

ndis



# NDIA Innovate Reconciliation Action Plan

November 2024 – November 2026



## Acknowledgement of Country

The National Disability Insurance Agency (NDIA) acknowledges the First Nations peoples of Australia. We acknowledge the Traditional Custodians of the lands on which our agency is located and where we conduct our business. We acknowledge the wisdom of Elders, past, present and emerging, and pay respect to all First Nations communities of today.

NDIA is committed to honouring Australian First Nations peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

## Our reconciliation vision

To work alongside First Nations peoples and communities, to build and manage a world leading NDIS that provides First Nations communities with culturally safe, respectful and equitable access to both the Scheme and employment opportunities and provisions within the Agency.





# About the artwork and artist

The large purple and green community symbol in the centre represents the NDIS and is painted in their primary colours, the U symbols and people around the outside represent how the NDIS employ, support and help people of all abilities.



The four coloured rings which are connected to the NDIS community symbol each represents an area of the NDIS Reconciliation Action Plan ‘Relationships, respect, opportunities and governance, tracking and reporting’ each of these areas help the NDIA to effectively achieve their reconciliation goals. The kangaroo and emu footprints represent the RAP working Group who are helping the NDIA to always move forwards and never backwards towards reconciliation.

The footprints represent NDIA’s Reconciliation Vision “to work alongside First Nations peoples and communities, to build and manage a world leading NDIS that provides First Nation communities with culturally safe, respectful and equitable access to both the Scheme and employment opportunities and provisions within the Agency.” Which is shown as the footprints walking alone until they get to the NDIS symbol, after that two sets of footprints walk together. The first community symbol at the start of the footprints is smaller than the one at the end representing how the NDIA will build and manage a world leading NDIS. The purple dots extending from the footprints symbolise the many opportunities which the Scheme provides for First Nations peoples and communities.

The two larger purple circles surrounded by dots which are connected to the NDIS community symbol by white spirit trails represents the NDIA’s purpose which is to:

1. To support individuals with a significant and permanent disability (participants) to be more independent and engage socially and economically
2. Deliver a financially sustainable NDIS that builds genuinely connected and engaged communities and stakeholders.

The 4 green and purple stars surrounded by U symbols represents the principles which underpin the NDIS scheme approach, which are 1- Develop actuarial estimates of the reasonable and necessary support needs of the targeted population, 2- Focus on lifetime value for scheme participants, 3- Invest in research and encourage innovation and 4- Support the development of community capability and social capital. With the four yellow and brown circles surrounded by white dots represents the NDIA's Values which reflect their passion and commitment to making a difference for people with disability. These values are "We value people, We grow together, We aim higher and We take care"

The handprints and people in the bottom right corner of the painting represents the support which the NDIA and NDIS provides for individuals with a disability, their families and their communities. They represent the NDIA's plan for creating lifetime value for participants because "participants are, and will always be, our priority".

The map of Australia represents the NDIA's far reaching services which span across every state of Australia, with the two community symbols representing the First Nations peoples and communities who are supported through this Reconciliation Action Plan and the boomerang represents returning clients due to the quality work, support and service that the NDIS provides.



**Judi Sutton**  
Contemporary Indigenous  
Artist

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I am from the Kalkadoon people of North-West Queensland around the Mount Isa area. For thousands of years my people have ruled what is known to us as the 'Emu Foot Province'. I have always been a very creative person and expressed myself through my art. Born in my home country of Mount Isa, I instill my interpretation of country and culture into my artworks, inspired by the beautiful shapes, hues, flora and fauna of my land.

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**Aboriginal and Torres Strait Islander readers are warned that this document may contain images and names of deceased people.**

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## **Contributor acknowledgement**

This Reconciliation Action Plan reflects the efforts of many people. We would like to give a special thanks to all Agency employees involved, especially the Reconciliation Action Plan Working Group.

The Reconciliation Action Plan Working Group is made up of First Nations and non-Indigenous employees from across the Agency, with membership reflecting the diversity of our workforce and the participants we serve.

## **The terms we have used in our Reconciliation Action Plan**

The NDIA respectfully uses the terms 'First Nations', 'Aboriginal and Torres Strait Islander' and 'Indigenous' in our Reconciliation Action Plan to refer to Aboriginal people and Torres Strait Islanders of Australia and First peoples. We acknowledge other cultural names may be preferred.

## **Contact Us**

The NDIA welcomes feedback on our Reconciliation Action Plan. For more information about the development of this publication, or to request an alternative format, contact us through [cultureandinclusion@ndis.gov.au](mailto:cultureandinclusion@ndis.gov.au) or telephone 1800 800 110, email [tim.wedding@ndis.gov.au](mailto:tim.wedding@ndis.gov.au).

## **Living the Values**

The Agency affirms its commitment to being an inclusive workplace through its values. Underpinning the values is the central focus of the Agency, making the difference to the lives of our participants of the Scheme.

Values are beacons for reinforcing the guiding principles of an organisation's culture, including what drives employee's priorities, actions and behaviours within the organisation. In order to make the difference to the lives of participants in the Scheme, our staff must live the values, and feel connected to the workplace by being supported and included to do their work.

Our staff are bound by the broader Australian Public Service (APS) values of being Impartial, Committed to Service, Accountable, Respectful, and Ethical.



# NDIA Innovate Reconciliation Action Plan

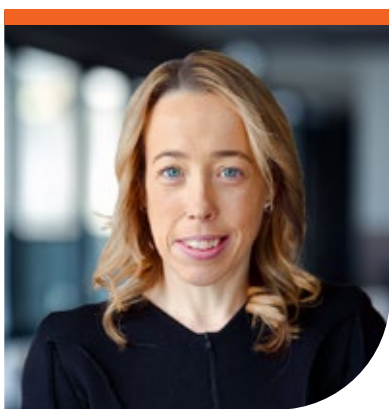
November 2024 – November 2026

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## A message from our CEO



**Rebecca Falkingham**  
CEO, NDIA

I am proud to be presenting the National Disability Insurance Agency's (NDIA) second Innovate Reconciliation Action Plan (RAP).

This RAP is the third plan the Agency has delivered, with our Reflect: RAP launched in 2016, followed by our first Innovate: RAP launched in 2019.

Through these plans, we have established strong foundations with a lot of great work already completed. This current plan will ensure the momentum continues to push us forward to realise our reconciliation vision. Our progress on reconciliation with First

Nations peoples will continue through the achievement of the actions contained in this Plan.

Inclusion and Diversity is an integral part of the culture of the Agency, as we strive to be fully inclusive and culturally intelligent. We continue to talk and listen to First Nations employees to ensure their voices are heard and represented in the work we do.

The number of Australians accessing the National Disability Insurance Scheme (NDIS) has increased to well over 645,000 participants, over 50,000 of these participants identify as First Nations peoples. This is a significant number of people who are accessing funding and supports, many of whom are doing so for the first time.

We continue to work hard to engage and connect with First Nations peoples in a respectful and culturally sensitive way to ensure that First Nations peoples who identify as having a disability receive the support they need, regardless of where they live within Australia.

The NDIA has been focused on progressing other important work relating to the Closing the Gap Commonwealth Implementation Plan. We are continuing to conduct consultations with First Nations organisations and individuals to ensure that we are moving forward with the Agency's First Nations Strategy, which details how we can best collaborate with First Nations peoples to deliver the right services, at the right time, in the right way. The Agency has now established a First Nations Group.

Many aspects of these efforts are complex and require not only the will of everyone involved to want to bring about positive change, but also the sensitivity to walk together with First Nations peoples in the spirit of true reconciliation.

I have a strong commitment to First Nations people and working with communities to drive genuine self-determination. I will be watching the implementation of this RAP closely as we continue our journey to reconciliation.



# A message from our First Nations Allyship Champion



**Scott McNaughton**  
Deputy CEO, Service Delivery  
NDIA SES First Nations Allyship  
Champion

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As the National Disability Insurance Agency's (NDIA) SES First Nations Allyship Champion, I am enormously proud to endorse the NDIA's Innovate Reconciliation Action Plan (RAP).

This is the third RAP developed by the Agency, and the second Innovate RAP. As an Agency, we have come a long way and made considerable progress in the realisation of our reconciliation vision.

The delivery of a second Innovate RAP means that we are looking to further embed actions and outcomes that make a meaningful difference to reconciliation with First Nations peoples across Australia.

We recognise that while we have done well in enacting positive change – there is still more work to be done, and there are areas where we can do better.

The Agency is committed to ensuring that all First Nations peoples who interact with the NDIA receive culturally appropriate services, and that our staff have adequate cultural capability to make this happen.

Our diverse workforce covers all areas across Australia, and this also reflects the diversity of First Nations cultures, languages, and practices. Regardless of whether you live in an urban, regional, remote, or very remote location, the NDIA seeks to provide services to all First Nations peoples.

This RAP contains actions that will help the NDIA to walk forward together with First Nations peoples in the spirit of reconciliation, collaboration, and healing.

It is an important time for all of us to embrace the opportunity for meaningful change, and the NDIA is committed to the contribution it can make in taking positive steps towards reconciliation.



# Our business

## What we do

The National Disability Insurance Agency (NDIA or the Agency) is a Corporate Commonwealth entity and we were established in 2013. One of the Agency’s functions is to deliver the National Disability Insurance Scheme (NDIS). The NDIS provides Australians with a permanent and significant disability with financial support to build capacity, increase independence and establish stronger connections with community.

Our purpose is to support individuals with a significant and permanent disability (participants) to be more independent and engage more socially and economically, while delivering a financially sustainable NDIS that builds genuinely connected and engaged communities and stakeholders.

There are around 4.3 million Australians who have a disability. Within the next five years the NDIS will provide more than \$35 billion in funding a year to an estimated over 645,000 Australians who have permanent and significant disability. For many people it will be the first time they receive the disability support they need.

The National Agreement on Closing the Gap commits all Australian Governments to work in partnership with Aboriginal and Torres Strait Islander people to overcome inequality and to achieve life outcomes equal to all Australians. Similar to the Australian Disability Strategy the Agency works with all levels of government through targeted activities.

### First Nations NDIA Participants



Over 50,000 First Nations people with disability are receiving NDIS support.

### First Nations NDIA Staff



204 staff identified as Aboriginal and/or Torres Strait Islander persons, representing 2.5 per cent of all NDIA staff.

We currently have over 50,000 First Nations participants and 204 staff who identify as First Nations peoples.

In our delivery of the Scheme we support all people with disability with information and connections to services in their communities such as doctors, sporting clubs, support groups, libraries and schools, as well as information about what support is provided by each state and territory government.



Since 2013, we have continued to grow and embed ourselves into the community we serve, providing support to our participants and employing our workforce. Our National Office is based in Geelong, Victoria with offices located in all capital cities and many regional locations across the country. Currently, there are 166 offices, including 76 regional offices and 21 remote offices.

We continue to deliver the Scheme across all Australian States and Territories, reaching First Nation communities.

## Our workforce

NDIA's workforce includes:

- ongoing and contracted NDIA staff, employed as Australian Public Service (APS) employees
- partners in the community who employ Local Area Coordinators and Early Childhood Services Partners
- a small number of contracted specialist advisers and consultants.

As of July 2024, NDIA employed 8,100 people, with 204 staff identified as Aboriginal and/or Torres Strait Islander persons. This represents 2.5 per cent of all NDIA staff. The Agency employment target is five per cent representation across APS4 to APS6, and EL1 and EL2 levels.

Our First Nations Employee Network (FNEN) was created in 2016 as a deliverable of our first Reflect RAP. The underlying theme of FNEN is – Our Mob, Our Voices. The network began as a place for NDIA First Nations employees to yarn, connect with others, share their experiences as employees and support each other.

The FNEN is now led by a national committee. The Committee assists management to gather

information and provide advice on issues that impact First Nations peoples. This includes within the Agency and our Partners in the Community, as well as our Participants, their communities and other stakeholders.

## Our Partners in the Community

The NDIA works with our Partners in the Community (our Partners) to support Participants through Local Area Coordination (LAC) and Early Childhood Services at a local community level.

We work collaboratively with our stakeholders to create a Scheme that is accessible for all Australians with disability. It is through our partnerships that we are able to reach participants across the country.

## Our values

We have aligned our Reconciliation Action Plan to our Agency purpose, Participant Service Charter and our Values. With this in mind, reconciliation becomes an integral part of the way we work.

We live our Values every single day to guide us to make decisions that are right and deliver on the purpose for the NDIS.

We are united by our shared passion for driving social change, so people with disability have choice and control over their lives.

**We value people** – we put participants at the heart of everything we do.

**We grow together** – we work together to deliver quality outcomes.

**We aim higher** – we are resilient and always have the courage to do better.

**We take care** – we own what we do and we do the right thing.



# Our RAP

## Living our reconciliation vision

To bring our reconciliation vision to life we must continue to take action, which is why we have created this third Reconciliation Action Plan.

With that in mind, we have identified the following priority areas in this RAP:

- building cultural safety and respect of our staff in line with the Closing the Gap Commonwealth Implementation Plan
- increasing support and visibility from our strategic leadership team regarding RAP implementation
- increasing representation of First Nations people in leadership roles to ensure First Nations voices are shaping business decisions.

## Our reconciliation journey

NDIA first launched its Reflect RAP in 2016. This was followed by our Innovate RAP in 2019.

We are undertaking a second Innovate RAP to ensure we continue to embed the work we have already done, while also making improvements in other areas. We are proud we have progressed toward our reconciliation vision but recognise there is more work to do.

Our staff have told us that:

- RAP activities have increased confidence to engage with local First Nations communities in a respectful way for many but there are still staff who lack confidence
- we need to work harder across the Agency at building more meaningful relationships with First Nations organisations
- while we are communicating about the NDIA First Nations Employment and Inclusion Plan, we can do more to ensure all staff are aware of our commitments and available opportunities
- there is a lack of career progression opportunities for First Nations peoples, leading to few First Nations staff in leadership positions
- increasing First Nations representation in leadership positions is important and will lead to improved service delivery and workplace culture.



Through our reconciliation journey we have learnt that:

**Reconciliation requires continued effort and collective action:** we must continually review our RAP implementation progress and hold each other accountable. Effort and contribution must come from all areas and levels of the agency. We should also regularly and openly celebrate our wins and talk about our challenges.

**There is no one-size fits all approach:** we all come from different backgrounds, have different levels of knowledge and confidence in engaging with First Nations peoples. This requires us to provide multiple learning options and opportunities to staff to build their capability. It also means that an engagement approach or program that works in one region may not work in another due to different cultures and history of poor engagement and therefore trust with government services.

**We must invest in First Nations staff:** their voices can make a difference. By listening to and investing we can build a strong First Nations workforce, a positive and safe workplace culture for all staff, and a Scheme that is culturally appropriate for our participants.

While we reflect on these areas for improvement, we should also celebrate some of our past achievements:

- **Establishment of SES First Nations Champion and First Nations Allyship Champion roles.** The Champions advocate on behalf of First Nations staff, promotes awareness of First Nations issues and generally raises the profile and influence of First Nations people and communities. The Champions support and interact heavily with the Agency's First Nations Employee Network (FNEN). Our Champion's goal is to promote and ensure the Agency is a supportive employer of choice.



**First Nations Employee Network Committee members**

- In 2020, the **First Nations Employee Network Committee** (the Committee) was developed to act as a formal body within the **First Nations Employee Network** (FNEN). It provides support to Aboriginal and Torres Strait Islander staff, acts as the administrative arm of the FNEN, and is the group that the Agency can approach for advice on policy and decision making on matters relating to First Nations people. The Committee is made up of representatives from each State and Territory. This ensures there is a balance of views and activity across each jurisdiction.
- Hosting events and running virtual campaigns across our offices to mark **days of significance** including, National Apology, National Reconciliation Week, Coming of the Light and NAIDOC Week.



**First Nations staff at the First Nations Employee Network (FNEN) conference, November 2022**

- Development and delivery of **Acknowledgement of Country workshops for staff**. These workshops teach staff about the purpose and difference between Acknowledgement of Country and Welcome to Country and empower them to deliver their own personalised acknowledgements. As at July 2024, 1,536 staff have complete this workshop.
- Developing and implementing **NDIA's Aboriginal and Torres Strait Islander Employment Strategy 2018 – 2020**.
- Participating in **Indigenous entry level programs** each year. Since 2016 we have employed 59 staff through these programs.
- Seconding staff to First Nations communities through the **Jawun Program**. 23 staff have completed secondments since 2015, working in organisations in areas such as, Redfern NSW, East Kimberley, NYP Lands, North East Arnhem Land, Central Coast NSW and the Goulburn/ Murray region.
- Maintaining **Supply Nation membership** and implementing procurement policies and procedures that ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander business.
- Working with justice stakeholders to develop and implement the **Murri Court NDIS Referral Process** in Queensland. The process streamlines pre-Access, Access, Planning and Review supports for Murri Court Participants with disability.
- Developing **culturally appropriate communication materials** for the community. This has included NDIS iTalk videos, and culturally appropriate NDIS booklets to help First Nations people understand and apply for the NDIS.



- Holding **NDIS access clinics** in regions of Queensland and WA. The clinics provided onsite clinical assessments, access decisions and planning. Approximately 100 people were supported to meet access to the NDIS through these clinics.

This Reconciliation Action Plan supports the Agency's strategic direction. Throughout the development of actions and deliverables, stakeholders were consulted to ensure that what the Agency was committing to would work in practice and bring about meaningful change. We want to make a tangible positive impact in our reconciliation journey.

We recognise that there are multiple elements to achieving this, and there are opportunities to improve our approach both internally and externally, including increasing the cultural safety and respect of Agency staff.

Improved engagement and co-design with stakeholders is important for the Scheme to ensure it is meeting the individual needs of First Nations participants.

The Agency's Innovate RAP is championed by our CEO and the First Nations Champion and is endorsed by our Strategic Leadership Team.

## Our RAP Working Group

Our RAP Working Group (RWG) supports the development, promotion and implementation of our RAP. Reconciliation is a shared responsibility for all work areas across the NDIA. The Agency undertook a nomination process to convene the RWG responsible for drafting this RAP. All staff were provided the opportunity to nominate and a selection process was undertaken by the Diversity, Equality and Inclusion team with the support of First Nations Champion.

While working group membership can be fluid we ensure that working group representatives include:

- Aboriginal and Torres Strait Islander employees
- First Nations Employee Network (FNEN) members
- Diversity, Equity and Inclusion team members, Office of Agency Accessibility and Inclusion Branch
- Non-Indigenous regional network representatives
- Co-Design and Engagement Division

Of the twelve staff who make up the RAP Working Group, five identify as First Nations Peoples, including the Co-Chair of the First Nations Employee Network, two staff from the Diversity, Equity and Inclusion Team, one from Co-Design and Engagement Division, and one from National Service Delivery.



Our commitments

# Relationships

Build meaningful relationships through shared partnerships and trust. These relationships are vital to improve the way we all work together and deliver on our Agency’s vision and core business.

## Action 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Responsibility	Timeline
1. Continue to maintain and extend strategic engagement with First Nations stakeholders and organisations to strengthen and mature the guiding principles for future engagement.	GM National Delivery BM First Nations Strategy	June 2026
2. Develop First Nations Strategy to direct NDIA’s work with, and for, First Nations stakeholders and organisations.	BM First Nations Strategy	September 2025
3. Implement and report on First Nations Strategy.	BM First Nations Strategy	November 2025

## Action 2: Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Responsibility	Timeline
4. Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	BM Office of Agency Accessibility and Inclusion	May 2025, 2026
5. RAP Working Group members to participate in an external NRW event.	BM Office of Agency Accessibility and Inclusion	27 May - 3 June 2025, 2026
6. Encourage and support staff and senior leaders to participate in at least one external event to celebrate NRW.	First Nations Champion, and First Nations Allyship Champion	27 May - 3 June 2025, 2026
7. Organise and resource multiple internal NRW events each year.	BM Office of Agency Accessibility and Inclusion	27 May - 3 June 2025, 2026
8. Register all NRW events on Reconciliation Australia’s NRW website.	BM Office of Agency Accessibility and Inclusion	May 2025, 2026

### Action 3: Promote reconciliation through our sphere of influence.

Deliverable	Responsibility	Timeline
9. Plan implement and evaluate strategies that strengthen staff engagement in reconciliation.	BM Office of Agency Accessibility and Inclusion	27 May - 3 June 2025, 2026
10. Ensure our commitment to reconciliation is publicly communicated on a regular basis through our external facing communication channels.	GM Strategic Communications BM, Office of Agency Accessibility and Inclusion	March 2026
11. Explore and enact how we positively influence our internal stakeholders to drive reconciliation outcomes.	BM First Nations Strategy	May 2026
12. Collaborate with RA and other like-minded government organisations to develop ways to advance reconciliation (agency partners).	GM Government	March 2025
13. Promote and collaborate with First Nations Employee Network (FNEN) on raising, respecting and responding to the voices of First Nations staff in the agency.	First Nations Employee Network National Committee Co-Chairs	July 2025

### Action 4: Promote positive race relations through anti-discrimination strategies

Deliverable	Responsibility	Timeline
14. Conduct a review of HR policies and procedures to identify existing anti-racism, and anti-discrimination provisions, their effectiveness and identify and implement improvements.	GM People, Culture and Wellbeing	August 2025
15. Develop, implement and communicate an anti-racism and anti-discrimination policy for our organisation.	GM People, Culture and Wellbeing	August 2025
16. Engage with First Nations Employee Network to inform, guide and shape our anti-racism and anti-discrimination policy.	GM People, Culture and Wellbeing	August 2025
17. Educate senior leaders and middle managers on the effects of all forms of racism.	GM People, Culture and Wellbeing	August 2025



## Our commitments

# Respect

It is important that everyone working at the NDIA acknowledges and understands First Nations cultures, histories and knowledge in keeping with the Agency value of We Value People and respects the ongoing need and importance of historical truth telling in our reconciliation journey.

The NDIA recognises and embraces the richness and diversity of Aboriginal and Torres Strait Islander cultures to ensure we have culturally safe and appropriate engagement in all that we do. This benefits the Agency by having an informed and culturally safe workforce, able to confidently engage with First Nations stakeholders and participants, as well as fostering a sense of pride, value and respect of First Nations staff.

### Action 5: Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

Deliverable	Responsibility	Timeline
18. Conduct a review of cultural safety understanding and learning needs within our organisation.	GM People, Culture and Wellbeing BM Office of Agency Accessibility and Inclusion	April 2025
19. Consult First Nations Employee Network (FNEN) to provide advice on appropriate Traditional Owners and/or First Nations advisors on the development and implementation of a cultural safety learning strategy.	GM People, Culture and Wellbeing BM Office of Agency Accessibility and Inclusion	October 2025
20. Develop, implement and communicate an organisational cultural safety plan for the Agency.	GM People, Culture and Wellbeing	October 2025
21. Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural safety learning.	GM People, Culture and Wellbeing	October 2025
22. Senior Executive Service (SES) will encourage and support their staff to participate in at least one cultural opportunity (e.g. NAIDOC Week events) annually.	First Nations Champion, and First Nations Allyship Champion	July 2025, 2026

## Action 6: Demonstrate respect to First Nations peoples by observing cultural protocols.

Deliverable	Responsibility	Timeline
23. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	BM Office of Agency Accessibility and Inclusion	January 2025
24. Revise, implement and communicate a new cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	BM Office of Agency Accessibility and Inclusion	November 2025
25. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	GM People, Culture and Wellbeing BM Office of Agency Accessibility and Inclusion	May 2025, 2026
26. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	GM People, Culture and Wellbeing	August 2026

## Action 7: Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

Deliverable	Responsibility	Timeline
27. RAP Working Group to participate in an external NAIDOC Week event.	BM Office of Agency Accessibility and Inclusion  First Nations Champion, and First Nations Allyship Champion	First week in July 2025, 2026
28. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	GM People, Culture and Wellbeing	June 2025
29. Promote and encourage participation in internal and external NAIDOC events to all staff.	BM Office of Agency Accessibility and Inclusion	First week in July 2025, 2026



Our commitments

# Opportunities

The NDIA is committed to supporting improved economic, cultural and social outcomes by increasing employment of First Nations peoples working at the Agency and promoting and engaging with First Nations owned businesses for procurement.

Having diverse representation within the Agency ensures that all voices are heard, and sourcing services from First Nations businesses assists the NDIA to demonstrate a credible foundation for the delivery of the National Disability Insurance Scheme (NDIS) to First Nations communities. The Agency seeks to be an employer of choice for First Nations peoples.

## Action 8: Improve employment outcomes by increasing First Nations recruitment, retention and professional development.

Deliverable	Responsibility	Timeline
30. Implement First Nations Employment and Inclusion Plan (2022-2025) with focus on recruitment, retention and professional development.	BM Office of Agency Accessibility and Inclusion	June 2026
31. Work with First Nations staff to inform, guide and evaluate on implementing and monitoring our recruitment, retention and professional development strategy effectively.	GM People, Culture and Wellbeing	June 2026
32. Monitor, identify and enact opportunities for growing First Nations Staff employment, professional development and career pathways.	GM People, Culture and Wellbeing	June 2026
33. Learn how and where to effectively advertise job vacancies that attract First Nation candidates.	GM People, Culture and Wellbeing	June 2026
34. Review and revise HR and recruitment procedures and policies to remove identified barriers to First Nations participation in our workplace.	GM People, Culture and Wellbeing	June 2025
35. Increase the percentage of First Nations staff employed in our workforce in line with FNEaIP.	GM People, Culture and Wellbeing	June 2026

Deliverable	Responsibility	Timeline
36. Introduce a broader community perspective by acknowledging and inviting our Partners in the Community (PiTC) First Nations workforce to share their contributions to the conversation.	GM Partners	March 2026

**Action 9: Increase First Nations supplier diversity to support improved economic and social outcomes.**

Deliverable	Responsibility	Timeline
37. Review and strengthen First Nations procurement strategy.	Chief Financial Officer	March 2026
38. Promote and maintain Supply Nation membership.	Chief Financial Officer	August 2026
39. Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	Chief Financial Officer	March 2026
40. Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	Chief Financial Officer	March 2026
41. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Chief Financial Officer	August 2026
42. Promote First Nations Procurement Policy success stories that demonstrate value and diverse positive impact both for the agency, our stakeholders and First Nations businesses.	Chief Financial Officer	March 2026

**Action 10: Deliver culturally safe, respectful and appropriate services to First Nations peoples.**

Deliverable	Responsibility	Timeline
43. Strategically create culturally safe opportunities to listen deeply and respond to First Nations organisations when co-designing our services.	GM Service Design	March 2026
44. Encourage and support First Nations Community Controlled organisations to deliver NDIS services and/or agency partners.	GM Providers and Market Coordination	March 2026



Our commitments

# Governance

The Agency commits to taking responsibility and accountability to deliver the actions contained in the plan, ensuring that we do what we say we will do.

## Action 11: Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Responsibility	Timeline
45. Maintain strong First Nations representation on the RWG.	BM Office of Agency Accessibility and Inclusion	July 2026
46. Review, update if required and continue to apply the Terms of Reference for the RWG..	BM Office of Agency Accessibility and Inclusion	July 2026
47. Meet at least four times per year to drive and monitor RAP implementation.	BM Office of Agency Accessibility and Inclusion	February, May, August, November 2025, 2026

## Action 12: Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Responsibility	Timeline
48. Define resource needs for RAP implementation.	BM Office of Agency Accessibility and Inclusion	November 2024
49. Engage our senior leaders and other staff in the delivery of RAP commitments.	First Nations Champion, and First Nations Allyship Champion	June 2026
50. Define and maintain appropriate systems to track, measure and report on RAP commitments.	BM Office of Agency Accessibility and Inclusion	November 2024
51. Continue to enable SES First Nations Champion, and SES First Nations Allyship Champion to support and promote RAP.	BM Office of Agency Accessibility and Inclusion	June 2026

**Action 13: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.**

<b>Deliverable</b>	<b>Responsibility</b>	<b>Timeline</b>
52. Complete and submit the annual RAP Impact Measurement Survey to Reconciliation Australia.	BM Office of Agency Accessibility and Inclusion	30 September annually
53. Report RAP progress to all staff and senior leaders quarterly.	BM Office of Agency Accessibility and Inclusion	February, May, August, November 2025, 2026
54. Publicly report our RAP achievements, challenges and learnings through our annual report.	BM Office of Agency Accessibility and Inclusion	October 2025, 2026
55. Continue to participate in Reconciliation Australia's biennial Workplace RAP Barometer and share the report findings across the Agency.	BM Office of Agency Accessibility and Inclusion	May 2026
56. Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	BM Office of Agency Accessibility and Inclusion	June annually
57. Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Survey.	BM Office of Agency Accessibility and Inclusion	August annually
58. Provide a traffic light report to Reconciliation Australia at the conclusion of this RAP, to help inform the development of our next RAP.	BM Office of Agency Accessibility and Inclusion	October 2026

**Action 14: Continue our reconciliation journey by developing our next RAP**

<b>Deliverable</b>	<b>Responsibility</b>	<b>Timeline</b>
59. Register via Reconciliation Australia's website to begin developing our next RAP.	BM Office of Agency Accessibility and Inclusion	April 2026

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## Contact us

The NDIA welcomes feedback on our Reconciliation Action Plan. For more information about the development of this publication, or to request an alternative format, contact us through [cultureandinclusion@ndis.gov.au](mailto:cultureandinclusion@ndis.gov.au)

