



Northern Australia Infrastructure Facility
Reflect
Reconciliation Action Plan

February 2022 - 2023



When referring to First Nations People and Aboriginal and Torres Strait Islander peoples in this Reconciliation Action Plan, the term Indigenous or Indigenous Australians is used. This is not intended to cause any disrespect.

Our stakeholders who identify as Aboriginal and/or Torres Strait Islander people vary in the terms they prefer to identify their cultural heritage. These include Indigenous, Aboriginal/Torres Strait Islander, First Nations, First Australians or their cultural/language group – ranging from stakeholders including Prescribed Bodies Corporate, Land Councils, government agencies, and non-government organisations. We use the term Indigenous to capture both Aboriginal and Torres Strait Islander peoples and we do not intend to cause any disrespect.

Acknowledgement of Country

The Northern Australia Infrastructure Facility acknowledges the Traditional Owners of Country throughout Australia and their continuing connection to land, sea and community. We pay our respect to Elders past and present.

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A message from Reconciliation Australia

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

NAIF 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 over 2.3 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 NAIF 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 NAIF, 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



**RECONCILIATION
ACTION PLAN**

REFLECT



A message from our Chair

On behalf of all members of the Northern Australia Infrastructure Facility's Board of Directors, I am pleased to cement NAIF's commitment to reconciliation through our first Reconciliation Action Plan.

I acknowledge and celebrate the deep and unbroken connection to land, sea and country of Aboriginal and Torres Strait Islander peoples.

I have lived and worked in northern Australia for almost 40 years and I am mother to four sons who are sixth generation Territorians. I know first-hand the importance of decisions about the future of northern Australia being made in northern Australia, and I know that we can only realise the region's full potential in partnership with Indigenous Australians.

Aboriginal and Torres Strait Islander cultures have been the face and key identity of northern Australia's past. We celebrate this and continue this as Aboriginal and Torres Strait Islander peoples play a crucial role into the future of northern Australia.

Unlocking our undoubted potential needs investment into infrastructure to grow our economies and our communities.

NAIF has an important role to play as a development financier with a \$5 billion lending facility provided by the Australian Government.

We have already committed more than \$3.1 billion in loans to projects across vital sectors including ports, roads, airports, tourism, education, resources, agriculture, renewable energy and health.

Importantly, every project supported by NAIF must show how they will deliver economic and population growth, benefit to the community and Indigenous outcomes.

We are looking forward to doing more in the years ahead and we will do so together with, and learning from, Indigenous Australians.

This Reflect Reconciliation Action Plan is our commitment to being a meaningful partner in reconciliation and continuing to deliver positive Indigenous outcomes in northern Australia.

Tracey Hayes
Chair, Northern Australia Infrastructure Facility



A message from our Acting CEO

I am proud to present the Northern Australia Infrastructure Facility's first Reconciliation Action Plan (RAP) as part of our ongoing commitment to supporting the reconciliation movement across the nation.

Our mission is to generate transformational growth for northern Australia through being an innovative financing partner.

We know that Indigenous Australians are central to the future of the north, owning or managing about 40% of the land and making up approximately 15% of the population.

That's why at the heart of every Investment Decision that we make to support infrastructure projects is a strong focus on driving positive outcomes for Indigenous Australians.

Through our financing, NAIF has supported a suite of positive outcomes including jobs, improved access to services and enhanced cultural competency for employers and employees alike.

We have learned many lessons along the way and we are determined to continue to keep working in partnership with Indigenous Australians and organisations to listen and grow.

Our RAP reflects the next steps in NAIF's reconciliation journey as we continue to build our connections with and understanding of Indigenous communities across northern Australia.

Over the next 12 months, our people will come together and work with our stakeholders to participate in practical actions that will grow our organisation culturally and build shared values of reconciliation.

Amanda Copping
Acting Chief Executive Officer
Northern Australia Infrastructure Facility

About the artist and the artwork

Bernard Lee Singleton

The artwork for the Northern Australia Infrastructure Facility's Reflect Reconciliation Action Plan was created by Bernard Lee Singleton.

Bernard is an accomplished craftsman, curator and designer, born and living in Cairns. He grew up in Coen, Cape York.

His mother is a Djabuguy woman born in Mona Mona mission near Kuranda and his father is an Umpila (east coast Cape York) / Yirrkandji man from Yarrabah mission.

"I paint, craft and make artefacts to ground myself. Through the process of making a spear or shaping the figure of a spirit, I connect with my ancestors and they help bring my work to life.

My work is a way for me to acknowledge and remember the times of my great-grandmothers and great-grandfathers.

My designs are inspired by the laws of nature and the forms found in the creation stories around me. Using these basic forms or designs, I work to represent the bond of art and the continuation of culture."



About us

NAIF

The Northern Australia Infrastructure Facility (NAIF) is a \$5 billion development financier that provides loans to infrastructure in the Northern Territory, Queensland and Western Australia.

NAIF's mission is to be an innovative financing partner in the growth of northern Australia. A key focus of any financing is to drive public benefit, economic and population growth and Indigenous outcomes in northern Australia.

NAIF is an Australian Government entity that employs about 35 people (FTE), including two Aboriginal employees.

NAIF's headquarters is in Cairns, with offices also located in Sydney, Brisbane, Darwin and Perth. Our offices are home to the Bama, Larrakia, Gadigal, Whadjuk Nyoonga, Turrbal and Yuggera peoples.

With Indigenous populations set to increase to over 50% by 2040 in the north, NAIF sees the large potential Indigenous peoples have in developing northern Australia. This is supported by the mandatory criteria under the NAIF Investment Mandate where all proponents seeking financing must develop an Indigenous Engagement Strategy (IES), with commitments across participation, procurement and employment that reflect the regional Indigenous communities. Public summaries of proponent's IES commitments can be found on the NAIF website.

NAIF's Indigenous Outcomes team works closely with proponents to support the development and delivery of a satisfactory IES that provides appropriate opportunities for participation, procurement and employment opportunities.

The Indigenous Outcomes team continues to meet with proponents throughout the life of the project to monitor and receive reporting against delivery of the IES to ensure meaningful outcomes are achieved.

Our RAP

NAIF recognises the special relationship between Aboriginal and Torres Strait Islander peoples and Country throughout northern Australia and acknowledges their continuing connection to land, waters and culture.

It was this relationship and cultural knowledge of Country that were crucial in establishing industries such as pastoral, fishing, agriculture and mining. Today, Indigenous peoples' cultures and Country are a key attraction to northern Australia with tourists making their way to the north every year to gain that experience.

Developing and implementing a RAP is an important next step for NAIF in its ongoing commitment to building meaningful relationships with Aboriginal and Torres Strait Islander peoples and driving economic and social opportunities in northern Australia.

NAIF established a Reconciliation Action Plan Working Group to lead the development of the Reflect RAP. Working Group members have a diverse professional and cultural background and operate at different levels in the organisation, supporting a whole-of-organisation commitment to achieving the RAP's targets.

It is intended the RAP has clear and attainable reconciliation and cultural engagement targets and activities and will be 'owned' by the organisation through regular reporting and engagement.

The RAP is endorsed and supported by NAIF's Executive Management Group and independent Board.

To date, NAIF's reconciliation journey has primarily focused on working with proponents in developing commitments under their Indigenous Engagement Strategy (IES) towards Indigenous participation, procurement and employment outcomes in the regional communities the projects are located in. To ensure the IES is supported, NAIF has regular engagement with all proponents who have reached Financial Close throughout the life of the loan.

About our Reconciliation Action Plan Working Group

The Northern Australia Infrastructure Facility is structured around work streams of Investment, Stakeholder Relations and Communications, Human Resources, Legal and Operations.

Our Reconciliation Action Plan Working Group reflects our people's cultural and professional diversity and includes:

- Gerard Paynter – Chief Stakeholder Relations and Communications
- Calvin Tang – Senior Associate, Investment
- Rebecca Cass - Director Stakeholder Relations NT and WA (to Dec 2021)
- Sonya Fetherstonhaugh – Executive Assistant
- Matt Pitman – Director Stakeholder Relations and Communications
- Frank van Rooyen – Director, Resources and Western Australia

NAIF's RAP Champion is Paul Kalmar – Director, Social Infrastructure.

The Working Group has consulted regularly with the Indigenous Outcomes team – including Darren Chong, a Waanyi man and Associate Director – to ensure the Reconciliation Action Plan is developed and delivered in a culturally appropriate and responsive way.



Our reconciliation experiences so far

NAIF was established in 2016 as part of the Australian Government's agenda to develop northern Australia. While we have made some progress in demonstrating our commitment to reconciliation in that time, we know we need to do more.

A key milestone so far has been the signing of a Memorandum of Understanding with Indigenous Business Australia, the National Indigenous Australians Agency and the Indigenous Land and Sea Corporation that aims to foster collaboration to support positive outcomes and opportunities for Indigenous Australians in northern Australia.

NAIF acknowledges and celebrates National Reconciliation Week and NAIDOC Week through internal promotion and discussions and participation in community events, and we continue to look for new ways to engage.

We also recognise the essential work of our Indigenous Outcomes team in supporting proponents to develop and deliver successful Indigenous Engagement Strategies. An important initiative has been the establishment of round table discussions that bring together government, industry bodies, project proponents and Indigenous stakeholders to share ideas on lessons learned and areas for improvement.

We are determined to keep working with Indigenous Australians and organisations to achieve better opportunities to demonstrate cultural respect and collaboration.

Projects supporting success

A NAIF loan is supporting one of Australia's largest Indigenous corporations to boost food security and employment and social outcomes across Central Australia.

NAIF is providing a \$13.5 million loan to the Arnhem Land Progress Aboriginal Corporation (ALPA) to redevelop their cold storage wholesale food distribution facility in Alice Springs.

Once completed, it will be the largest distribution centre of its kind in Central Australia and will help meet growing demand for fresh produce, frozen goods and general merchandise from customers across 1.4 million square kilometres from Kunawaritji to the west, Lake Nash (Alpurrurulam) to the east, Renner Springs to the north and Marla to the south.

It is mandatory for proponents supported by NAIF to develop and deliver an Indigenous Engagement Strategy that sets out objectives for participation, procurement and employment which reflect the regional Indigenous communities.

Through their Indigenous Engagement Strategy, ALPA has committed to ongoing engagement with the Lhere Artepe Aboriginal Corporation, engaging Tangentyere Council on employment services and supporting Indigenous staff through construction and operations, establishing a 20% Indigenous employment target for the facility, and working with the NT Indigenous Business Network to identify relevant sub-contractors, training providers and Indigenous employment services.

ALPA supports sustainable employment in home communities through its 13 member-owned stores and 14 independent stores across remote Northern Territory and Far North Queensland, including the Torres Strait.

ALPA currently employs more than 1,100 people, with more than 80% of employees being local Indigenous people.

Relationships

Relationships

1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.

Apr 2022

Lead
Chief Stakeholder Relations and Communications

Support
Indigenous Outcomes team

Develop and implement engagement strategies with Memorandum of Understanding partners Indigenous Business Australia, Indigenous Land and Sea Corporation and the National Indigenous Australians Agency to seek to achieve at least five opportunities for collaboration with project proponents working towards positive outcomes for Indigenous peoples.

Apr 2022

RAP Working Group Chair

Relationships

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

Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 Jun 2022	<i>Lead</i> CEO
		<i>Support</i> RAP Working Group
RAP Working Group members to participate in an external NRW event.	27 May – 3 Jun 2022	RAP Working Group Chair
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 Jun 2022	<i>Lead</i> CEO
		<i>Support</i> RAP Working Group
Host an internal event in primary NAIF offices for staff to recognise and celebrate NRW.	27 May – 3 Jun 2022	CEO

3. Promote reconciliation through our sphere of influence.

Communicate our commitment to reconciliation to all staff.	Feb 2022	<i>Lead</i> CEO
		<i>Support</i> RAP Working Group & Champion
Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Feb 2022	Director Indigenous Outcomes
Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Apr 2022	Associate Director Stakeholder Relations Queensland

4. Promote positive race relations through anti-discrimination strategies.

Research best practice and policies in areas of race relations and anti-discrimination.	Jun 2022	Chief of Legal
Support a culturally safe workplace by conducting a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jul 2022	Chief People and Culture Officer

Respect

Respect

5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Jul 2022	Chief Operating Officer
Conduct a review of cultural learning needs within our organisation.	May 2022	Chief Operating Officer
Develop a calendar of events with external speakers to increase staff awareness of NAIF's impact in northern Australia in supporting outcomes for Indigenous peoples.	Apr 2022	RAP Working Group

Respect

6. Demonstrate respect to Aboriginal and Torres Strait Islander 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.	Feb 2022	RAP Working Group Chair
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Feb 2022	RAP Working Group Chair
Raise awareness with staff about importance of and access to key policies such as cultural leave.	Aug 2022	Chief People and Culture Officer
Formalise protocols to engage local Traditional Owners to deliver a Welcome to Country at NAIF-hosted events.	Mar 2022	Executive Assistant to CEO
Formalise protocols to deliver an Acknowledgement of Country at the commencement of any Board and all-staff meeting.	Mar 2022	Company Secretary
Identify opportunities across NAIF's workplaces to demonstrate respect and recognition of Indigenous cultures.	Mar 2022	Director Stakeholder Relations NT and WA

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Jun 2022	CEO
Introduce our staff to NAIDOC Week by promoting external events in our local area.	Jul 2022	RAP Champion
RAP Working Group to participate in an external NAIDOC Week event.	Jul 2022	RAP Working Group Chair
Host an internal event in primary NAIF offices for staff to recognise and celebrate NAIDOC Week.	Jul 2022	Executive Team Assistant

Opportunities

Opportunities

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 and secondment opportunities within our organisation.	May 2022	Chief People and Culture Officer
Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jul 2022	Chief People and Culture Officer
Hold round table discussions with project proponents to understand and share lessons learned in the implementation of Indigenous Engagement Strategies to support employment and professional development opportunities.	Jun 2022	RAP Working Group Chair

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.	Apr 2022	Chief Operating Officer
Investigate Supply Nation membership.	Apr 2022	Chief Operating Officer
Consult with Aboriginal and Torres Strait Islander stakeholders on how NAIF and its proponents can better support participation, procurement and employment opportunities for Indigenous Australians.	May 2022	<i>Lead</i> Chief Stakeholder Relations and Communications <i>Support</i> Indigenous Outcomes team

Governance

Governance

10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

Maintain a RWG to govern RAP implementation.	Jun 2022	Director Stakeholder Relations NT and WA
Review and update the Terms of Reference for the RWG.	Jun 2022	Director Stakeholder Relations and Communications
Establish Aboriginal and Torres Strait Islander representation on the RWG.	Feb 2022	RAP Working Group Chair
Hold quarterly meetings of the RWG to track action against deliverables.	Feb 2022 May 2022 Aug 2022 Nov 2022	RAP Working Group Chair

11. Provide appropriate support for effective implementation of RAP commitments.

Define resource needs for RAP implementation.	Feb 2022	<i>Lead</i> RAP Working Group Chair <i>Support</i> Chief Operating Officer
Engage senior leaders in the delivery of RAP commitments.	Feb 2022	RAP Working Group Chair
Define appropriate systems and capability to track, measure and report on RAP commitments.	Apr 2022	Director Stakeholder Relations NT and WA

Governance

12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 2022	RAP Working Group Chair
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Share RAP Impact Measurement Questionnaire with NAIF Executive Management Group and Board to identify strengths and challenges.	Sep 2022	RAP Working Group Chair
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13. Continue our reconciliation journey by developing our next RAP.

Register via Reconciliation Australia's website to begin developing our next RAP.	Jun 2022	RAP Working Group Chair
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Contact

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RAP Working Group Chair
Chief Stakeholder Relations and Communications

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