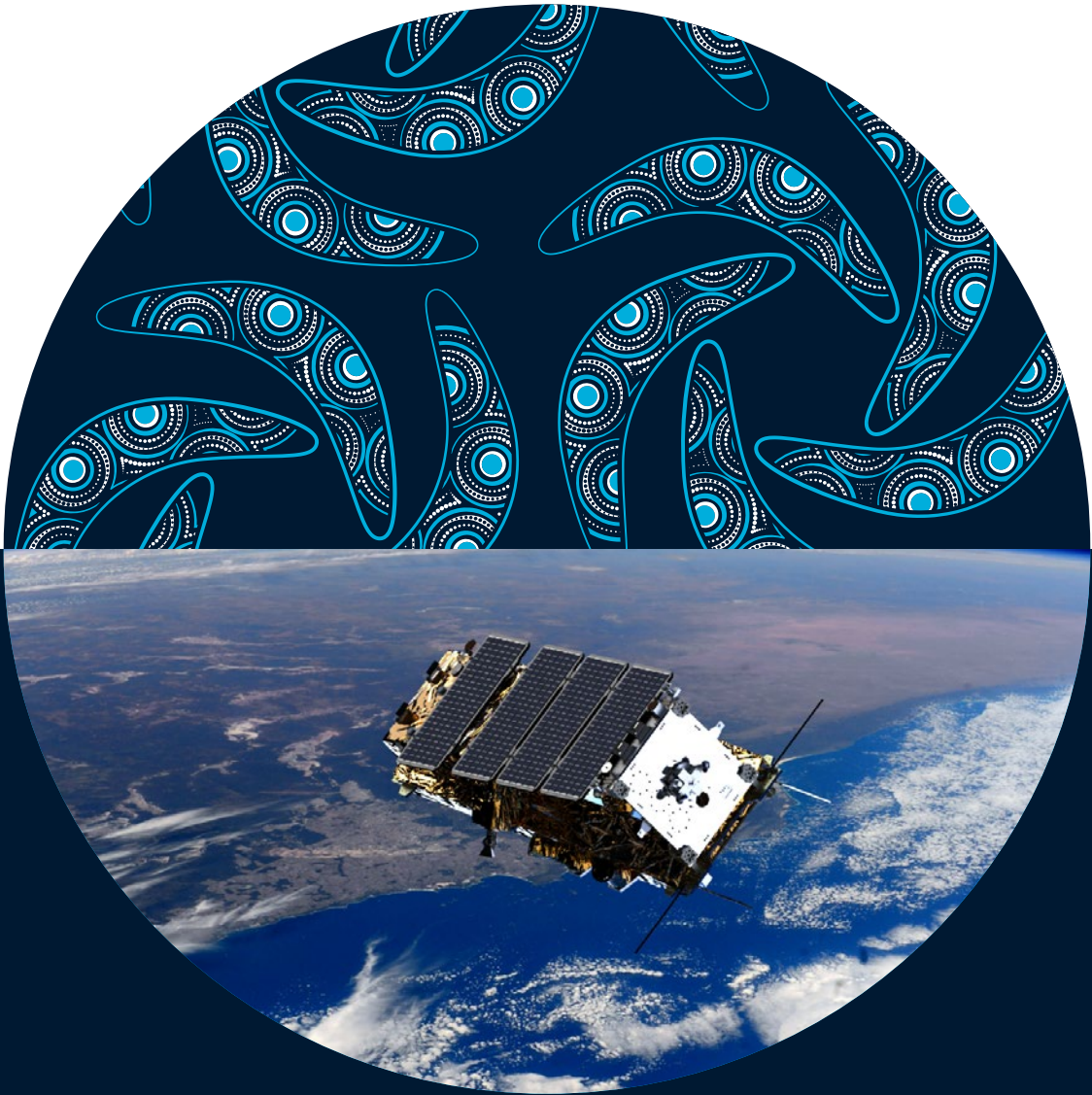




Australia's National
Science Agency



Reconciliation Action Plan

December 2021 – December 2023



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Artwork

The design features five rotating shapes that simulate movement and progression. These shapes combine imagery relating to boomerangs and eucalyptus leaves. These well-known icons have strong associations with Australian Aboriginal culture and practices.

The five boomerangs symbolise the scientific opportunities, employment, education outreach, Indigenous knowledge and improving outcomes for Aboriginal and Torres Strait Islander peoples.

This original artwork design was commissioned by CSIRO and created by Marcus Lee, a proud Aboriginal descendant of the Karajarri people.

Acknowledgement of Country

CSIRO acknowledges the Traditional Owners of the lands, seas and waters, of the area that we live and work across Australia. We acknowledge their continuing connection to their culture and pay our respects to their Elders past and present.

CSIRO is honoured to partner and collaborate with Aboriginal and Torres Strait Islander communities across the nation and we acknowledge the contributions of all Aboriginal and Torres Strait Islander people, staff and partners towards our vision for reconciliation.

Cover: Australian researchers can apply to direct Australia's share in Earth observation satellite NovaSAR-1, thanks to CSIRO and its partnership with Australia's first and only Aboriginal-owned-and-operated ground-segment operator. Please see the case study on page 13 for the full story.



Key messages

Message from Reconciliation Australia

Reconciliation Australia commends CSIRO on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. CSIRO continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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



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

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

Congratulations CSIRO on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer, Reconciliation Australia

Message from the CSIRO Board Chair

In Australia we are fortunate to live on the lands of the longest living culture on earth. The tens of thousands of years that Indigenous people have lived in what is now known as Australia have resulted in a deep knowledge, understanding, care and respect for the lands and waters of this country. This makes Aboriginal and Torres Strait Islander peoples Australia's First Scientists.

At CSIRO, our purpose is to solve Australia's greatest challenges through innovative science and technology. We can only truly do this through meaningful collaboration between the people at CSIRO and Aboriginal and Torres Strait Islander communities, as the understanding and knowledge they bring of this country is unsurpassed.

Embedding consideration for Aboriginal and Torres Strait Islander peoples in everything we do ensures we not only avoid repeating the mistakes of the past, we will also improve future outcomes.

This is CSIRO's third Reconciliation Action Plan (RAP), and with this RAP we retain the Innovate level to embed the actions of our first and second plans implemented in 2016 and 2018. Innovation is at the heart of what we do at CSIRO, so these will be especially exciting actions to deliver.

We have identified 90 deliverables to ensure CSIRO continues to work towards true reconciliation in partnership with Aboriginal and Torres Strait Islander peoples. Our procurement policy is one of these actions – a commitment to using Indigenous-owned suppliers for our needs wherever possible. If you are reading this RAP in a hard copy, it has been printed by an Indigenous-owned printing firm. Small changes such as these can have a lasting impact in delivering economic benefits to Aboriginal and Torres Strait Islander communities and families.

CSIRO has spent many years building relationships with Indigenous communities and growing Aboriginal and Torres Strait Islander staffing levels to help us strengthen our capability. We will continue do so, as a strong CSIRO delivers the best outcomes for all Australians, and for the world.



I would like to highlight CSIRO's 'Our Knowledge, Our Way' guidelines as a good example of how we work to collaborate and share knowledge. These guidelines, developed by CSIRO in consultation with more than 100 Indigenous contributors, support the sharing and empowerment of Indigenous knowledge in land and sea management. They have been successful within CSIRO and are now being shared as best practise with other government agencies.

At CSIRO we are not just accountable to government, but also to the people of Australia, and none more so than Aboriginal and Torres Strait Islander peoples. We owe it to Australia's First Scientists to listen and to collaborate with them. We will be a richer, healthier and more sustainable nation for this.

As Chair of the Board, I am personally committed to this RAP producing real outcomes; it's not just a statement of the best of intentions. As the Board is ultimately accountable for CSIRO acting on its commitments made in this document, we are determined that CSIRO continue the important journey towards true reconciliation with Aboriginal and Torres Strait Islander peoples. In doing so, we will not only improve our capability, we will also lift the standards of everything we do, which will have long-term benefits for all Australians, and the world more broadly.

Kathryn Fagg
Board Chair, CSIRO

Message from the CSIRO Chief Executive

Since embarking on CSIRO's journey of reconciliation back in 2016, one of the most powerful things I've learned is just how much Aboriginal and Torres Strait Islander people have to offer to science, and in turn the sustainability and prosperity of Australia.

Indigenous knowledge systems and traditions have existed for more than 65,000 thousand years – long before western science.

Aboriginal and Torres Strait Islander peoples are Australia's first explorers, navigators, engineers, farmers, botanists, scientists, diplomats, astronomers, and artists.

The sustainability and adaptability of Indigenous knowledge systems is extraordinary, and science presents a tremendous opportunity for deep engagement and cooperation, particularly on issues that relate to our environment.

CSIRO's vision is to change the way we think about science through respectful, equal partnership with Indigenous Australia, so that we can cooperatively deliver innovative, sustainable, and holistic solutions to our greatest national challenges.

By bringing together thousands of years of Indigenous knowledge and know-how with western science, we can enable two-way learning opportunities that both advance our scientific capability and take us further on our journey to reconciliation.

There are some wonderful examples of where this partnership approach between Indigenous and western science is already having impact.

On the remote beaches of western Cape York, rangers are using AI, cloud computing and Indigenous knowledge to protect endangered sea turtle hatchlings from feral pigs.

Under the direction of Indigenous rangers in Kakadu National Park, drone technology and AI are being used to monitor and preserve natural habitats.

In Northern Australia, more than 1,000 feral buffalo and unmanaged cattle are being tracked and herded by satellites, while Indigenous partners drive efforts on the ground.



And around the country, as part of our effort to prepare for bushfire seasons that are getting longer, dryer, and hotter, we are working with Indigenous peoples to understand how Traditional Burning practices can contribute to better early-season fire management.

Taking this a step further, this year we have funded an Indigenous Science Program focussed not only on creating opportunities for collaboration with Aboriginal and Torres Strait Islander people, but by working with Indigenous leaders to understand how our science can address the priorities of Aboriginal and Torres Strait Islander communities.

We have appointed an Indigenous Science Program Director to help us do this, who will build a team and a program connected to every part of CSIRO.

There's no doubt that we have a long way to go towards reconciliation, but I'm optimistic about the contribution that science can make to that.

Through the actions in this Reconciliation Action Plan, it's my hope that we will see more of our nation's science truly reflect the knowledge of all of us.

Dr Larry Marshall
CSIRO Chief Executive

Message from the CSIRO Chief Scientist

The connection that Australia's Indigenous people have to the longest continuous living culture on the planet is something very special, and something to treasure. That's why I'm proud to be the Executive Sponsor of CSIRO's Reconciliation Action Plan (RAP).

Our RAP provides the foundation for an Indigenous Science Program that will coordinate innovative, transformative, and impactful science at the intersection of Indigenous and western science.

It will be CSIRO's connector for Indigenous communities and organisations as we seek new opportunities to partner as well as strengthen existing relationships with Aboriginal and Torres Strait Islander peoples.

Tremendous work is already underway. The Australian e-Health Research Centre is an excellent example of partnerships between CSIRO and Indigenous communities and their organisations. The centre has championed the co-design and co-development of e-Health solutions and prioritised Aboriginal and Torres Strait Islander peoples and community-controlled models of care to deliver the best outcomes.

To truly have Indigenous-led science, we know that we need more Aboriginal and Torres Strait Islander science leaders and programs to create opportunities for Indigenous youth.

The CSIRO Young Indigenous Women's STEM Academy is building this successful future. The Academy is a national initiative that is nurturing the next generation of Aboriginal and Torres Strait Islander young women in STEM. Through the Academy, students in the early years of high school gain access to ongoing mentoring, STEM extension activities, and support through high school and into university.

CSIRO's Indigenous Time at Sea Scholarship program is another good example of engaging the next generation of Indigenous scientists. Launched in 2019, the program gives Aboriginal and Torres Strait Islander university students the opportunity to join voyages on CSIRO's RV *Investigator* research vessel and participate in research at sea.

Initiatives like these are so important to make sure that our future science leaders include Aboriginal and Torres Strait Islander people. They also serve as a fantastic way to build the pipeline of future talent and leaders into CSIRO.



CSIRO is also working hand-in-hand with Traditional Owners and Indigenous entrepreneurs to support them to have the capacity, authority, tools and access to resources to drive the development of land and sea enterprises that align with their economic and cultural aspirations.

We are supporting the growth of the evolving Indigenous-led bush products sector, which has potential to provide innovative and sustainable pathways to support Indigenous futures across Australia.

At the same time, Indigenous leaders and researchers have identified the need for research to develop culturally appropriate business models that consider the unique interests and challenges faced by Indigenous people, and the co-benefits (e.g. social, cultural, health/well-being) they derive from involvement with on-Country bush product enterprises.

CSIRO is committed to working towards the best outcomes for Indigenous people in Australia, and to becoming an employer of choice for Aboriginal and/or Torres Strait Islander people. Through this RAP and broader initiatives across the organisation, I look forward to CSIRO working on more Indigenous-led science and welcoming more of Australia's First Scientists to Team CSIRO.

Professor Bronwyn Fox
Chief Scientist, CSIRO

Our vision towards reconciliation

As Australia's national science agency, CSIRO's purpose is to solve the greatest challenges through innovative science and technology. These challenges can only be met through collaborative action involving the community, industry, government and research sectors. One significant challenge we face globally is to enhance the resilience, sustainable use and value of our environments.

Aboriginal and Torres Strait Islander peoples have maintained and continue to maintain a special relationship to the lands, skies, waters, plants and animals. They are Australia's first explorers, navigators, engineers, farmers, botanists, diplomats, astronomers, artists and scientists.

The distinct systems of knowledge, innovation and practices maintained by Aboriginal and Torres Strait Islander peoples in the management of biological diversity of Country forms an important contribution to research and development and solving our national challenges.

At CSIRO we recognise the opportunities that can lead to a better future for all Australians when we respectfully share our knowledge and partner for innovation. Through supporting Indigenous leadership, governance, and protocols we can realise the full potential of Indigenous knowledge systems in the care and management of Australia's lands and sea, for the benefit of all Australians.

Our vision for reconciliation is to build genuine partnerships with Australia's oldest living cultures by recognising the value and contributions of Aboriginal and Torres Strait Islander peoples towards Australia's innovative science solutions.

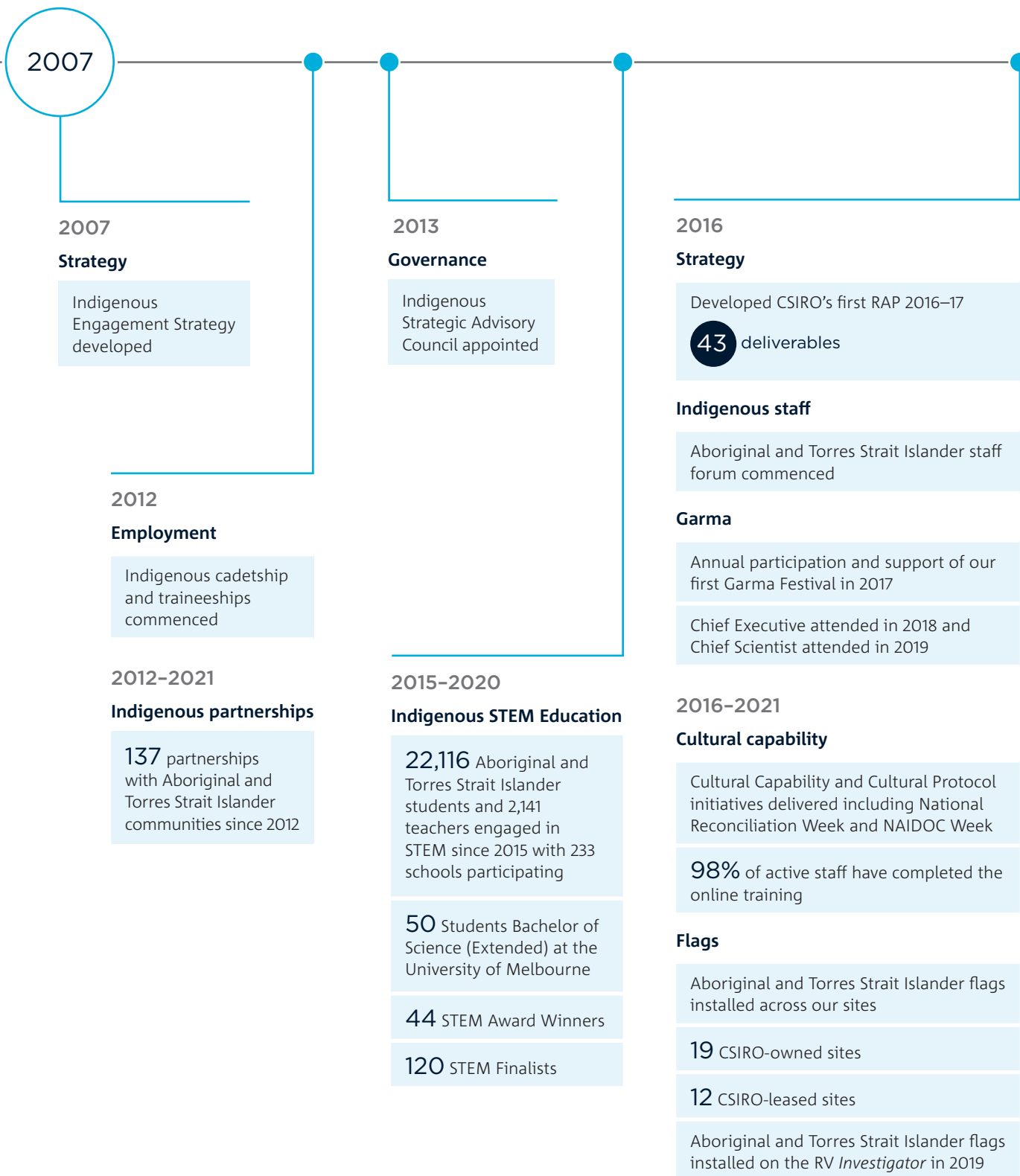
Our support for Indigenous-led research and the application of the principles of self-determination across our research and programs commits CSIRO to collaborating with Aboriginal and Torres Strait Islander stakeholders in transforming the science landscape. This will spark innovative approaches to successfully tackle Australia's biggest challenges.

We will recognise and respect Aboriginal and Torres Strait Islander peoples' rights, culture, customs, knowledge systems and practices. This includes recognising Indigenous Cultural and Intellectual Property and working respectfully with Aboriginal and Torres Strait Islander collaborators to support the strengthening of Indigenous knowledge and knowledge systems in ways that recognise the integrity, validity and context of each different knowledge system.

Using scale and our extensive cross-organisational capability, we will partner with Aboriginal and Torres Strait Islander stakeholders to develop technologies, methods and information that will support Indigenous-led entrepreneurship, new industries, sustainable land, water and sea Country-based enterprises and successful enterprise models.

Our RAP is our commitment to adhering to the highest standard of service and delivery to build enduring relationships with Aboriginal and Torres Strait Islander communities, organisations and people across scientific knowledge sharing, education, employment, and pursuing research and innovation that will create a positive impact on the lives of all Australians.

Our journey towards reconciliation



2019

Indigenous Science

Commenced scoping of an Indigenous Science Program

2020

Languages

The Parkes radio telescope given the Wiradjuri name of Murriyang

2021

Plaques

Acknowledgement of Country plaques installed across 22 sites

Indigenous procurement

\$56M awarded to Indigenous-owned enterprises through 258 engagements

Employment

Invested \$1.2M to support Indigenous Capability Development

1.5% Aboriginal and Torres Strait Islander employment

Launched the Indigenous Support Network

Delivered the Indigenous Capability Development Program 2018–2020

25 staff supported with professional development grants

Indigenous scholarships

\$93,500 provided in top-up scholarships to 3 students

Provided \$350,000 to support 23 STEM scholarships across 6 universities nationally

2018

Employment

Executive Manager Indigenous Engagement appointed

Indigenous Time at Sea Scholarship Program launched

Cultural capability

AIATSIS Training module offered to all staff

CSIRO Awards

Indigenous achievement recognised in annual awards

Indigenous engagement

Victorian Indigenous Engagement Committee established

2018–2021

Young Indigenous Women’s STEM Academy

198 Students

57 Schools

23 universities engaged

22 female Indigenous STEM professionals engaged

2018–2020

Strategy

Developed our second RAP 2018–20

62 deliverables

2021

Cultural capability

Building Cultural Confidence workshops commenced

Website

Indigenous Science Page launched on CSIRO website

Employment

Indigenous Science and Engagement Program Director appointed

2021–2023

Strategy

Our journey continues RAP 2021–23

90 deliverables

Our business

At CSIRO, we solve the greatest challenges through innovative science and technology.

We are Australia's national science agency and innovation catalyst, collaborating to boost Australia's innovation performance.

We work with industry, government and the research community to turn science into solutions to address Australia's greatest challenges, including food security and quality; clean energy and resources; health and wellbeing; resilient and valuable environments; innovative industries; and a secure Australia and region.



(L-R) Marlee Hutton and Cindy Bessey. Marlee is a Bardi Jawi woman from the Kimberley but she grew up in Broome. She is supporting the Yolngu people of Blue Mud Bay, in the Gulf of Carpentaria, on an Indigenous-led project to understand the future of their Traditional lands.

We are one of the largest and most multidisciplinary mission-driven research agencies in the world and we manage state-of-the-art research facilities for the nation.

We operate through three lines of business:

- **Impact science:** Nine national research business units that focus on the biggest challenges facing the nation. These business units operate across science domains including energy, land and water, mineral resources, oceans and atmosphere, agriculture and food, health and biosecurity, manufacturing, Data61, space and astronomy.
- **National Facilities and Collections:** We manage infrastructure and biological collections for the benefit of research and industry. Through our National Collections and Marine Infrastructure business unit we manage collections of plants and animals of Australian and international significance, host and contribute to the Atlas of Living Australia, manage the Environomics Future Science Platform and host the Marine National Facility on behalf of Australia. Our facilities also include the Australian Centre for Disease Preparedness.
- **CSIRO Services:** Comprises of five specialist businesses that deliver products and services that help businesses, industry and governments to capture value from CSIRO's science, technology and research. These include CSIRO Futures, CSIRO Publishing, CSIRO Education and Outreach, Infrastructure Technologies and SME Connect.

We employ 5218 people across 58 sites in scientific, research, technical, fieldwork and administration roles in all states and territories in Australia, with additional employees and affiliates around the world. In June 2021, 77 CSIRO employees identified as Aboriginal and/or Torres Strait Islander people.

Our Reconciliation Action Plan

Our RAP outlines the actions we will take to build stronger relationships with Aboriginal and Torres Strait Islander peoples through scientific knowledge sharing, education, employment opportunities and mutually beneficial partnerships that can deliver a positive impact for the benefit of all Australians.

We recognise reconciliation is an ongoing journey and we remain committed to investing in Aboriginal and Torres Strait Islander cultural knowledge in relation to science, and the participation of Aboriginal and Torres Strait Islander peoples in Australia's research and innovation landscape.

At CSIRO we expect the highest standard of service delivery. Our approach to impact management ensures that we design and deliver an enterprise-wide and enduring cultural program to support long-term improvement in our outcome focus, customer service and impact delivery.

Our previous RAPs (2016–17 and 2018–21) provided us with the experience to test innovative ways of working across our business units, to implement new governance frameworks, and evaluate the outcomes we set out to achieve. We are proud of our achievements since we commenced our reconciliation journey, but we also acknowledge the opportunities that can be realised through a consistent organisation-wide approach to deliver on the vision of our RAP.

Our third RAP aims to build on our models of success with a key focus on embedding the following priority areas across CSIRO:

- Partnering with Aboriginal and Torres Strait Islander communities to support Indigenous-led science solutions.
- Developing a new Indigenous Engagement Strategy to ensure appropriate engagement and collaboration aligns to the rights and interests of Aboriginal and Torres Strait Islander peoples across all lines of our business.
- Developing key foundational Indigenous strategies across all of CSIRO that can support us to achieve our vision towards reconciliation. This includes protecting Indigenous Cultural and Intellectual Property and respectfully managing the collection, interpretation and use of Indigenous data.
- Building our capability to develop, cultivate and sustain respectful relationships with Aboriginal and Torres Strait Islander peoples.
- Positioning CSIRO as an employer of choice to attract and retain highly skilled Aboriginal and Torres Strait Islander peoples across our scientific, research, technical, fieldwork and support services.
- Strengthening our governance arrangements, including tracking and reporting mechanisms.

Our RAP is championed by an internal Indigenous Engagement Implementation Committee (IEIC), an Executive Sponsor from the CSIRO Leadership Team, and the external Indigenous Advisory Group (IAG).

The IEIC is supported by the Office of Indigenous Engagement and includes representation from every Business Unit and Enterprise Service across CSIRO, including seven Aboriginal and Torres Strait Islander staff.

In developing this RAP, input has been obtained from the CSIRO Leadership Team and Aboriginal and Torres Strait Islander staff through the monthly Aboriginal and Torres Strait Islander staff forum. Facilitated by the Office of Indigenous Engagement, this forum provides the opportunity for all Aboriginal and Torres Strait Islander staff to provide ongoing input and feedback on the RAP actions.

The Program Director Indigenous Science and Engagement has responsibility for CSIRO's Indigenous science and engagement activities. This is a new team that was developed in 2021 to embrace the work of the Office of Indigenous Engagement and strengthen the coordination and collaboration of Indigenous engagement and science across CSIRO.

The external IAG operates under CSIRO's Advisory Groups Charter. The IAG provides independent, external advice to CSIRO through a member of the Executive Sponsor, nominated by the Chief Executive. The IAG also assists CSIRO on broader strategic issues relevant to the sectors in which the Business Units and CSIRO's other lines of business (National Facilities and Collections and CSIRO Services) and Enterprise Services operate, including oversight of CSIRO's RAP and associated strategies.

Our third RAP aligns to the CSIRO Corporate Plan and aims to ensure our commitments are embedded, tracked, and reported across CSIRO.

CSIRO's RAP is structured around the following priority areas:

- Relationships
- Respect
- Opportunities

To ensure accountability, additional actions have been included in our governance theme to track, monitor, and report on our progress.

Relationships



CSIRO's promise is to unlock a better future for everyone, including Aboriginal and Torres Strait Islander peoples, who we recognise as the First Peoples of this land.

We are committed to achieving reconciliation and demonstrating respect for Indigenous knowledge and science. This commitment involves strengthening our ways to continually improve our engagement to foster collaborative partnerships with Aboriginal and Torres Strait Islander communities.

Additionally, we recognise our engagement and collaboration must be conducted appropriately in accordance to the aim of the research and the priorities and interests of Aboriginal and Torres Strait Islander communities.

This theme of our RAP is focussed on developing and implementing engagement protocols, strengthening the voices of Aboriginal and Torres Strait Islander peoples, building our capability, and connecting with people.

FOCUS AREA:

Engagement – Capability –
Governance – Collaboration





Magpie geese are an important indicator of wetland health, in Kakadu.

CASE STUDY

Magpie geese return with help from ethical AI and Indigenous Knowledge

In the Northern Territory, we're using new technology to look after an ancient landscape. In Kakadu National Park, magpie geese – whose numbers have dwindled – are returning with the help of ethical AI and Indigenous knowledge.

Magpie geese are a key indicator of 'healthy Country' for Bininj Traditional Owners, who have hunted, fished and lived on this land for at least 65,000 years. But a weed called para grass is choking floodplains and the magpie geese's habitat.

The challenge is immense: Kakadu National Park is one-third of the size of Tasmania. On the Nardab floodplains, Traditional Owners and Park rangers need to know the best way to control the weed – what combination of burning or spraying works best, and where priority areas of management should be – to focus these efforts.

Enter ethical AI. Our scientists are working with Bininj Traditional Owners, Rangers, Microsoft, Parks Australia, and the National Environmental Science Program to create new

Indigenous-led technology. Rangers use drones to monitor geese and para grass. Aerial photos are analysed with help from AI, and results are displayed on an interactive Healthy Country Dashboard that we co-created using Bininj seasonal calendars to monitor and manage these wetlands.

The Microsoft AI within the Healthy Country Dashboard can identify magpie geese in each photo, giving a more accurate estimate of the bird population. The software also differentiates para grass from native plants. Therefore, rangers can check how effective their weed management work is.

"We know it's working because when we walk away, the rangers are still using the information collected from drones and on-ground monitoring to manage these wetlands," reflected principal research scientist Dr Cathy Robinson. There are already reports of results on the ground – the wetlands are flourishing, and thousands of magpie geese have come home to roost.

CASE STUDY

Partnering with Aboriginal and Torres Strait Islander peak bodies to address Indigenous health priorities

The Australian e-Health Research Centre (AeHRC), CSIRO's national digital health program and a joint venture with the Queensland Government, are working with Aboriginal and Torres Strait Islander communities across the nation to ensure health equality for all.

The team are partnering with Aboriginal and Torres Strait Islander Community Controlled Health Organisations (ATSICCHO) to co-design and co-develop potential e-Health solutions to complement existing successful models of care for some of the most significant health issues in their communities. Key projects include:

- A study with the Queensland Aboriginal and Islander Health Council (QAIHC) to assess the appropriateness, feasibility and effect of an mHealth platform specifically tailored for the clinical management of hypertension for patients accessing care at two ATSICCHOs: Wuchopperen Health Service in Cairns and Mulungu Health Service in Mareeba.
- A community-led project with Tangentyere Council Aboriginal Corporation (TCAC) in Alice Springs to monitor a residential thermal comfort trial deploying sensors in Town Camp houses in Aboriginal communities.
- A feasibility trial of the MOTHER mHealth platform for gestational diabetes mellitus at the Mt Isa Base Hospital. The MOTHER platform utilises a smartphone application and web-based portal to support mothers and clinicians to manage diabetes during pregnancy.
- The SMART on FHIR (Fast Healthcare Interoperable Resources) Health Check research project that will deliver an enhanced health check (MBS715) supporting data-informed clinical decision making. We are collaborating with Royal Australian College of General Practice, software vendors, clinicians, National Aboriginal Community Controlled Health Organisation and ATSICCHO's, to codesign key components of this research project.



(L – R) Kate Ebrill, David Hansen, Ray Mahoney, Andrew Goodman and Marlien Varnfield, visiting St George clinic with Floyd Leedie, Chief Executive Officer – Goondir Health Services and staff.

CASE STUDY

Keeping an eye on Country with the Centre for Appropriate Technology

Australian researchers can access the Earth observation satellite NovaSAR-1 thanks to CSIRO and its partnership with Australia's first and only Aboriginal-owned-and-operated ground segment service provider.

CSIRO manages Australia's share of the satellite facility, which can take images of the Earth through all weather conditions, including heavy cloud and smoke.

Although Australia is one of the largest users of Earth observation data, until now we have not had direct control over the tasking of an Earth observation satellite.

The opening of the NovaSAR-1 facility to the innovation sector represents a step-change for Australian research and an important step forward for our space industry.

Satellite data will be downloaded to a receiving station near Alice Springs, owned by the Centre for Appropriate Technology (CfAT).

Peter Renehan, CfAT CEO, said access to NovaSAR-1 has the potential to benefit many Indigenous communities, like Indigenous rangers who look after land and sea and can use imagery from space to help do their jobs.

"It's important that we can build and own facilities like this right here in Central Australia and feel proud that Aboriginal Australians are making such an important contribution to supporting the development of Australia's sovereign capability in the space industry," Mr Renehan said.

CfAT was established in 1980 to research, design, develop and deliver appropriate technologies and technical training to Indigenous people living in remote communities.

CfAT's wholly-owned subsidiary CfAT Satellite Enterprises (CfATSE) manages the satellite ground station in Alice Springs, which was funded by Indigenous Business Australia.

Australian researchers can apply to direct Australia's share in Earth observation satellite NovaSAR-1. Computer generated image of the satellite in orbit. © Surrey Satellite Technology



Relationships

Themes include connecting people, sharing experiences, governance, communication, engagement, and partnerships.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Develop Indigenous Engagement guiding principles and resources to support our staff to engage respectfully with Aboriginal and Torres Strait Islander peoples.	July 2022	Executive Manager, Office of Indigenous Engagement
	2. Develop and implement a new Indigenous Engagement Strategy to guide Business Units and Enterprise Services to deliver on our RAP commitments when working in partnership with Aboriginal and Torres Strait Islander stakeholders.	December 2022	Executive Manager, Office of Indigenous Engagement
	3. Explore and identify opportunities for CSIRO to partner with at least one Aboriginal and Torres Strait Islander organisation through secondment and mobility programs e.g., Switch.	March 2022	General Manager, Talent
	4. Continue to host the CSIRO Aboriginal and Torres Strait Islander staff forum to build and maintain our network of Aboriginal and Torres Strait Islander staff across our workforce.	December 2023	Executive Manager, Office of Indigenous Engagement
	5. Identify opportunities to support staff to increase their relationships with Traditional Owners and the local Aboriginal and Torres Strait Islander community through locally-led initiatives and/or partnerships across our CSIRO sites.	December 2023	Director, Business Units Director, Enterprise Services Site Leaders
2. Build relationships through celebrating National Reconciliation Week (NRW).	6. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 June, 2022 and 2023	Executive Manager, Office of Indigenous Engagement
	7. Register all our NRW events on Reconciliation Australia's NRW Website.		Executive Manager, Office of Indigenous Engagement
	8. Indigenous Engagement Implementation Committee (IEIC) members to participate and encourage staff to support an external NRW event.		IEIC Members
	9. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.		Chief Scientist, Executive Sponsor, Indigenous Engagement
	10. Organise at least one NRW event each year.		Site Leaders

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	<p>11. Develop, resource and implement a RAP Communication Strategy to facilitate the engagement of our senior leaders, our staff and our stakeholders in reconciliation.</p> <p>This strategy will include a plan to:</p> <ul style="list-style-type: none"> - Communicate our commitment to reconciliation publicly. - Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. - Maintain a consistent presence of the RAP on the CSIRO intranet page. - Maintain a consistent and continuous presence of Indigenous Science and Engagement on CSIRO external channels. - Collaborate with other organisations with a RAP to develop ways to advance reconciliation. - Identify opportunities for senior leaders to champion and promote the RAP within their Business Units and Enterprise Services. - Embed RAP key messages across our internal and external communication channels. 	February 2022	Director, Corporate Affairs
4. Promote positive race relations through anti-discrimination strategies.	<p>12. Conduct a review of HR policies and procedures to identify existing anti-discrimination and anti-racism provisions, and future needs.</p> <hr/> <p>13. Develop, implement and communicate an anti-racism policy for our organisation.</p> <hr/> <p>14. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-racism policy.</p>	June 2022	Director, Workforce Strategy and Experience
	15. Educate senior leaders about colonisation and racism, the effects of racism, and racial discrimination.	December 2022	Executive Manager, Diversity and Inclusion
5. Strengthen the representation of Aboriginal and Torres Strait Islander peoples across CSIRO Strategic Advisory Groups and committees/working groups.	16. Support an increase of appropriate representation of Aboriginal and Torres Strait Islander peoples across CSIRO Strategic Advisory Groups by reviewing the current status and numbers and embedding processes within the governance team.	June 2022	Director, Governance
	17. Increase the representation of Aboriginal and Torres Strait Islander peoples within CSIRO Strategic Advisory Groups and committees/working groups.	December 2023	Director, Business Units Director, Enterprise Services
	18. Support the inclusion and involvement of Aboriginal and Torres Strait Islander committee members on CSIRO's ethics committees.	December 2023	Director, Science Impact and Policy
	19. Develop and implement a CSIRO Indigenous Governance Framework.	December 2023	Program Director, Indigenous Science and Engagement

Respect



CSIRO adheres to the highest standards of service and delivery to solve the greatest challenges through innovative science and technology.

We strive to ensure that our research is undertaken in a respectful, ethical, and transparent manner throughout the waters, lands, and seas that we operate across.

In doing so, we acknowledge Aboriginal and Torres Strait Islander peoples as Traditional Custodians of Country, and we will respect cultural protocols by continuing to develop our own capabilities to increase our appreciation of Aboriginal and Torres Strait Islander peoples, culture, lore, languages and traditional knowledge systems.

We will celebrate the success of Aboriginal and Torres Strait Islander peoples and the sharing of their customs, cultures, knowledge, and languages to improve CSIRO's work for the benefit of the Australian community.

Additionally, we are committed to developing, implementing and maintaining practices that ensure we respect and encourage Aboriginal and Torres Strait Islander peoples' rights to maintain, control, protect and develop their intellectual property over their cultural heritage, traditional knowledge, and traditional cultural expressions, and be engaged in research that affects or is of particular significance to them.

This theme of our RAP is focussed on pride in cultures and histories, understanding cultural protocols, engaging ethically, recognising the rights of Aboriginal and Torres Strait Islander peoples, building our cultural capabilities, promoting Indigenous languages, and valuing Indigenous knowledge systems.

FOCUS AREA:

Protocols – Capability –
Languages – Knowledge





Wiradjuri dancers perform at the Parkes Observatory naming ceremony for Murriyang. (L-R) Brian Ah-see, Yarrangirri Holmes and Blake Baxter.

CASE STUDY

CSIRO's iconic Parkes radio telescope given Indigenous name

To mark the start of NAIDOC week in 2020, CSIRO's Parkes radio telescope was honoured with a traditional name chosen by Wiradjuri Elders and revealed at a local naming ceremony.

It received the name Murriyang, which represents the 'Skyworld' where a prominent creator spirit of the Wiradjuri Dreaming, Biyaami (Baiaame), lives. Two smaller telescopes at CSIRO's Parkes Observatory also received Wiradjuri names.

Wiradjuri Elder Rhonda Towney conducted the Welcome to Country, and Elder Dr Stan Grant AM revealed the telescopes' Wiradjuri names.

Over two years, CSIRO's local Parkes staff worked in collaboration with Wiradjuri Elders, the NSW Aboriginal Education Consultative Group and the North West Wiradjuri Language and Culture Nest on the telescope naming project.

CSIRO Chief Executive Dr Larry Marshall said Australia had a rich heritage of exploring the world and the stars, and it's humbling to link our early steps to connect to the Universe with that ancient wisdom.

"Science is the search for truth, often we think we are the first to discover it, but much of the knowledge we seek was discovered long before us," Dr Marshall said.

"We're honoured that the Wiradjuri Elders have given traditional names to our telescopes at Parkes, to connect them with the oldest scientific tradition in the world."

The Wiradjuri names for the other two telescopes are Giyalung Miil, for the 12-metre ASKAP testing antenna, and Giyalung Guluman, for the 18-metre decommissioned antenna.

CASE STUDY

Saltwater science and Sea Country research

RV *Investigator's* Brisbane to Darwin voyage in June 2021 provided further opportunities for collaboration and sharing of knowledge and experience, both of science and culture.

Breeanna Muggleton is an Indigenous woman with family ties to Western Australia and Queensland. She is studying a combined Bachelor of Engineering and Bachelor of Environmental Science at Griffith University, and participated in the second voyage of CSIRO's Indigenous Time at Sea Scholarship (ITSS).

Breeanna took part in a wide variety of research activities as the vessel travelled from Brisbane to Darwin. This included leading a seawater sampling project that had been impacted when researchers were unable to board the vessel because of COVID-19 restrictions.

Hannah McCleary coordinates the ITSS in CSIRO and is undertaking an Indigenous Cadetship with the Marine National Facility while studying at the University of Tasmania. Hannah is a proud Palawa woman from Tasmania.

Breeanna and Hannah worked together in taking water samples to test for carbon and bioluminescent species, maintained cosmic ray detectors, and set up, deployed and analysed seawater samples.

The benefits of the ITSS flow both ways between participants and researchers. The knowledge and perspectives of students is shared with those on board, which includes daily presentations conducted in the ship's lounge. Some of the greatest benefits from the scholarship are realised in this informal environment, where voyage participants and crew share their experiences and views.

The ITSS supports the growing demand for Aboriginal and Torres Strait Islander practitioners to lead Sea Country research. It delivers practical at-sea experience and connects students with experienced researchers and like-minded students.

The scholarship reflects the Marine National Facility and CSIRO's commitment to increase involvement and opportunities for Aboriginal and Torres Strait Islander people within the organisation and scientific research more broadly.

(L – R) Breeanna Muggleton and Hannah McCleary on the RV *Investigator*.



Respect

Themes include pride in cultures and histories, understanding cultural protocols, engaging ethically, recognising the rights of Aboriginal and Torres Strait Islander peoples, learning, appreciation, building our cultural capabilities and valuing Indigenous knowledges.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	20. Ensure 100% of staff complete the online Introduction to Aboriginal and Torres Strait Islander Cultural Awareness Training within three months of starting at CSIRO. Publish the level of staff training in the Annual Report and on the CSIRO website.	February, April, July, October annually	Director, Business Units Director, Enterprise Services
	21. Maintain and report on the monthly completion of the Introduction to Aboriginal and Torres Strait Islander Cultural Awareness Training.	1st of each month	General Manager, Workforce Strategy and Analytics
	22. Continue to implement and evolve the Aboriginal and Torres Strait Islander Cultural Capability and Learning Framework with a suite of cultural learning opportunities and delivery options (e.g. online, face-to-face and cultural immersion). This strategy will also consider the learning needs of all staff, including opportunities for IEIC members, CSIRO Leadership Team, and senior managers/research directors to participate in formal and structured cultural learning.	June 2022	Executive Manager, Office of Indigenous Engagement
	23. Develop and maintain a regular report to staff on CSIRO research activities that involve Aboriginal and Torres Strait Islander people and communities.	June 2022	Executive Manager, Office of Indigenous Engagement
	24. Identify opportunities to partner with Traditional Owners to deliver tailored and localised activities that are aligned to our Aboriginal and Torres Strait Islander Cultural Capability and Learning Framework.	December 2023	Executive Manager, Office of Indigenous Engagement
25. Ethics team to engage and work with the Office of Indigenous Engagement to provide professional development on research and engagement with Aboriginal and Torres Strait Islander people and communities.	December 2023	Director, Science Impact and Policy	
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	26. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2021	Executive Manager, Office of Indigenous Engagement
	27. Ensure the Acknowledgement of Traditional Owners is displayed on all CSIRO websites and the Acknowledgement of Traditional Owners is available for use in CSIRO emails.	December 2021	Director, Corporate Affairs
	28. Develop and encourage staff to include an Acknowledgement of Traditional Owners in appropriate CSIRO publications.	December 2022	Executive Manager, Office of Indigenous Engagement
	29. Develop, maintain and communicate a suite of resources and documents including a: <ul style="list-style-type: none"> a. protocol document for Welcome to Country and Acknowledgement of Country b. protocol document for engaging with Traditional Owners to arrange a Welcome to Country c. list of key contacts for organising a Welcome to Country d. flag protocol document. 	December 2021	Executive Manager, Office of Indigenous Engagement
	30. Invite Traditional Owners to provide a Welcome to Country or other appropriate cultural protocol at significant CSIRO internal and external events each year.	December 2023	Director, Business Units Director, Enterprise Services
31. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important internal and external meetings, including major events where a Traditional Owner is not available.	December 2021	All CSIRO Staff	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	32. Increase awareness of local Aboriginal and Torres Strait Islander people and culture at CSIRO-owned sites by: <ol style="list-style-type: none"> a. Displaying a plaque acknowledging Traditional Owners in the reception areas at CSIRO-owned sites. b. Displaying an Acknowledgement of Traditional Owners in all CSIRO meeting rooms. c. Including artwork by Aboriginal and Torres Strait Islander artists at CSIRO sites, particularly when planning site upgrades. d. Ensuring that all CSIRO-owned sites have 3 flagpoles accommodating the Australian, Aboriginal and Torres Strait Islander flags. e. Ensuring that CSIRO-owned facilities fly the Australian, Aboriginal and Torres Strait Islander flags. f. Exploring opportunities at our leased sites to display the Australian, Aboriginal and Torres Strait Islander flags. 	December 2022	Director, Business and Infrastructure Services
	33. Comply with the Cultural Heritage Management Plan and ensure that project activities proceed in a manner that preserves and respects Aboriginal cultural heritage values at the Murchison Radio Observatory.	December 2023	Director, Space and Astronomy
8. Demonstrate respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating and promoting local Indigenous languages.	34. Identify and explore opportunities to promote and celebrate local Indigenous languages across CSIRO sites, particularly when planning new sites and renaming opportunities.	December 2023	Director, Business and Infrastructure Services
	35. Develop an Indigenous language protocol document to support staff across business units to engage respectfully with Aboriginal and Torres Strait Islander languages.	June 2023	Executive Manager, Office of Indigenous Engagement
	36. Explore opportunities to respectfully promote Indigenous languages within our research, and publications in partnership with the Aboriginal and Torres Strait Islander communities that we work with.	September 2022	Executive Manager, Office of Indigenous Engagement
	37. Support CSIRO Aboriginal and Torres Strait Islander staff to develop and maintain their Indigenous language skills.	December 2022	Director, Workforce Strategy and Experience
9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and raising awareness on other significant dates throughout the year.	38. IEIC to participate in an external NAIDOC Week event.	First week in July, 2021, 2022 and 2023	Executive Manager, Office of Indigenous Engagement
	39. Review HR policies and procedures to support staff to participate and attend NAIDOC Week.	December 2021	Director, Workforce Strategy and Experience
	40. Promote and encourage participation in external NAIDOC events to all staff and promote leave provisions available for staff to attend NAIDOC events.	First week in July, 2021, 2022 and 2023	Chief Scientist, Executive Sponsor, Indigenous Engagement
	41. Continue to promote and maintain a corporate calendar that raises awareness on the days of significance for Aboriginal and Torres Strait Islander peoples.	January 2022, 2023	Executive Manager, Office of Indigenous Engagement

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Respect and encourage Aboriginal and Torres Strait Islander peoples' rights to maintain, control, protect and develop their intellectual property over their cultural heritage, traditional knowledge, and traditional cultural expressions.	42. Develop and implement a CSIRO Indigenous Cultural and Intellectual Property policy, with associated principles, procedures and learning opportunities.	December 2022	Director, Commercial Director, Business Development and Global Executive Manager, Office of Indigenous Engagement
11. Ensure that CSIRO engages ethically with Aboriginal and Torres Strait Islander communities on matters that are of significance to Aboriginal and Torres Strait Islander peoples.	43. Support CSIRO researchers to conduct inclusive engagement with Aboriginal and Torres Strait Islander people and communities, where appropriate, through culturally and ethically sound research.	December 2023	Director, Science Impact and Policy
	44. Undertake customer satisfaction surveys to seek feedback from Aboriginal and Torres Strait Islander communities and organisations.	September 2022	Executive Manager, Chief of Staff and Strategy
	45. Promote guidelines and resources to support best practice in research involving, or of particular significance to, Aboriginal and Torres Strait Islander communities.	December 2023	Executive Manager, Office of Indigenous Engagement
	46. Develop and promote guidelines and resources to support strengths-based, culturally-appropriate and respectful language for CSIRO researchers involved in research regarding, or of particular significance to, Aboriginal and Torres Strait Islander people.	December 2022	Executive Manager, Office of Indigenous Engagement
12. Promote the importance of Indigenous data sovereignty and governance.	47. Develop guidelines, tools and learning opportunities to support Indigenous data sovereignty and governance for CSIRO's collection, use and storage of Indigenous data.	June 2023	Director, Information Management and Technology
	48. Promote the guidelines and tools to all CSIRO staff to increase awareness of Indigenous data sovereignty commitments.	December 2023	Director, Information Management and Technology

Opportunities



CSIRO commits to partnering with Aboriginal and Torres Strait Islander communities and organisations to create Indigenous-driven science solutions that support sustainable futures for Aboriginal and Torres Strait Islander peoples, cultures and Country.

We recognise the rights of Aboriginal and Torres Strait Islander peoples to make decisions in matters that affect their rights, and to control the development and transmission of their culture and heritage and the use of their lands and resources.

Additionally, we acknowledge Aboriginal and Torres Strait Islander research should respond to priorities determined by Aboriginal and Torres Strait Islander peoples and have key objectives that demonstrate intended beneficial impacts and outcomes, either at a local level or more broadly.

In doing so we will adhere to best practice approaches to ensure genuine economic development outcomes are delivered through sustainable strategies across the workforce and procurement landscape.

We are committed to achieving the Commonwealth government employment target of 3% of our total workforce identifying as Aboriginal and/or Torres Strait Islander by December 2023.

We recognise the need to retain skilled Aboriginal and/or Torres Strait Islander staff and we are reviewing the Aboriginal and Torres Strait Islander Employment Strategy to deliver sustainable employment outcomes.

In support of the Commonwealth government Indigenous procurement targets, we will be developing our own Indigenous Procurement Strategy to scope, identify and embed systems and procedures to increase our expenditure with Indigenous-owned enterprises. We will also seek to increase the participation of Indigenous-owned enterprises through our business capability development programs.

Additionally, through the delivery of our education and outreach programs, we will build the capacity and opportunities in education and employment for future generations of Aboriginal and Torres Strait Islander peoples to take up science-related careers.

FOCUS AREA:

Research – Leadership –
Economic Development –
Capability Building – Education





CASE STUDY

Empowering Indigenous people to lead ‘Our Knowledge Our Way’ in land and sea management

Our Knowledge Our Way in Caring for Country Guidelines support institutional and individual learnings of best practice to care for land and sea Country. Our Knowledge Our Way was developed with the understanding that Indigenous people must decide what is best practice in working with Indigenous knowledge.

Indigenous peoples use Traditional Knowledge in everyday decision making in caring for Country and communities. There is a considerable and increasing interest by non-Indigenous people to incorporate Indigenous knowledge in land and sea management.

For partnerships to be effective it is of utmost importance that Indigenous knowledge is used and shared appropriately.

In partnership with the North Australian Indigenous Land and Sea Management Alliance (NAISMA), and with support from the Australian Committee of the International Union for Conservation of Nature (IUCN) and the Australian Government’s National Environmental Science Program (NESP), CSIRO answered a call from the Indigenous-majority Project Steering Group to develop a set of Best Practice Guidelines for working with Indigenous knowledge in land and sea management. Key goals were to empower Indigenous peoples to look after Country ‘our way’, recognising the multiple social, cultural and economic benefits that come from effective Indigenous adaptive management of Country.

The Guidelines are founded on 23 best-practice case studies, submitted by Indigenous peoples and their partners from across the continent, which highlight their empowered, active, knowledge-driven practices in caring for their Country. Overall, more than 100 Indigenous contributors engaged in the development of the Guidelines with Indigenous authors leading development of the Chapters. The Guidelines highlight how Indigenous knowledge is kept strong through access to Country and Indigenous cultural governance of knowledge. The key guiding principle is that Indigenous peoples must decide what is best practice in working with Indigenous knowledge.



Academy young women and program staff at the Inaugural Young Indigenous Women's STEM Academy's Regional STEM Camp, Cairns.

CASE STUDY

Empowering the next generation of Aboriginal and/or Torres Strait Islander STEM Professionals

Young Indigenous Women's STEM Academy

The Young Indigenous Women's STEM¹ Academy (the Academy) gives young Aboriginal and/or Torres Strait Islander women the tools and support they need to succeed in an exciting STEM career.

It does this through targeted, long-term support to help overcome the barriers that discourage Indigenous women from pursuing STEM careers.

The Academy takes a holistic, streamlined approach to support and promote access to STEM careers for high achieving students. Students are recruited in year 8, to ensure support starts before students choose critical high school subjects that enable relevant study and career progression into STEM fields.

The Academy recognises that Aboriginal and/or Torres Strait Islander peoples have an ongoing relationship with STEM that dates back thousands of years. The program is co-designed with participants, communities and Indigenous leaders to ensure that Aboriginal and Torres Strait Islander perspectives are embedded in all aspects of the program's delivery.

The next generation of Indigenous science leaders

Dr Ray Mahoney, a descendant of the Bidjara people of Central West Queensland and Senior Research Scientist with the Australian e-Health Research Centre (AeHRC) at CSIRO, is providing leadership as co-supervisor for two Doctor of Philosophy (PhD) candidates supported through our top-up Indigenous postgraduate scholarship program.

Jed Fraser is a proud Bidjara and Mandandanji man with connections to South West Queensland. Jed's research project focusses on understanding Indigenous youth health priorities to co-design and implement an Indigenous youth specific and holistic health assessment, which will be administered via electronic tablets within primary health care settings.

Andrew Goodman is a western Queensland man from Iningai country. Andrew's research project aims to improve awareness, understanding and clinical management of hypertension utilising a smartphone and web-based interactive system (mHealth platform) with patients and service providers in an Aboriginal and Torres Strait Islander Community Controlled Health Organisation.

¹ STEM stands for Science, Technology, Engineering and Mathematics

Opportunities

Themes include employment, professional development and retention of Aboriginal and Torres Strait Islander staff, supporting procurement outcomes with Indigenous-owned enterprises and supporting Indigenous-led science.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	49. Increase the percentage of Aboriginal and Torres Strait Islander staff to 3% across our workforce in a range of disciplines and roles conducting innovative research, research and general management, and enterprise services.	December 2023	Director, Business Units Director, Enterprise Services
	50. Develop and implement an Aboriginal and Torres Strait Islander Employment Strategy with a focus on recruitment, retention and professional development. This includes conducting a review of our current Indigenous employment initiatives: <ul style="list-style-type: none"> a. Traineeships b. Cadetships c. Postgraduate scholarships d. Indigenous scholarships e. Undergraduate summer vacation scholarship. 	April 2022	General Manager, Talent Executive Manager, Office of Indigenous Engagement
	51. Identify opportunities to build the pipeline of Aboriginal and Torres Strait Islander STEM professionals through CSIRO's Education and Outreach Programs.	December 2022	General Manager, Talent Director, Services
	52. Monitor the progression and retention of Aboriginal and Torres Strait Islander staff by collecting regular information that can measure our progress, and inform future employment and professional development opportunities.	October 2022	General Manager, Talent General Manager, Workforce Strategy and Experience Executive Manager, Office of Indigenous Engagement
	53. Report the progression and retention of Aboriginal and Torres Strait Islander staff at Business Unit and Enterprise level, at least quarterly, to all Business and Enterprise Directors.	October 2022	General Manager, Talent General Manager, Workforce Strategy and Experience Executive Manager, Office of Indigenous Engagement
	54. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	April 2022	General Manager, Talent Executive Manager, Office of Indigenous Engagement
	55. Encourage supervisors of Aboriginal and Torres Strait Islander staff to participate in tailored cultural learning and development opportunities.	March 2022	Director, Business Units Director, Enterprise Services
	56. Advertise job vacancies through targeted Indigenous employment communication channels to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2023	General Manager, Talent
	57. Review HR and recruitment procedures and policies to support inclusive engagement with Aboriginal and Torres Strait Islander peoples within our workplace.	June 2022	General Manager, Workforce Strategy and Experience General Manager, Talent
58. Support the professional development and career growth of Aboriginal and Torres Strait Islander staff by implementing the recommendations of the Aboriginal and Torres Strait Islander Employment Strategy.	June 2023	Director, Business Units Director, Enterprise Services	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	59. Identify emerging and established Aboriginal and Torres Strait Islander researchers in fields relevant to current and future CSIRO activity and promote CSIRO opportunities to these people.	December 2023	Director, Business Units Director, Enterprise Services
	60. Identify opportunities to recruit Aboriginal and Torres Strait Islander people in science, research, communications, human resources, education, to undertake research and other work where Indigenous cultural knowledge is a genuine occupational requirement.	June 2023	Director, Business Units Director, Enterprise Services
	61. Promote STEM careers to Aboriginal and Torres Strait Islander students.	June 2023	Director, Services
14. Increase Aboriginal and Torres Strait Islander supplier diversity and engagement to support improved economic and social outcomes.	62. Develop a CSIRO Aboriginal and Torres Strait Islander Procurement Strategy with tangible goals that are consistent with the Commonwealth Government's Indigenous Procurement Policy.	December 2022	Director, Finance
	63. Implement the CSIRO Aboriginal and Torres Strait Islander Procurement Strategy and encourage all staff to engage with Indigenous-owned enterprises.	February 2023	Director, Business Units Director, Enterprise Services
	64. Review and update procurement practices to support staff to procure goods and services from Indigenous-owned enterprises.	February 2023	Director, Finance
	65. Continue Supply Nation membership.	September 2022 and 2023	Director, Finance
	66. Identify and implement system improvements to effectively monitor and track annual expenditure with Indigenous-owned enterprises.	June 2022 and 2023	Director, Finance
	67. Continue to report on annual expenditure with Indigenous-owned enterprises.		
	68. Require major suppliers to CSIRO to have an effective Aboriginal and Torres Strait Islander Employment Strategy that is publicly reported.		
	69. Develop at least three commercial relationships with Aboriginal and Torres Strait Islander businesses.	June 2023	Director, Enterprise Services
	70. Educate all CSIRO staff on Aboriginal and Torres Strait Islander procurement commitments.	May 2023	Executive Manager, Office of Indigenous Engagement
	71. Build staff capacity to identify and support Aboriginal and Torres Strait Islander procurement opportunities.		
	72. Investigate opportunities to resource an Indigenous economic development advisor within CSIRO to support Aboriginal and Torres Strait Islander businesses to connect with CSIRO.		
15. Promote best practice in partnering with Aboriginal and Torres Strait Islander communities and stakeholders.	73. Continue to provide a CSIRO Award category recognising achievement in relation to Aboriginal and Torres Strait Islander engagement, participation, service delivery and research in our annual CSIRO Awards.	November 2021, 2022 and 2023	Executive Manager, Culture Diversity and Inclusion Director, Corporate Affairs
16. Increase access to science education for Aboriginal and Torres Strait Islander peoples.	74. Continue to develop and implement a range of programs that increase access to science education for Aboriginal and Torres Strait Islander peoples.	June 2022	Director, Services
	75. Continue to support Aboriginal and Torres Strait Islander tertiary students to join voyages of the RV <i>Investigator</i> through the Indigenous Time at Sea Scholarship (ITSS) Program.	December 2023	Director, National Collections and Marine Infrastructure
	76. Identify and explore opportunities, applying the ITSS Program model, to support Aboriginal and Torres Strait Islander students to further their development through work placements within the National Collections and Marine Infrastructure Business Unit.		

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
17. Increase Indigenous-led, driven and/or co-developed research activities in areas that address aspirations, opportunities and challenges prioritised by Aboriginal and Torres Strait Islander peoples, communities and organisations.	77. Increase the engagement and participation of Indigenous-owned enterprises in our business capability development programs that connect Australian researchers to small businesses.	December 2023	Director, Services
	78. In our engagement with universities regarding major collaboration programs, explore and identify opportunities with at least one university (with assistance from our strategic university engagement team) that can deliver meaningful outcomes for Aboriginal and Torres Strait Islander peoples and communities.	July 2022	Director, Business Units Program Director, Indigenous Science and Engagement
	79. From existing data sets identify baseline data on the total number of collaborative projects between CSIRO and universities that include engagement with Aboriginal and Torres Strait Islander people and communities.	July 2022	Director, Science Impact and Policy Director, Business Development and Global
	80. Support Business Units and Enterprise Service groups tasked to lead Indigenous Strategies for CSIRO, by assisting in any scoping activities that can support our university engagement.	December 2023	Director, Science Impact and Policy
	81. Engage and partner with Aboriginal and Torres Strait Islander peoples to co-develop key research priority areas.	December 2023	Program Director, Indigenous Science and Engagement
	82. Develop and deliver the Indigenous Science Program to ensure the knowledge and contributions of Aboriginal and Torres Strait Islander peoples are valued and recognised within our national research and innovation landscape.		
	83. Facilitate opportunities for Business Units to collaborate by developing appropriate strategies and tools that can facilitate Indigenous-led research aspirations and/or co-designed research priorities.		
	84. Map CSIRO Indigenous science and engagement projects and capability to better understand the history and extent of research partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations – mapping to include location/place and O2D Indigenous dashboard and tagging.	June 2022	Executive Manager, Office of Indigenous Engagement
	85. Increase opportunities and capacity for Aboriginal and Torres Strait Islander peoples and CSIRO to collaborate in research.	December 2023	Director, Business Units
	86. Increase the profile of Indigenous knowledge and science in contributing towards innovative science and technology solutions that can address our nation's greatest challenges.	December 2023	Program Director, Indigenous Science and Engagement Director, Business Units
87. Explore and develop linkages between Aboriginal and Torres Strait Islander peoples working in research at CSIRO with International Indigenous researchers.	July 2022	Program Director, Indigenous Science and Engagement	
88. Ensure that CSIRO missions respectfully partner with Aboriginal and Torres Strait Islander communities by valuing and recognising Indigenous knowledge systems when developing their approach in solving our greatest challenges.	October 2022	General Manager, Missions	
89. Ensure that Aboriginal and Torres Strait Islander stakeholders are consulted when collecting geographical data, with a view to supporting Indigenous community aspirations.	December 2023	Director, National Collections and Marine Infrastructure	
90. Ensure that CSIRO missions actively identify and share best practice approaches to partnering with Aboriginal and Torres Strait Islander communities and stakeholders.	October 2022	General Manager, Missions	



CSIRO commits to strengthening our internal governance processes to embed our RAP commitments as part of our DNA.

In doing so we will invest resources to track and monitor our progress through regular internal and external reporting assisted by the Indigenous Engagement Implementation Committee (IEIC). The IEIC is our internal committee tasked to oversee the delivery, implementation and coordination of our RAP. Membership of the IEIC includes the following Business Units and Enterprise Services:

- Science Impact and Policy
- Space and Astronomy
- Australian Centre for Disease Preparedness
- Data 61
- National Collections and Marine Infrastructure
- Energy
- Land and Water
- Mineral Resources
- Oceans and Atmosphere
- Agriculture and Food
- Health and Biosecurity
- Manufacturing
- Services
- Business and Infrastructure Services
- Corporate Affairs
- Finance
- Governance
- Information Management and Technology
- People
- Business Development and Global
- Commercial

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
18. Maintain effective governance arrangements to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the Indigenous Engagement Implementation Committee (IEIC).	July 2021	Executive Manager, Office of Indigenous Engagement
	• Regularly review and establish a Terms of Reference for the IEIC and the Indigenous Advisory Group (IAG).	December 2021	Executive Manager, Office of Indigenous Engagement
	• IEIC to meet at least four times per year to drive and monitor RAP implementation.	February, April, July, October annually	Executive Manager, Office of Indigenous Engagement
	• IAG to continue to meet at least two times per year to monitor the strategic oversight and progression of the RAP.	March and September annually	Program Director, Indigenous Science and Engagement
19. Embed strategies that support all Business Units and Enterprise Services to monitor their progress and contributions towards the RAP.	• Business Units and Enterprise Services to develop their own implementation plan of the RAP to track their progress and unique activities.	April 2022	Director, Business Units Director, Enterprise Services
	• Business Units and Enterprise Services to confirm their appropriate governance arrangements to facilitate RAP discussions and decisions within their leadership teams.	April 2022	Director, Business Units Director, Enterprise Services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
20. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	July 2022	Chief Scientist, Indigenous Engagement Sponsor
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	November 2021	Executive Manager, Office of Indigenous Engagement
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	December 2021	Executive Manager, Office of Indigenous Engagement
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from our Executive Team. 	July 2021	Chief Executive, CSIRO
21. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2021, 2022 and 2023	Executive Manager, Office of Indigenous Engagement
	<ul style="list-style-type: none"> Report on RAP progress to the Office of Indigenous Engagement every six months. 	31 January 2022, 30 June 2022, 31 January 2023 and 30 June 2023	Director, Business Units Director, Enterprise Services
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders every six months. 	March and August annually	Executive Manager, Office of Indigenous Engagement
	<ul style="list-style-type: none"> Publicly report annually on our RAP achievements and challenges. Publish the RAP outcomes in the Annual Report and update on the CSIRO website each year. 	October 2022 and October 2023	Chief Scientist, Indigenous Engagement Sponsor
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	March 2022	Executive Manager, Office of Indigenous Engagement
22. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	June 2023	Executive Manager, Office of Indigenous Engagement

As Australia's national science agency and innovation catalyst, CSIRO is solving the greatest challenges through innovative science and technology.

CSIRO. Unlocking a better future for everyone.

Contact us

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