

Australian Transport Safety Bureau

**Reflect Reconciliation Action Plan**  
**October 2024 – October 2025**



Australian Government  
Australian Transport Safety Bureau



RECONCILIATION  
ACTION PLAN

**REFLECT**



## Warning

Aboriginal and Torres Strait Islander people should be aware that this publication may contain the names of deceased persons.

## Front cover image caption

Reproduction of artwork by Jean Nampijinpa Hudson b. 1960, *Fire Dreaming*, (one of two works in series) acrylic on canvas, 61.5 cm x 91 cm, ATSB Art Collection, acquired 2000. Image by ATSB.

## ART in this RAP

The artwork reproduced on the front cover of this publication is the first in a series of two works by Jean Nampijinpa Hudson from the ATSB's collection of First Nations art. Purchased in 2000, the series *Fire Dreaming* is on display at the ATSB office in Canberra.

The artist was born in the community of Yuelamu (Mount Allen in the Northern Territory), three hours from Alice Springs. Brought up by her family in the traditional Law, the artists country is Kerrinyerra or Mount Wedge in the Yuelamu/Yuendumu region. The artist first began painting in 1979, using traditional motifs but over time their works developed a more impressionistic look as expressed in the *Fire Dreaming* works.

## First Nations art at the ATSB

In addition to the *Fire Dreaming* works, the ATSB has other paintings by First Nations artists on display at its Canberra office. The ATSB began collecting works in 1996. Some of these works have been reproduced in this publication.

By having the works on display with explanatory panels in prominent areas of our office space the ATSB aims to begin a conversation to increase the understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learnings for staff, and our domestic and international visitors.

Full details of the collection are below.

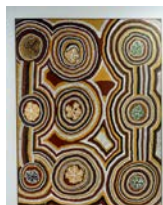
## ATSB Art Collection



Jean Nampijinpa Hudson b. 1960, *Fire Dreaming*, unknown, (two works in series) acrylic on canvas, 61.5 cm x 91 cm, ATSB Art Collection, acquired 2000, image by ATSB.



Albert Tjakamarra Nagomara c. 1925, *Artist's Country* (Kutukutu, near Lappi Lappi), 1989, acrylic on canvas, 1130 cm x 830 cm, ATSB Art Collection, acquired 1996, image by ATSB.



Country near Minna, Minna, 2000, (two works in series) acrylic on canvas, 90 cm x 60 cm, ATSB Art Collection, acquired 2000, image by ATSB.



Patrick Olodoodi Tjungurrayi c.1935, *Wirritpi* (Rockhole), 1987, Acrylic on canvas, 1130 cm x 830 cm, ATSB Art Collection, acquired 1996, image by ATSB.



**Angus Mitchell**  
Chief Commissioner  
Australian Transport  
Safety Bureau

## Chief Commissioner **STATEMENT**

I am proud to introduce the ATSB's inaugural Reflect Reconciliation Action Plan (RAP).

The strength of the ATSB lies in its people and as a staff-initiated program our RAP represents our commitment to walk together on the often complex and challenging journey towards reconciliation.

Our RAP not only outlines our commitment to reconciliation but points us to the actions necessary to achieve it.

Over the next 12 months staff will be supported to build their understanding Aboriginal and Torres Strait Islanders cultures and peoples and engage in reconciliation in a meaningful way based on a shared understanding of our nation's rich history.

As Australia's national transport safety investigator our people can be deployed anywhere on country. Our RAP will help us lay the foundation for building a deeper understanding of Aboriginal and Torres Strait Islander cultures and communities and their connection to land and sea.

Through educational initiatives, expansion of opportunities for First Nations businesses and updates to policies, procedures and guidelines our RAP aims to embed change.

We are excited for the beginning of our reconciliation journey and look forward achieving our key milestones towards reconciliation through the implementation of our RAP.



**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

## CEO STATEMENT

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

Australian Transport Safety Bureau joins a network of more than 3,000 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 Transport Safety Bureau 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 Transport Safety Bureau, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



## OUR BUSINESS

The Australian Transport Safety Bureau (ATSB) is Australia's national transport safety investigator. Our job is to prevent deaths and serious injuries.

We are independent of Government and separate from transport regulators, policy makers, providers, and operators.



**Our vision** is '*Transport without Accidents*'

We strive to achieve this vision through the findings and recommendations arising from our independent investigations of transport accidents and incidents. The aim of our investigations is not to lay blame but identify why an accident or incident happened so that lessons can be learnt, and transport safety improved in the future.

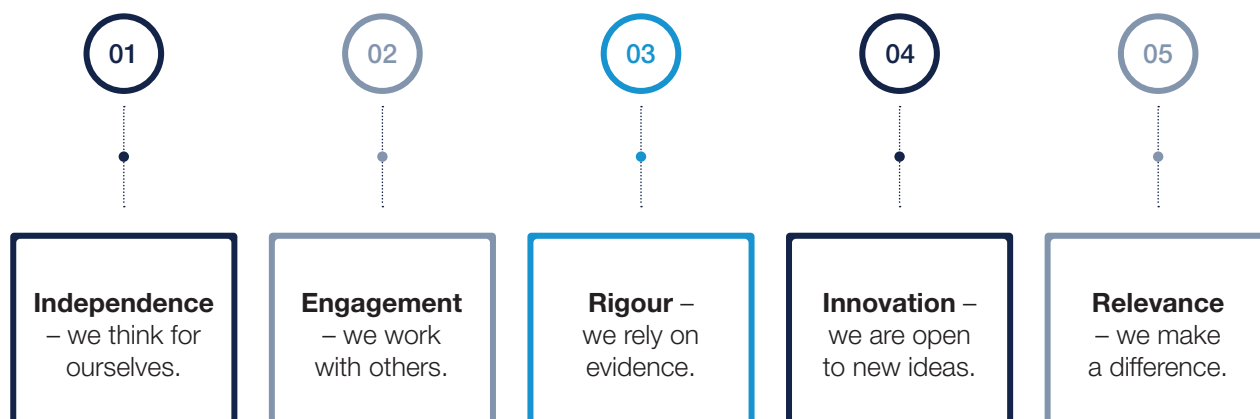
Our investigations focus on identifying safety issues - ongoing systemic risks to safety – rather than a characteristic of a specific

individual to ensure safety improvements can be implemented broadly across transport systems.

In addition to our accident investigation reports, ATSB Safety Studies investigate multiple occurrences of a similar nature, or a potential or emerging safety issue through the analysis of occurrence and other data. We also maintain the publicly available national aviation occurrence database and operate Australia's confidential reporting scheme for the aviation, marine and rail industries.



**We approach our work in accordance with five key principles intended to maintain trust in our organisation:**

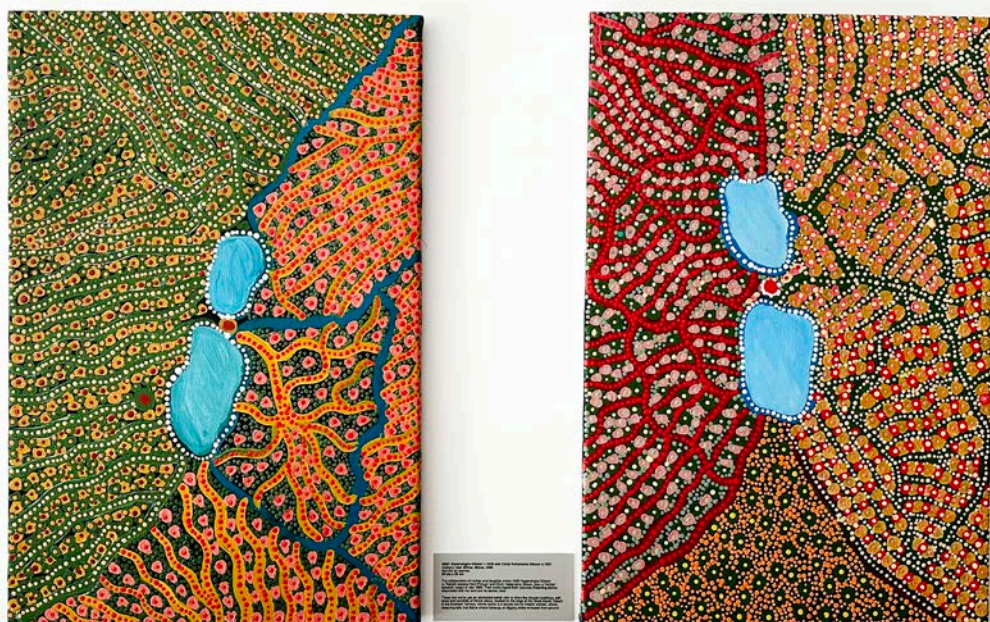


The ATSB does not have powers to compel transport operators, manufacturers, or regulators to take safety action. The ATSB's partners and engages with a range of stakeholders including governments, the public and industry to influence and encourage safety improvements.

The ATSB's strength is its people. The staff of the ATSB are a small group of no more than 120 committed professionals, working together with a strong common purpose to improve transport safety. The ATSB head office is in the centre of Canberra on the lands of the Ngunnawal people, with offices located in Sydney / Warrane /, Melbourne / Narm /, Brisbane / Meanjin and Perth/ Boorloo.

As part of our operational activity ATSB investigators can be deployed to any location in Australia. In 2023, ATSB investigators were deployed to accident sites in and around major capital cities as well as accident sites in regional Australia including Groote Eylandt in the Northern Territory, Cloncurry in Queensland, Bunbury in Western Australia, the Morning Peninsula in Victoria, Ooldea in South Australia, and Tumbarumba in New South Wales.

Currently no ATSB employee identifies as an Aboriginal and Torres Strait Islander person. With the implementation of our initial RAP actions, we are promoting our culturally safe workplace where all employees are able to be their authentic selves at the ATSB.





## OUR RAP

The ATSB's inaugural Reflect Reconciliation Action Plan is a key part of the ATSB Strategic Plan.

Our Reflect RAP built on the pillars of Relationships, Respect, Opportunities provides a framework to actively address the inequality, systemic racism, and instances where the rights of Aboriginal and Torres Strait Islander peoples are ignored, denied, or reduced.

The success of our RAP will be measured in an increase in the awareness of our employees, about the complex shared history between Aboriginal and Torres Strait Islander peoples and other Australians. It will be based on truth to create a positive two-way relationship built on trust and respect between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

The ATSB is committed to a strong and diverse workforce. We support and encourage the unique way that each person contributes to the work of the ATSB and accept that people have diverse needs and ways of working and may require help to overcome barriers in the workplace to thrive.

We accept the impact on Aboriginal and Torres Straits Islander peoples as a result of colonialisation; the loss of cultures and languages, land dispossession, and conflict followed by active policies and practices to segregate and assimilate Aboriginal and Torres Strait Islander peoples' cultures including the forced removal of

Aboriginal and Torres Strait Islander children and the continuing impact on Aboriginal and Torres Strait Islander peoples today.

The ATSB RAP provides clear guidance on the initial actions needed to create a culturally safe workplace that supports and develops innovative strategies to ensure the ingenuity and unique experience of Aboriginal and Torres Strait Islander peoples and perspectives can contribute to the success of the ATSB based on truth telling and a shared understanding of our nation's history.

Implementation of our RAP actions will be monitored and reported each quarter to our Senior Leadership Team and annually to Reconciliation Australia. We recognise the importance of bringing all staff along on the journey to ensure a strong foundation for the start our reconciliation journey.

### Governance and Leadership

- Our RAP is supported by the ATSB Senior Leadership Team (SLT). They will receive regular reports on its progress.
- Implementation of the ATSB's RAP will see the establishment of a RAP Working Group.
- Head, Human Resources, Tanya Fitzgerald will monitor and report on the RAP's implementation.
- Our CEO Angus Mitchell is in the role of RAP Champion

### Our partnerships/current activities

Our RAP reflects the wishes of our employees to create a diverse and inclusive workplace and to engage with Aboriginal and Torres Strait Islander peoples in a culturally safe and appropriate way. Small internal steps have been taken in response. Training opportunities have been provided and internal communication channels have been used to promote national days of significance for Aboriginal and Torres Strait Islander dates of significance

Our RAP is the formal beginning of our journey to reconciliation and includes staff-initiated actions to build relationships with Aboriginal and Torres Strait Islander peoples. Our RAP will hold us accountable as we take meaningful action toward a just equitable and reconciled ATSB based on truth and trust.





## Relationships

1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our areas or sphere of influence.</li> </ul>	October, 2024	Manager, Engagement, and Influence
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	December, 2024	Head, Human Resources
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2025	Culture and Wellbeing officer
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May-3 June, 2025	Culture and Wellbeing officer
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May-3 June, 2025	Culture and Wellbeing officer
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	October, 2024	Chief Commissioner
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	March, 2025	Chief Commissioner
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	December, 2024	Head, Human Resources
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	December, 2024	Culture and Wellbeing officer
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	August, 2024	Manager, Human Resources


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## Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	March, 2025	Head, Human Resources
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	March, 2025	Learning and Development Manager
	<ul style="list-style-type: none"> <li>In consultation with First Nations consultants develop guidance on Aboriginal and Torres Strait Islander cultural awareness during ATSB investigations.</li> </ul>	March, 2025	Director, Transport Safety
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	November, 2024	Director, Transport Safety
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	December, 2024	Learning and Development Manager
	<ul style="list-style-type: none"> <li>Add an Acknowledgement of Country to the ATSB presentation template.</li> </ul>	October, 2024	Head, Engagement, and Influence
	<ul style="list-style-type: none"> <li>Provide reference cards with an Acknowledgement of Country statement in all meeting rooms.</li> </ul>	October, 2024	Culture and Wellbeing officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	June 2025	Culture and Wellbeing officer
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	June & July 2025	Culture and Wellbeing officer
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July, 2025	Culture and Wellbeing Officer


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### Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March, 2025	Head, Human Resources
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December, 2024	Head, Human Resources
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March, 2025	Head, Finance
	• Investigate Supply Nation membership.	March, 2025	Head, Finance





### Governance

10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	December, 2024	Chief Commissioner
	• Draft a Terms of Reference for the RWG.	December, 2024	Culture and Wellbeing officer
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	December, 2024	Head, Human Resources
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	December, 2024	Head, Human Resources
	• Engage senior leaders in the delivery of RAP commitments.	October, 2024	Chief Commissioner
	• Appoint a senior leader to champion our RAP internally.	October, 2024	Chief Commissioner
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	October, 2024	Head, Human Resources
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Culture and Wellbeing Officer
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Culture and Wellbeing Officer
	• Complete and submit the annual RAP Survey to Reconciliation Australia.	30 September, annually	Culture and Wellbeing Officer
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	March, 2025	Culture and Wellbeing Officer


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### Acknowledgement of Country

The Australian Transport Safety Bureau acknowledges the Traditional Owners of Country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past and present.

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## CONTACT DETAILS

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