

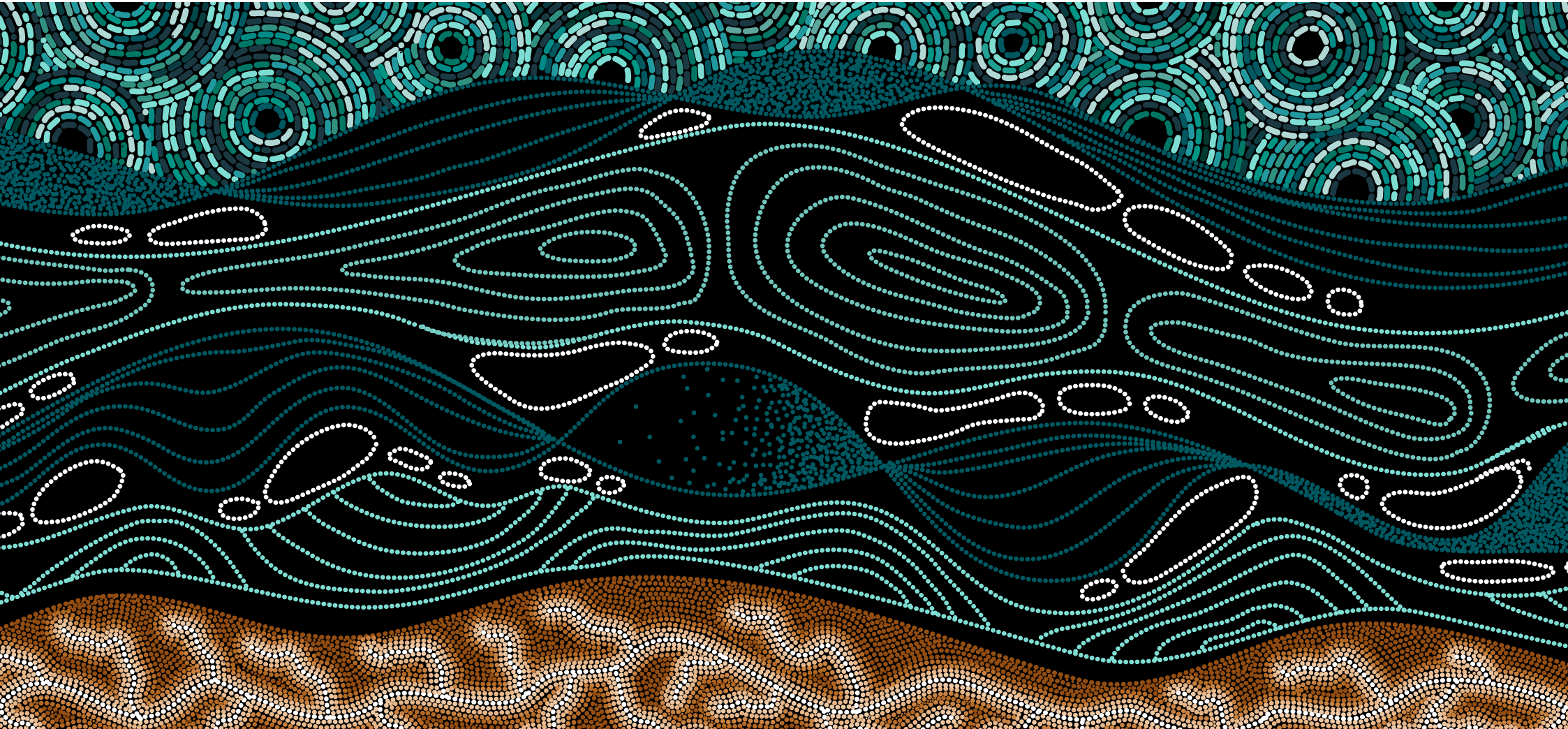
# Reflect Reconciliation Action Plan

July 2023 - July 2024



RECONCILIATION  
ACTION PLAN

REFLECT



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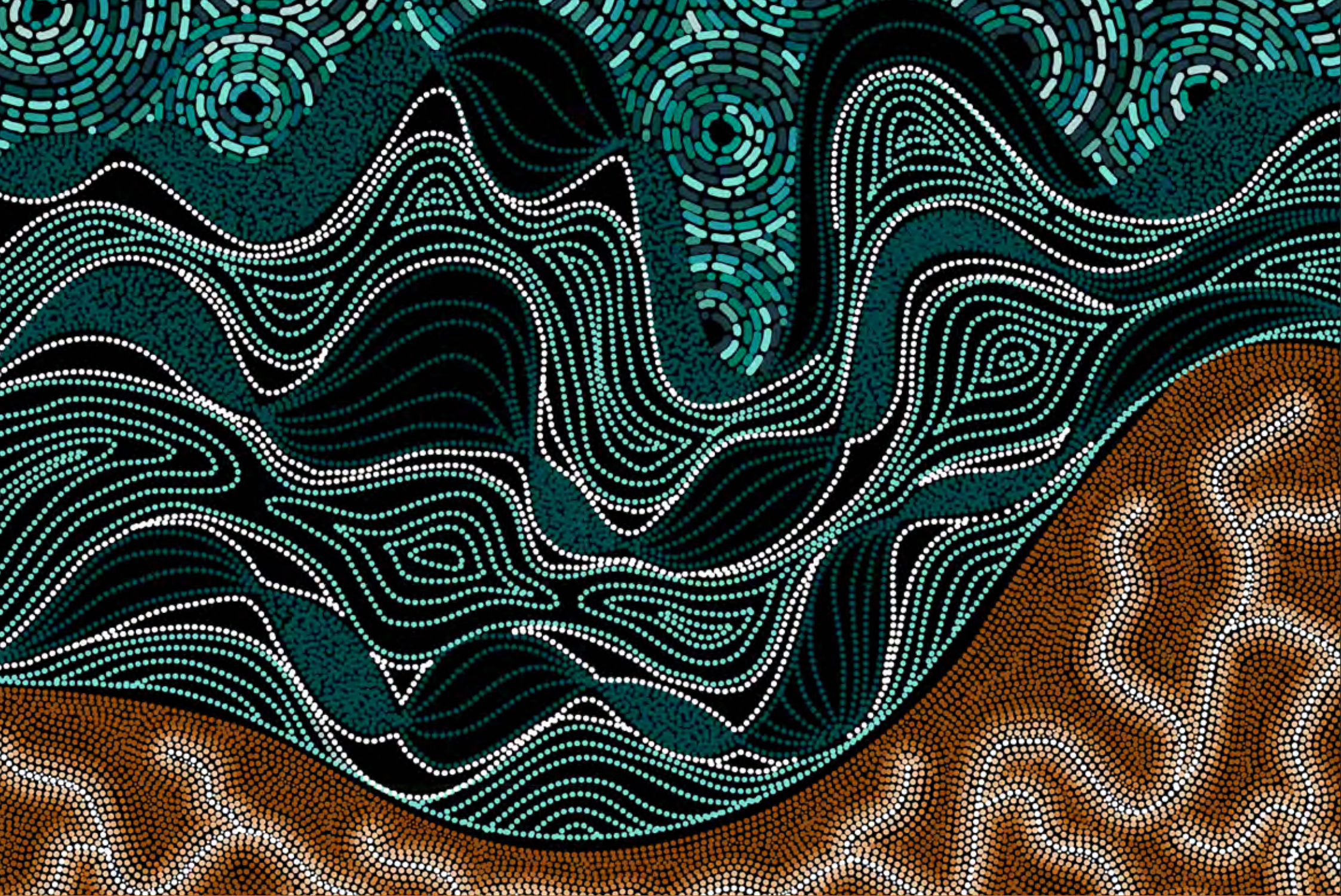
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# ACKNOWLEDGEMENT OF COUNTRY

We acknowledge and pay our respects to the Traditional Owners of the land on which we stand, the Kurna people of the Adelaide Plains. It is upon their ancestral lands that we meet.

We pay respect to Elders past and present. We respect their spiritual beliefs and connection to land, waters and culture which are of continuing importance to the living Kurna people today. We further acknowledge the contribution and important role that First Nations people continue to play in our shared community.







# ARTWORK

## 'With; On; Within'

'With; On; Within' is an artwork that is site responsive both to the natural environment around the Osborne Shipyard today, and acknowledging its existence prior to European occupation of the land, including the relationship that Aboriginal people have with Country and waterways more broadly.

'With; On; Within' has several layers that follow an undulating wave pattern and represents a number of things.

The bottom layer represents the earth and the deep and profound relationship that Aboriginal people have with the landscape. We live on it; we live with it and it is enmeshed within our personhoods. We live within the landscape and the landscape lives within us. We see beyond the landscape too; there are stories, Dreaming and Songlines that forged the landscape in their wake that lie beneath that form important parts of our cultural practices and identities.

Above this is the water. Water is integral for all lifeforms. Waterways, oceans, creeks and rivers form both important parts in Aboriginal Songlines, but also in the provision of food and drinking water. The waves are undulating and take on different colours and appearances; representing the Aboriginal ways of knowing and living with the landscape; understanding the currents, the tides and rips. The changing colours and patterns represent the changes in and on the water, both in its inherent tidal patterns and also the changes that the weather can have on the water; both dark and stormy, serene and blue. They represent the changing behaviours of fish and animal migration, and the knowledge of how to live With, On and Within Country and its waterways.

The layer at the top represents the sky and in particular, the Aboriginal understanding and perspectives of the weather, climate and changing seasons, which is very different to a non-Aboriginal understanding. It particularly references the rainfall, falling on and around the waterways themselves, droplets radiating outwards. It also represents the night sky, and the profound understanding that Aboriginal custodians of knowledge have and had of the night sky - for climate, seasons, tides and navigation. Through the understanding that comes from the night sky, Aboriginal people knew the way in more than one sense.



**Artwork by First Nations Visual Artist, Elizabeth Close (Pitjantjatjara, Yankunytjatjara)**



## Fauna Illustrations



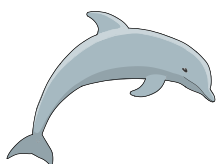
### Kardi (Emu)

Kardi (the emu) in particular is relevant to this place, as Mudlhangga (Lefevre Peninsula), the area the shipyard is situated on, is a natural emu catching ground. As there was only one way in and one way out, Kardi were herded into Mudlhangga, then hunters would wait to catch them on the return.



### Tarnta (Kangaroo)

Adelaide's original name is Tartanya, which comes from Tarnta (male red kangaroo) and Kanya (rock). Tarnta was a creation ancestor that was influential in the creation of local laws to be followed by the people.



### Yampu (Dolphin)

Yampu (the Dolphin) signifies the relationship between land and water. This is significant to the Kurna people, as Yampu helped to bring in fish to catch – Kurna people and Yampu were friends and supported each other. This relationship between land and water is always significant.



### Kudlyu (Swan)

Yartapuulti (Port Adelaide) is also known as Kudlyu Pangkarra (Black Swan territory), and Kudlyu is the totem of the Port River group. That is the reason why the black swan is here.



### Yaltu (Pelican)

Yaltu (the pelican) is another significant bird to this area, because it is one of the 'three main birds' – meaning it can fly, walk on land, and swim. There are not many birds which can do all three things.



### Tamandi Nurlurni (Ibis)

In a version of the Tjilbruke story, the old man was said to be turned into Tamandi Nurlurni (the Ibis). Part of that story, the emu hunt, occurred around the Yartapuulti area.



### Kuya (Fish)

Kuya (fish) were a staple dietary source during warltati (summer months) as people camped nearer to the coast.



### Illustrations by First Nations Artist, Lawson Dodd (Kurna, Narungga, Ngarrindjeri)

Kurna language is significant to place, as are all of the artworks here. Each animal illustration displayed at the Osborne Naval Shipyard is relevant to this land.

The development and implementation of First Nations artworks across the Osborne Naval Shipyard was project managed by Ochre Dawn Creative Industries, a Supply Nation certified business, 100% Aboriginal owned and managed by Rebecca Wessels (Peramangk, Ngarrindjeri).





Club making workshop with Major "Moogy" Sumner during NAIDOC week in 2022



# CEO MESSAGE



Australian Naval Infrastructure Pty Ltd (ANI) is pleased to launch its Reflect Reconciliation Action Plan (RAP). Our plan focuses on raising awareness, building relationships, and investigating how we can refine our operational practices to ensure we can realistically contribute to an equitable and reconciled Australia.

Having travelled through remote regions of Australia, I am saddened by the socioeconomic challenges many First Nations communities face and personally, I want ANI's reconciliation journey to contribute to changing the status quo in this country. As an organisation we want to influence and raise awareness about such challenges and find practical ways to contribute to the reconciliation movement.

This begins by taking a good look at ourselves. By raising the awareness of our staff and the organisations we work with, and by reviewing our systems, we will investigate ways to enable us to build strong and proactive relationships with our local First Nations representatives, create a safe environment that welcomes diversity and fosters inclusion within ANI, and to offer opportunities for the advancement of equity for First Nations peoples through our business practices.

As RAP Champion, I will work with our RAP Working Group (RWG) to help raise the profile of reconciliation as an organisational priority and will lead by example by supporting and actioning the commitments within our RAP.

I would like to acknowledge our RWG for their commitment and efforts in the development of our Reflect RAP. From the very first workshop run by RAP partner, First Nations owned Ochre Dawn Creative Industries (Ochre Dawn), our RWG has built the foundation for the start of ANI's reconciliation journey into this RAP, ensuring our overall reconciliation objectives are meaningful and achievable.

My hope is that as more organisations embark on a reconciliation journey, we can collectively reach First Nations peoples in all parts of Australia to provide real opportunities for advancement, not only in business but in health, cultural understanding, and reconciliation.

## **Andrew Seaton**

Managing Director & Chief Executive Officer (MD & CEO) / RAP Champion



# RECONCILIATION AUSTRALIA CEO MESSAGE



Reconciliation Australia welcomes Australian Naval Infrastructure to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Australian Naval Infrastructure joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Australian Naval Infrastructure to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Australian Naval Infrastructure, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# OUR BUSINESS

Located at the Osborne Naval Shipyard (ONS) in South Australia, ANI is the owner, developer and manager of infrastructure and related facilities that support the Commonwealth's National Naval Shipbuilding Enterprise (NNSE).

The ONS is a key enabler of the NNSE with several vessel construction, upgrade and maintenance programs based at the yard, all providing opportunities for employment and industry engagement on some of Australia's most exciting naval shipbuilding programs.

A small team contributing to a larger objective, ANI is supporting the NNSE through an extensive program of infrastructure development involving the design and construction of new shipyards and the modernisation of existing facilities at the ONS, and through the continued operation and maintenance of common use facilities, including the safe transfer of large components and vessels through the yard and at launch.

Working in collaboration with the Department of Defence, ANI is also working on planning for large vessel infrastructure at Henderson in Western Australia.

As at April 2023, ANI has 43 personnel and four contractors however currently, none have self-identified as First Nations peoples.

Culturally, ANI is a place of collaboration and innovation, a small agile team adaptable to a changing environment and future endeavours. Our people bring diversity in skills, experience, backgrounds, genders, and age and collectively, despite our size, we are doing big things with a national impact.





# OUR RAP

ANI and the ONS are located on Kurna Country near the tip of the Lefevre Peninsula. This place is known as Mudlangga – ‘nose place’ – to the Kurna people. During our operations, we have connected with local First Nations communities and have come to appreciate and respect Mudlangga.

We wish to honour the traditional custodians of Mudlangga by strengthening our relationships with First Nations peoples and by remaining sensitive to the impacts our business operations may have on this place – whether cultural or environmental – by working with local communities to preserve the story of Mudlangga as part of Kurna culture, and by protecting or enhancing the natural environment where we can.

Through our infrastructure projects and other shipyard activities we have supported our contractors and stakeholders with their RAP commitments. We now wish to have a greater impact on reconciliation across Australia through the development of our own Reflect RAP.

A relatively young company on the cusp of a significant growth period, we see an opportunity to contribute by integrating reconciliation into ANI’s business planning processes with the four core objectives of:

- strengthening relationships with local First Nations communities
- learning, understanding, and assisting in preserving the cultural stories and histories of this place and its peoples
- educating and raising awareness and understanding within our workplace, and positively influencing other key areas within our sphere of influence

- offering opportunities for the advancement of equity for First Nations peoples by:
  - having a culturally safe workplace with the systems, processes and culture that embrace, accept, and support diversity
  - maintaining procurement practices that remove barriers and support First Nations businesses
  - encouraging and supporting our contractors’ and service providers’ reconciliation commitments and objectives.

Our Reflect RAP is the foundation for ANI’s reconciliation journey.

Its purpose is to build respectful relationships and create a collaborative plan towards the achievement of ANI’s core reconciliation objectives. It is the foundation upon which ANI will contribute to and have a greater impact on progressing reconciliation and equity for First Nations peoples across Australia.

Our Reflect RAP adopts an engaged approach to reconciliation around ANI’s internal and external community. It aims to work alongside each ANI employee and to positively influence key areas within ANI’s reach.

Focusing on key areas of ANI operations, we will review existing systems and processes to enable a better understanding of changes that may be needed to ensure the achievement of the four core objectives.

# OUR PARTNERSHIPS / CURRENT ACTIVITIES

ANI engages with First Nations peoples across several areas, including:

- Directly engaging with First Nations owned businesses in the procurement of goods and services. For example:
  - with Ochre Dawn in the collaborative development of this Reflect RAP
  - Ochre Dawn also project managed the implementation of storytelling through First Nations art and language across the shipyard
  - Killara Services provide cleaning services across the ONS and on ANI's project sites, and
  - ANI uses the catering services of Tauondi Aboriginal Community College in Port Adelaide for selected events
- Collaboration with a Pitjantjatjara and Yankunytjatjara woman, Elizabeth Yanyi Close, in the development and installation of artwork across the shipyard that is relevant to the area and its history
- Worked with The Clontarf Foundation - who provide opportunities for young First Nations men to succeed by supporting them to finish year 12 and enter employment - to organise career orientation tours of the ONS for Year 10 First Nations students from regional and local schools. This involved:
  - a tour of the fabrication hall used for the construction of Hunter Class Frigates, followed by a career information session with BAE Systems Maritime Australia.
  - a talk with a Navy Commodore about life in the Navy and explanation about the construction of the first Offshore Patrol Vessel, NUSHIP Arafura, on the shipyard dry dock area where the vessel is being constructed, and
  - a virtual reality tour of the Osborne North Development Project (ONDP) and infrastructure career talks from graduates, undergraduates and apprentices working on the project.
- Joining the celebration and recognition of the histories, cultures, and achievements of First Nations peoples by initiating precinct-wide activities including a club making workshop with Ngarrindjeri elder, Major 'Moogy' Sumner, and a tea making workshop run by Australian native food curators, Warndu, which means good in the Adnyamathanha language
- Our CRSM was involved in brand development workshops for The Circle, a First Nations Entrepreneurs Hub at Lot 14
- Our CRSM and CM attended The Circle First Nations Business Showcase 2022 at the Adelaide Entertainment Centre



- Members of the ANI Board have and continue to offer support to First Nations peoples and businesses through multiple activities such as:
  - mentoring and providing strategic advice to businesses, community leaders, artists and students
  - involvement on Boards and Committees of First Nations entities
  - involvement in the development of RAPs for the businesses they are engaged with
- ANI supports the activities of its contractors' and service providers' cultural awareness and reconciliation activities. Examples include:
  - MD & CEO and executive and project team members participated in cultural awareness training by Kuma Kaaru Cultural Service Pty Ltd, which was provided to all workers on the ONDP at the ONS
  - Kurna leaders, Michael Kumatpi Marrutya O'Brien and Jack Kanya Kudnuiya Buckskin, have conducted several Welcome to Country ceremonies at the ONS
  - Tauondi Aboriginal Community College was provided the opportunity to permanently install its coffee van in the carpark of the ONDP for approximately six months during COVID-induced revenue downturns, serving more than 150 essential workers per day with coffee and food



# RAP WORKING GROUP

Andrea Shaw, Community and Stakeholder Relations Manager (CSRM)

I spent time in remote Australia in my early teens and met many First Nations peoples during my travels. It was at this time that I first observed racism. I came across a business that would only serve First Nations peoples through a window in a carpark whilst all others were served inside. It shocked me and even though I didn't understand what I was seeing at the time, I knew it was unfair and it's something I have never forgotten.

Decades on, my role at ANI as CSRM has seen me involved in various initiatives involving First Nations peoples. This involvement and discussion with the people I've met has sparked a growing interest in First Nations cultures and histories and again, an awareness of the disparity in treatment and opportunity for First Nations peoples. I am committed to playing my part in breaking down barriers and biases by first raising my own awareness and understanding of the biases I may hold, and by raising the awareness and understanding of those around me.

Martin Hughes, Contracts Manager (CM)

Born and raised in Scotland and working in England for many years, I arrived in Australia in 2011 and was surprised by how 'British' South Australia felt. It wasn't until I attended a cultural awareness course on a mine site in northern South Australia and was introduced to the Antakirinja Matu-Yankunytjatjara Aboriginal Corporation (AMYAC), that I understood I am a guest on this land.

I am committed to ensuring that ANI takes all reasonable steps to engage with and encourage First Nations peoples and companies to express interest in supplying goods and services to ANI.

Kate McTaggart, HR Business Partner (HRBP)

I joined ANI in 2022. I have lived, worked and travelled across regional and remote Australia and am continuing to develop an appreciation for the rich cultural history of the land and people. I have worked in and with governments, for-profit and not-for-profit entities, Aboriginal Community Controlled Organisations and have run my own business and I am committed to scaling the impact of conscious leadership. I am a leadership coach, working with people on high impact interpersonal skills.

Paul Shinks, Operations Manager (OM)

I have worked at the Osborne shipyards for more than 30 years, initially on submarine and shipbuilding programs, then in asset management with ANI. I have an interest in learning the stories and traditions of First Nations cultures, particularly in the arts, foods and use of native plants. I'm keen to learn more about the histories of First Nations cultures and how these can be preserved and used in modern practices.

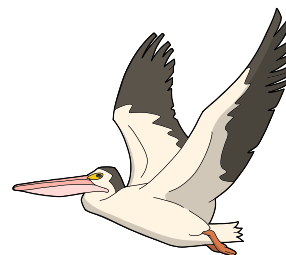




Left to right: Kate McTaggart, Martin Hughes, Paul Shinks, Andrea Shaw



# RELATIONSHIPS

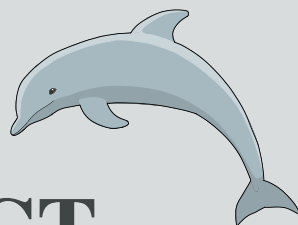


Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations</b>	Identify First Nations stakeholders and organisations within our local area or sphere of influence.	August 2023	Community and Stakeholder Relations Manager (CSRM)
	Research best practice and principles that support partnerships with First Nations stakeholders and organisations.	December 2023	CSRM
	Maintain and strengthen our current relationships with First Nations stakeholders and organisations.	June 2024	CSRM
<b>2. Build relationships through celebrating National Reconciliation Week (NRW)</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	CSRM
	RWG members to participate in an external NRW event.	27 May- 3 June 2024	CSRM
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2024	Managing Director & CEO (MD & CEO)
<b>3. Promote positive race relations through anti-discrimination strategies</b>	Research best practice and policies in areas of race relations and anti-discrimination.	February 2024	HR Business Partner (HRBP)
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2024	HRBP
<b>4. Promote reconciliation through our sphere of influence</b>	Communicate our commitment to reconciliation to all staff at a RAP launch and subsequently through our intranet and planned activities throughout the year.	July 2023	MD & CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2023	Contracts Manager (CM)
	Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2023	Operations Manager (OM)
	Communicate our commitment to reconciliation publicly through our social media channels and by actively getting involved in 2024 NRW events.	July 2024	CSRM





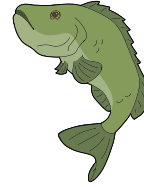
# RESPECT



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning	Develop a business case for increasing understanding, value and recognition of First Nation cultures, histories, knowledge, and rights within our organisation.	September 2023	OM
	Conduct a review of cultural learning needs within our organisation.	September 2023	HRBP
	Develop a calendar of internal events and activities for the year that supports the business case.	August 2023	CSRM
6. Demonstrate respect to First Nations peoples by observing cultural protocols	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August 2023	CSRM
	Invite a First Nations cultural leader or Elder to present on the history of the site and share some of the stories of Mudlangga.	October 2023	CSRM
	Develop and agree on a set of approaches for the use and application of cultural protocol, including Acknowledgement of Country and Welcome to Country protocols.	October 2023	CSRM
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2024	CM
7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024	CM
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	CSRM
	RAP Working Group to participate in an external NAIDOC Week event.	July 2024	CSRM
	Organise internal NAIDOC Week events and activities with local First Nations individuals and organisations and invite our staff to attend and participate.	June 2024	CSRM



# OPPORTUNITIES



Action	Deliverable	Timeline	Responsibility
<b>8. Increase First Nations supplier diversity to support improved economic and social outcomes</b>	Review procurement practices to identify potential barriers to procuring goods and services from First Nations-owned businesses.	December 2023	CM
	Develop a business case for developing procurement strategies that provide opportunity for First Nations-owned businesses	May 2024	CM
	Investigate Supply Nation membership.	February 2024	CM
<b>9. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development</b>	Through data collection, build an understanding of applicants and employees to ensure future employment policies and practices attract a diverse workforce.	January 2024	HRBP
	Ensure promotion of employment of First Nations peoples is included in our recruitment policies and practices.	January 2024	HRBP





# GOVERNANCE



Action	Deliverable	Timeline	Responsibility
<b>10. Establish and maintain an effective RWG to drive governance of the RAP</b>	Form a RWG to govern RAP implementation.	July 2023	CRSM
	Draft a Terms of Reference for the RWG.	August 2023	HRBP
	Establish First Nations representation on the RWG.	August 2023	CRSM
<b>11. Provide appropriate support for effective implementation of RAP commitments</b>	Define resource needs for RAP implementation.	August 2023	CRSM
	Engage senior leaders in the delivery of RAP commitments.	August 2023	CRSM
	Continue to engage and support our existing senior leader in the position of RAP Champion	August 2023	CRSM
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2023	HRBP
<b>12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally</b>	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.	July 2023	CRSM
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023	CRSM
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023	HRBP
<b>13. Continue our reconciliation journey by developing our next RAP</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2024	CRSM

**CONTACT:**

**Andrea Shaw**

Community and Stakeholder Relations Manager

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