriginal and Torres Strait Islander peoples' knowledge, cultures, and traditional practices contributes to sustainable and equitable development and proper management of the environment.

AMSA contributes to an Australia that is just, equitable and reconciled. We will achieve this via our RAPs. This Innovate RAP is an important step forward in the agency's diversity and inclusion work, establishing opportunities for all employees to participate, contribute, and engage.

Shared value

In her address to the Australian Parliament, Leah Armstrong² noted that a RAP is most successful when it is supported by a strong business case that articulates the business benefits in terms of shared value. We have identified the ways in which reconciliation aligns with our vision and strategic goals, as well as the mutual benefits that arise in the form of shared value.

Our Reconciliation Business Case: Strategic Alignment and Shared Benefits



2 Armstrong, L. 2016. Reconciliation Action Plans – Creating shared value. Presentation to the Parliament of Australia.



About our artwork

Navigating Tides of Progress stands as a visual representation of the Australian Maritime Safety Authority's (AMSA) unwavering commitment of working towards a reconciled future with Aboriginal and Torres Strait Islander peoples, cultures, and Country. This commitment is at the heart of the artwork, strengthened by AMSA's vision of 'safe and clean seas, saving lives'.

The wider narrative emanates from the centre, weaving together threads of tradition, innovation, and collaboration. These oceanic threads highlight the vital partnerships between AMSA and Aboriginal and Torres Strait Islander peoples; and represent the commitment to a mutual exchange of knowledge and cultivation of progressive ideas, anchored by a strong maritime tradition.

Within the artwork, the deep emerald sea meets the iron-red coastline, symbolising the intrinsic connection between Aboriginal and Torres Strait Islander communities and the land and sea. This meeting also serves as a symbolic convergence of Australia's rich maritime heritage and future aspirations of positive progress. Lighthouses stand tall along the coast, their beacons guiding vessels to safety amidst the ever-shifting waves and tides. Filled with energy, movement, and life, the artwork visually represents AMSA's reconciliation journey and partnership with Aboriginal and Torres Strait Islander peoples who they walk alongside to safeguard Sea Country.

About the artist

Alysha Menzel is a proud descendant of the Samsep people of Erub Island in the Torres Strait. As a multi-disciplinary creative from Kaurna Country, currently living and creating on Gadigal Land, her expertise lies in illustration, design, and ideas driven creativity, with a passion for beautifully crafted executions.

With 10 years of experience in the design and advertising industry, Alysha helped define both large and small brands and communications. She has created art and design work for companies such as LinkedIn, YouTube, NITV, The Australian Embassy (Spain), Future Women, Witchery, Advertising Council of Australia, Australia Council for the Arts, Temple & Webster, and the Electoral Commission South Australia.

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About AMSA

The Australian Maritime Safety Authority (AMSA) is Australia's national agency responsible for maritime safety, protection of the marine environment, and search and rescue. Our vision, 'safe and clean seas, saving lives', links to sustainably caring for Sea Country, as well as ensuring marine safety for Aboriginal and Torres Strait Islander seafarers and their communities.



AMSA has approximately 480 employees. Currently 3 of our employees identify as Aboriginal and Torres Strait Islander, and 2 play an active role in our Reconciliation Working Group and guide and advise on our reconciliation journey.

AMSA has employees located in 21 locations. We proudly refer to our office locations using both conventional and Aboriginal and Torres Strait Islander names.

Our work has regional, national, and global impacts. Our primary role is to:

- promote maritime safety and protection of the marine environment.
- prevent and combat ship-sourced pollution.
- provide infrastructure to support safe navigation in Australian waters.
- provide a national search and rescue service to the maritime and aviation sectors.
- provide, on request, services to the maritime industry on a commercial basis.



AMSA's reconciliation journey is consistent with the Australian Government's Regulator Performance Guide, specifically:

(a) **Principle 1:** Continuous improvement and building trust - Continuously improving relationships with Aboriginal and Torres Strait Islander peoples and communities to build trust and ensure maritime safety outcomes.

(b) **Principle 3:** Collaboration and engagement - Implementing engagement strategies to ensure effective consultation and respectful dialogue and partnership with Aboriginal and Torres Strait Islander communities and organisations.

Our RAP aligns with AMSA Strategy 2030, specifically:

(a) **Objective 2:** AMSA is connected and future focused. Ensuring we remain seen as a trusted adviser and respected regulator through deep understanding of the communities we regulate.

(b) **Enabler 3:** AMSA's workforce is ready for the future. Building a workforce that reflects the community in its diversity.

As such, reconciliation is closely entwined with our vision, strategy, and mandate as a national regulatory authority.



Our partnerships

Examples of our relationships and partnerships with Aboriginal and Torres Strait Islander communities and organisations are outlined below:

Aids to Navigation (AtoN) and Aboriginal Cultural Heritage Management Agreement

In November 2019, AMSA entered into an Aboriginal Cultural Heritage Management Agreement with the Kaurareg Native Title Aboriginal Corporation (KNTAC). This agreement covers the protection and management of all Aboriginal cultural heritage at 10 AtoN sites. The agreement details the processes to be followed during works on site, with works being classified as either low or high impact activities. The agreement also outlines requirements for engaging local Aboriginal and Torres Strait Islander workers when relevant. The Kaurareg community are from the lower Western Islands of the Torres Strait.

Torres Strait Marine Safety Program (TSMSP)

The TSMSP began in 2006 and was a joint initiative of organisations including the Torres Strait Regional Authority, Maritime Safety Queensland, and AMSA. The Queensland Police Service and National Maritime Safety Authority of Papua New Guinea became program partners in later years. Several successful projects have been implemented and the program is ongoing.

Aboriginal and Torres Strait Islander Liaison and Maritime Safety Education

AMSA identified the need to work with Aboriginal and Torres Strait Islander stakeholders, organisations, and communities on maritime safety education. This culminated in the establishment of the Advisor Safety Liaison role focusing specifically on Aboriginal and Torres Strait Islander stakeholders and based in Cairns, which was successfully recruited in October 2022.

Torres Strait Indigenous Commercial Fishers Education Project (Wapil)

In May 2021, AMSA commenced the Torres Strait Indigenous Commercial Fishers Education Project which aims to develop and deliver guidance and education to Aboriginal and Torres Strait Islander commercial fishers throughout the Torres Strait region on regulatory requirements that relate to their commercial vessel operations.

National Indigenous Australians Agency (NIAA)

AMSA's Vessel Operations team engages at a national level with key stakeholders with quarterly meetings now set up with the NIAA. This provides a platform to discuss maritime safety for Aboriginal and Torres Strait Islander seafarers at a national level and ensure we continue to work collaboratively in this area.

Our reconciliation journey and achievements

At AMSA, we are charting a course that acknowledges where we've been, understands where we are now, and knows where we want to be – working together in the spirit of reconciliation.

Below are some of the achievements we've made, many in collaboration with our growing network, during our initial Reflect RAP.

The infographic features a central blue and orange wavy graphic. It includes the Australian Government and AMSA logos at the top left. A large white circle at the top right states: "Our reconciliation journey began in 2022 with our Reflect RAP...". Below this, several smaller white circles with dashed borders list achievements: "Appointed a dedicated Safety Liaison Advisor for Aboriginal and Torres Strait Islander matters.", "Participated in National Reconciliation Week and NAIDOC Week and implemented cultural awareness training for staff.", "Launched targeted educational programs for First Nations seafarers.", "Launched new artwork on Cairns-based Challenger aircraft and donated Yawkyawk artwork to the International Maritime Organization.", "Participated in the Jawun APS Secondment Program, providing 240 hours of service to a First Nations community.", "Procured \$2 million of goods and services through Aboriginal and Torres Strait Islander businesses.", "Advanced maritime safety in the Torres Strait through the Torres Strait Marine Safety Program." A large white circle at the bottom right states: "Our Innovate RAP will see us take the next step in our journey to reconciliation." At the bottom left are logos for the Australian flag, a person icon, and a "PROUD TO BE AN INCLUSIVE EMPLOYER 2023-2024" badge.

Australian Government
Australian Maritime Safety Authority

At AMSA, we are charting a course that acknowledges where we've been, understands where we are, and knows where we want to be — in the spirit of reconciliation.

Our reconciliation journey began in 2022 with our Reflect RAP...

Appointed a dedicated **Safety Liaison Advisor** for Aboriginal and Torres Strait Islander matters.

Participated in National Reconciliation Week and NAIDOC Week and **implemented** cultural awareness training for staff.

Launched **targeted educational programs** for First Nations seafarers.

Launched **new artwork** on Cairns-based Challenger aircraft and **donated Yawkyawk artwork** to the International Maritime Organization.

Participated in the Jawun APS Secondment Program, providing **240 hours** of service to a First Nations community.

Procured **\$2 million** of goods and services through Aboriginal and Torres Strait Islander businesses.

Advanced maritime safety in the Torres Strait through the Torres Strait Marine Safety Program.

Our Innovate RAP will see us take the next step in our journey to reconciliation.

Lessons from our Reflect RAP

We acknowledge that reconciliation is a learning process, resulting from the challenges in implementing a meaningful and dynamic RAP. Here are our key insights that were incorporated into our Innovate RAP:



Relationships

Insight: We are much more successful when we network and learn from the expertise of Aboriginal and Torres Strait Islander communities and organisations. The value of partnership and collaboration cannot be overstated.

Solution: Further establishing connections with community organisations could assist with increasing employment of Aboriginal and Torres Strait Islander peoples within AMSA. There is still room to deepen partnerships with Aboriginal and Torres Strait Islander organisations.



Respect

Insight: We should further explore cultural awareness training and opportunities, based on the success of immersive cultural experiences such as the Jawun APS Secondment Program.

Solution: Ongoing organisation-wide training would promote a more inclusive work environment. This includes taking steps to preserve and respect Aboriginal and Torres Strait Islander knowledge, cultures, and histories in our maritime activities.



Opportunities

Insight: Managers are keen to support but do not feel equipped.

Solution: We should consider developing a manager's toolkit for reconciliation.

Insight: There is enormous interest, enthusiasm, and participation across AMSA for reconciliation initiatives, and we can leverage this further.

Solution: A staff engagement strategy or AMSA reconciliation network could facilitate organisation-wide participation and engagement, while ensuring a manageable Reconciliation Working Group.



Governance

Insight: There is a need to review and develop strategies to meet our HR reconciliation targets. The Reflect RAP has laid a solid foundation, but a focus on measurable outcomes will be critical.

Solution: Our RAPs can be effectively supported by individual strategic workforce management, staff engagement, procurement, and stakeholder engagement strategies.

Insight: There is no budget for RAP-specific activities or expenses. It is difficult to track financially based reconciliation metrics.

Solution: Incorporating the RAP within organisational budgets within the chart of accounts. More efficient reporting mechanisms could improve RAP governance and transparency.

Our Innovate RAP

Our Innovate RAP is a whole-of-AMSA plan, involving multiple divisions in collaboratively developing and implementing the following set of deliverables and objectives.

Relationships

Strong and effective relationships with Aboriginal and Torres Strait Islander peoples and communities improves the safety of Aboriginal and Torres Strait Islander seafarers, while also safeguarding Sea Country. It aligns with our vision of ‘safe and clean seas, saving lives’, and ensures we are demonstrating the regulatory performance principles of continuous improvement and building trust, and collaboration and engagement. These relationships enrich our insights and enable collaboration towards mutual benefits for AMSA and Aboriginal and Torres Strait Islander peoples. For example, maintaining commitment to the Torres Strait Marine Safety Program (TSMSP) and Wapil projects in the Torres Strait, as well as commitment to the Sea Country Rangers program throughout Australia. Continuing to engage with the National Indigenous Australians Agency (NIAA) at the national level on a quarterly basis.

Establishing and maintaining relationships with state and territory organisations that specifically fund and/or support Aboriginal and Torres Strait Islander Sea Country activities (e.g. Indigenous Land and Sea Corporation (ILSC) and the North Australian Indigenous Land and Sea Management Alliance Ltd (NAILSMA)).

Aims:

- Improving safety for Aboriginal and Torres Strait Islander seafarers and vessel operators (at sea and inland waters).
- A positive experience in dealing with a government agency. Aboriginal and Torres Strait Islander people and communities can trust AMSA.
- Collaborative co-custodianship of Sea Country.

Action	Deliverable	Timeline	Responsibility
Action 1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Ensure AMSA's Stakeholder Engagement Framework and Guidelines are fit-for-purpose for managing relationships with our Aboriginal and Torres Strait Islander stakeholders. This review should consolidate existing documents, such as the Indigenous Engagement Guidelines.	June 2026	Chair RWG. Support: Communications
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations in terms of marine safety, commencing across the Top End of Australia, with a focus to expand to southern states over the course of this RAP. This includes offering sponsorship to events to build community relationships and promote safety messages. It also includes meeting with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2025	Manager Vessel Operations

Action	Deliverable	Timeline	Responsibility
	Maintain commitment to the Torres Strait Marine Safety Program (TSMSP) and Wapil projects in the Torres Straits, as well as commitment to the Sea Country Rangers program throughout Australia. Continue to engage with NIAA at the national level on a quarterly basis. Continue establishing and maintaining relationships with state and territory organisations that specifically fund and/or support Aboriginal and Torres Strait Islander Sea Country activities (e.g. ILSC and NAILSMA).	December 2024, then, February, June, September, December 2025 and 2026	Manager Vessel Operations
	Encourage participation and membership of Regional Safety Committees (RSC) (noting that the Northern Land Council is a member of the NT RSC).	June 2025	Manager Vessel Operations Support: Domestic Engagement
Action 2 Build relationships through celebrating National Reconciliation Week (NRW).	RAP Working Group members to participate in an external NRW event.	May 2025, 2026	Chair RWG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2025, 2026	Chair RWG
	Organise at least one NRW event each year and register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	Chair RWG
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025, 2026	Advisor – Internal Communication
Action 3 Promote reconciliation through our sphere of influence.	Explore opportunities across AMSA to positively influence our external stakeholders to drive reconciliation outcomes.	May 2025	Diversity & Inclusion Champion
	Establish scholarships for Aboriginal and Torres Strait Islander secondary school students interested in a career in maritime. This includes partnering with universities to support Aboriginal and Torres Strait Islander secondary school students via established scholarship, mentoring and provide work experience opportunities.	February 2025	HR Manager
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. For example, exploring opportunities to work with organisations within AMSA's sphere of influence, e.g. The Great Barrier Reef Marine Park Authority (GBRMPA), NIAA, Department of Transport, state government maritime authorities.	May 2025	Chair RWG

Action	Deliverable	Timeline	Responsibility
	Encourage staff to include Country or Traditional Place name in their AMSA email signature, ensuring consultation with local Aboriginal and Torres Strait Islander communities for guidance on including Country or Traditional Place names and providing proper usage training could enhance understanding and respect for cultural significance. This includes adding banners/messages in email signatures to promote AMSA's reconciliation events.	July 2025	Advisor - Internal Communication
	Participate and present at the Dangkal Gwo'yal-wa, First Nations Land and Water Management Forum (Darwin, 26-29 August 2024) and engage on the topics of marine safety and emergency beacon usage, while investigating opportunities for future participation/networking.	August 2024	Manager Vessel Operations
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2024	Advisor - Internal Communication
	Create an area on Compass that houses key resources, and encouraging staff to read and utilise it.	December 2024	Advisor - Internal Communication
Action 4 Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2025	HR Manager
	Continue to promote and improve AMSA's anti-discrimination policy.	June 2025	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff to review our anti-discrimination policy.	June 2025	HR Manager
	Research best practice and policies in areas of race relations and anti-discrimination.	June 2025	HR Manager
	Educate senior leaders on the effects of racism, via completion of cultural awareness and unconscious bias learning modules and track uptake of the training. Then, have People Managers encourage their staff to complete these modules.	January 2025	Diversity and Inclusion Champion (tracked by HR)
	Research the delivery of location-specific cultural awareness sessions.	June 2025	HR Manager
	Explore inclusion of race relations as part of the technical capability framework. Promote and identify a separate capability on strong involvement in matters relating to Aboriginal and Torres Strait Islander peoples.	June 2025	HR Manager

Respect

Respect is the foundation of AMSA's stakeholder relationships with Aboriginal and Torres Strait Islander peoples. It underpins our commitments to the regulatory performance principle of collaboration and engagement and aligns with our core value of being professional. Respect enables effective marine safety for Aboriginal and Torres Strait Islander seafarers, as well as maintenance of Aids to Navigation that are located on significant Aboriginal and Torres Strait Islander lands. Respect for Aboriginal and Torres Strait Islander employees is a key element of our diversity and inclusion vision, ensuring a vibrant, progressive and respectful workplace for all. Respect provides better outcomes for AMSA and Aboriginal and Torres Strait Islander peoples from our regulatory activities.

Aims:

- Sharing in national identity and helping to eliminate racism and discrimination.
- A respectful and welcoming workplace for Aboriginal and Torres Strait Islander people, including shared respect, meaning, and knowledge.
- Incorporating insights from Aboriginal and Torres Strait Islander peoples. Building a respectful foundation for relationships.

Action	Deliverable	Timeline	Responsibility
Action 5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct a systematic review of cultural learning needs within our organisation.	January 2026	HR Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	January 2026	HR Manager
	Develop, implement, and communicate a cultural learning strategy document for our staff, including: <ul style="list-style-type: none"> • Provide access to cultural learning opportunities, based on the outcomes from staff requirements. • In-person cultural training, e.g., workshops, talking circles. • Regional offices to investigate local cultural awareness opportunities i.e., Reconciliation Place Guided Tours. • Centralise and advertise opportunities via staff newsletter – actively promote national activities. 	January 2026	HR Manager & Advisor - Internal Communication
	Provide opportunities for RAP Working Group members, HR Managers and other key leadership staff to participate in formal and structured cultural learning.	September 2025	HR Manager
	Develop a targeted promotional campaign for the Jawun APS Secondment Program.	September 2025	HR Support: Advisor - Internal Communication

Action	Deliverable	Timeline	Responsibility
Action 6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2024	Advisor - Internal Communication Support: HR
	Investigate and consult with local Traditional Owners' groups about naming one or more rooms in the new Canberra office in local language.	May 2025	People and Property
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2024	Advisor - Internal Communication with HR
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. This includes a Welcome to Country at AMSA's Annual Awards Ceremony each year.	March 2025, 2026	Chair RWG Support: Advisor - Internal Communication
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings informed by the new Compass site to ensure staff are including Acknowledgement of Country at all appropriate events.	October 2024	AMSA-wide, promotion by Communication
	Include an Acknowledgement of Country statement on all internal and external facing strategic documents.	June 2026	Senior Advisor – Digital Engagement and Experience
	Create an area on Compass that houses key resources on engagement with community inc. Acknowledgement of Country, protocols, language, list of stakeholders, incorporating the Map of Indigenous Australia (AIATSIS) and key resources on engagement with community inc. Acknowledgement of Country, protocols, language, list of stakeholders.	October 2024	Advisor - Internal Communication Support: HR
Action 7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2025, 2026	Chair RWG
	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	June 2025	HR Manager Support: RWG
	Promote and encourage participation in external NAIDOC events to all staff, including promotion material and guidance on where to find events.	July 2025, 2026	Support: Advisor - Internal Communication

Opportunities

Our RAP is recognised as the vehicle for identifying and implementing innovative opportunities that deliver shared benefits for AMSA as well as Aboriginal and Torres Strait Islander peoples. These opportunities allow us to improve diversity, engagement and realisation of people’s potential, while providing employment and career opportunities that contribute to closing the gap for Aboriginal and Torres Strait Islander peoples. We consciously seek out opportunities for all employees to appreciate and celebrate Aboriginal and Torres Strait Islander peoples, cultures and histories. These opportunities are essential for our goal of collaborative co-custodianship of Sea Country.

Aims:

- Improving diversity, engagement, and realisation of people’s potential.
- Employment and career opportunities. Closing the gap for Aboriginal and Torres Strait Islander peoples.
- Collaborative co-custodianship of Sea Country.
- Enable opportunities for all employees to engage in reconciliation activities and outcomes.

Action	Deliverable	Timeline	Responsibility
Action 8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities, including an employee value proposition. This should be guided by Aboriginal and Torres Strait Islander employees and stakeholders, and leverage whole-of-government guidance to support professional development opportunities.	June 2025	HR Manager Support: Communications
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	January 2025	HR Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy, including an employee value proposition that identifies benefits to Aboriginal and Torres Strait Islander applicants.	June 2025	HR Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025	HR Manager
	Review HR and recruitment procedures and policies to identify and address barriers to Aboriginal and Torres Strait Islander participation in our workplace at all stages of careers and experience levels.	June 2025	HR Manager

Action	Deliverable	Timeline	Responsibility
Action 9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, informed by the Indigenous Procurement Policy.	June 2025	Diversity and Inclusion Champion Support: Senior Advisor Procurement
	Request contractors adopt Reconciliation principals and encourage their engagement of Aboriginal and Torres Strait Islander parties where appropriate. Inclusion of this request in tender templates.	June 2025	Diversity and Inclusion Champion Support: Senior Advisor Procurement
	Establish a budget for overall RAP implementation including \$8,000/yr. to be used for Supply Nation membership.	August 2024	Chair RWG
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. <ul style="list-style-type: none"> Raise awareness within AMSA of procurement practices that will create opportunities for Aboriginal and Torres Strait Islander companies to win AMSA contracts and allow AMSA to determine value for money (VFM). Encourage internal clients to include an Aboriginal and Torres Strait Islander -owned supplier (utilising Supply Nation) to participate in Request for Quote (RFQ) approaches to market. 	June 2025	Senior Advisor Procurement
Action 10 Increase Aboriginal and Torres Strait Islander viewpoint and visibility on our communication channels	Increase number of published news stories/social media posts/case studies about Aboriginal and Torres Strait Islander seafarer safety, including: <ul style="list-style-type: none"> Purchase and use artwork and photography/videography from Aboriginal and Torres Strait Islander suppliers. Conduct user experience research with Aboriginal and Torres Strait Islander seafarers. Translate and disseminate safety and educational information for communities where we have concentrations of Aboriginal and Torres Strait Islander domestic commercial vessel owners, operators, and crew. 	June 2026	Senior Advisor External Relations
	Developing safety messages via social media and hold safety workshops/information sessions specifically for Aboriginal and Torres Strait Islander peoples during significant periods throughout the year (e.g. NAIDOC Week, National Reconciliation Week and Mabo Day). Incorporate: <ul style="list-style-type: none"> Aboriginal and Torres Strait Islander artwork as part of our safety messaging. Resources specific to Aboriginal and Torres Strait Islander peoples in creole or local languages where possible. Collaboration with Aboriginal and Torres Strait Islander safety champions. Working with partners such as NIAA in developing safety content. 	June 2026	Manager Vessel Operations

Governance

Governance allows us to deliver on our reconciliation vision in a systematic, transparent and accountable way. It aligns with our organisational values of dedication and accountability. It means we can deliver with confidence against our RAP goals, and lead by example in terms of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP).

Aims:

- Effective stewardship and co-custodianship of Sea Country.
- Leading by example in terms of the UNDRIP.
- A sustainable and strategically integrated reconciliation vision and action plans, yielding meaningful and measurable shared benefits.

Action	Deliverable	Timeline	Responsibility
Action 11 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG. Invite and remunerate an Elder to challenge us, guide our thinking and our understanding to develop our RAP in cultural learning.	July 2025	Chair RWG
	Establish and apply a Terms of Reference for the RWG.	September 2024	Chair RWG
	Meet at least 4 times per year to drive and monitor RAP implementation.	February, June, September, December 2025 and 2026	Chair RWG
Action 12 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2024	Chair RWG
	Engage our senior leaders and other staff in the delivery of RAP commitments. <ul style="list-style-type: none"> • Develop and implement a communications plan to keep staff and senior leaders abreast of RWG work and highlight achievements. 	September 2024	Chair RWG Support: Communications
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2024	Chair RWG
	Appoint and maintain an internal RAP Champion from senior management.	August 2024	Chair RWG
Action 13 Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2025	Chair RWG
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2024, 2025	Chair RWG

Action	Deliverable	Timeline	Responsibility
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2024, 2025	Chair RWG Chair
	Report RAP progress to all staff and senior leaders quarterly. <ul style="list-style-type: none"> Ensure senior leaders are updating staff at relevant meetings, e.g., team meetings or monthly updates. 	February, June, September, December 2025 and 2026	Diversity and Inclusion Champion
	Publicly report our RAP achievements, challenges, and learnings, annually.	September 2024, 2025	Chair RWG, Advisor - Internal Communication
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Chair RWG
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	Chair RWG
Action 14 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	Chair RWG

Contact details

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Name	RWG Role	Organisational Role
Leanne Loan	Diversity & Inclusion Champion	Executive Director, Policy and Regulation
Brad Roberts	Chair	Liaison Officer, Vessel Operations
Kara Grey	Deputy Chair	Senior Officer Communications System, Policy and Regulation
Mary Kirkman	RWG Member	D&I and HR Strategy Officer, People and Property
Desley Thompson	RWG Member	Advisor Safety Liaison, Aboriginal and Torres Strait Islander, Vessel Operations
Genevieve Cody	RWG Member	Senior Officer Business Support, Response
Saffron Driver	RWG Member	Senior Officer Certification, Vessel Safety Unit, Operations
Jake McNally-Reid	RWG Member	Certification Officer, Vessel Safety Unit, Operations
Jaime Grubb	RWG Member	Senior Advisor, Environment Policy, Policy and Regulation
Ashley Dotta	RWG Member	Advisor Internal Communication, Corporate Services
Sammi Wallace	RWG Member	A/g Certification Officer, Vessel Safety Unit
Mary Dorahy	RWG Member	Senior Officer Learning and Development, Response Planning
Sadie Howard	RWG Member	Senior Officer Freedom of Information, Office of Legal Counsel

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