



**IGIS**

OFFICE OF THE  
INSPECTOR-GENERAL  
OF INTELLIGENCE  
AND SECURITY

# REFLECT RECONCILIATION ACTION PLAN

February 2025–July 2026





# Acknowledgment of Country

The Office of the Inspector-General of Intelligence and Security is located on Ngunnawal and Ngambri Country.

We acknowledge the Ngunnawal and Ngambri peoples as Traditional Custodians of these lands and waterways, and the continuation of the cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples across Australia. We pay our respects to Elders past and present.

## Artist statement

The artwork I have made to look like a network. With IGIS in the centre, working with multiple agencies overseeing intelligence and security.

In the background I have included Ngunnawal and Ngambri Country the Brindabella Ranges and the Murrumbidgee River, I have also included the sky (top left) - this is to pay respect to the local people and to represent reconciliation. It also represents earth, sky and waterways - a connection to traditional country.

The centre circle is IGIS - the U-shapes are the workers - the outer circles are all the other agencies you work with - they are all different but all acknowledge the people working for them.

Overall the design represents IGIS's connection to the traditional owners of the lands you operate on and pays respect to the traditional owners.

### About the artist

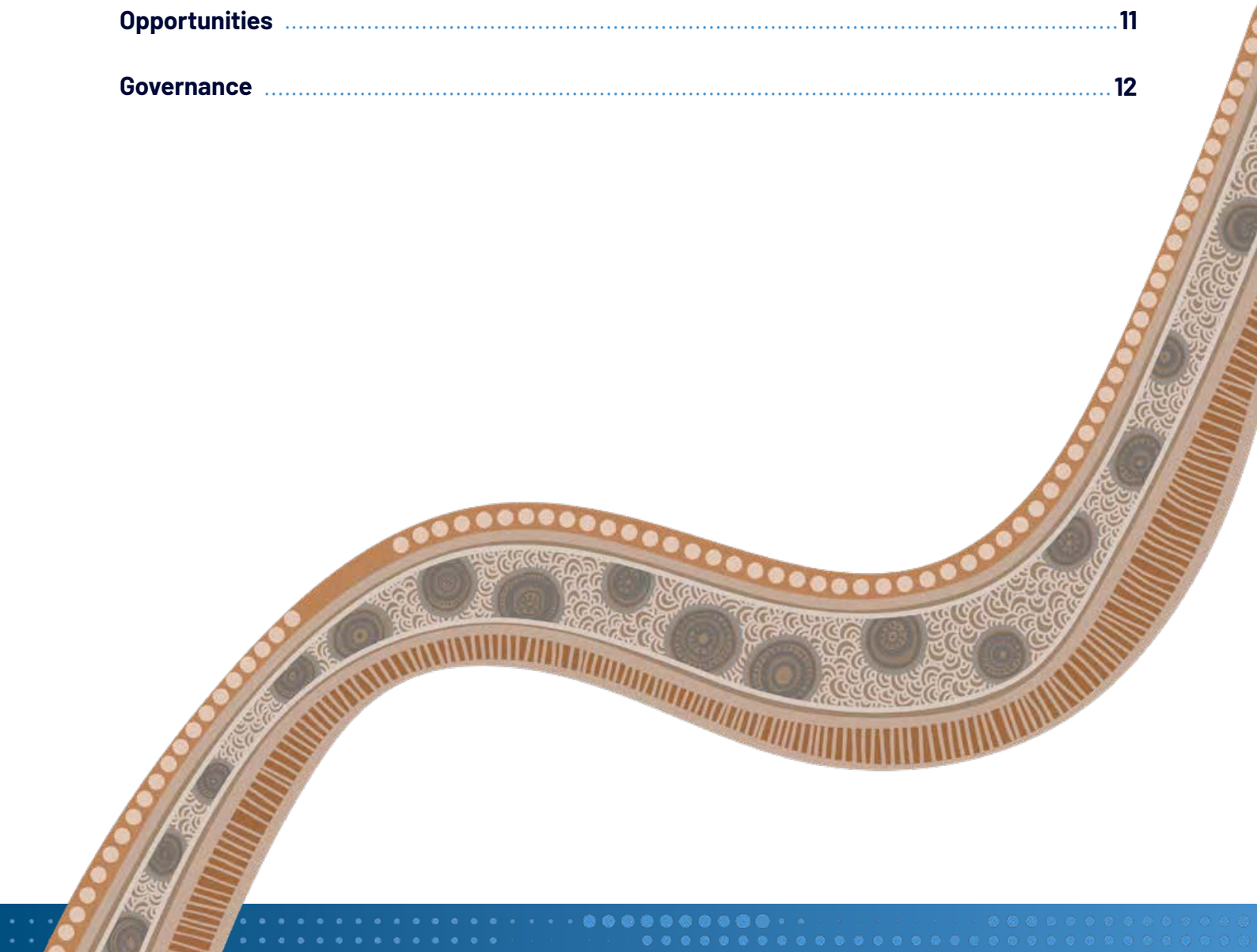
Indigenous artist Eddie Longford is a proud Wiradjuri Man, he has spent the majority of his life on Ngunnawal, Ngambri, and Wiradjuri Country. He is passionate about creating artwork that reflects the land that he grew up on and that holds great significance to his family.

His art pays homage to the Ngunnawal, Ngambri, and Wiradjuri traditional owners by incorporating elements of their land into his work. Eddie's artistic style is a blend of contemporary Indigenous influences, drawing from traditional styles found throughout Australia, as well as non-traditional elements and vibrant colours, giving his pieces a unique and easily recognisable character. Eddie specialises in harmonising traditional hues with bold non-traditional shades, and he takes great pride in the meticulous detail of his work.



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## Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Office of the Inspector-General of Intelligence & Security (IGIS) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

IGIS 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 IGIS 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 IGIS, 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



## RAP Champion Statement

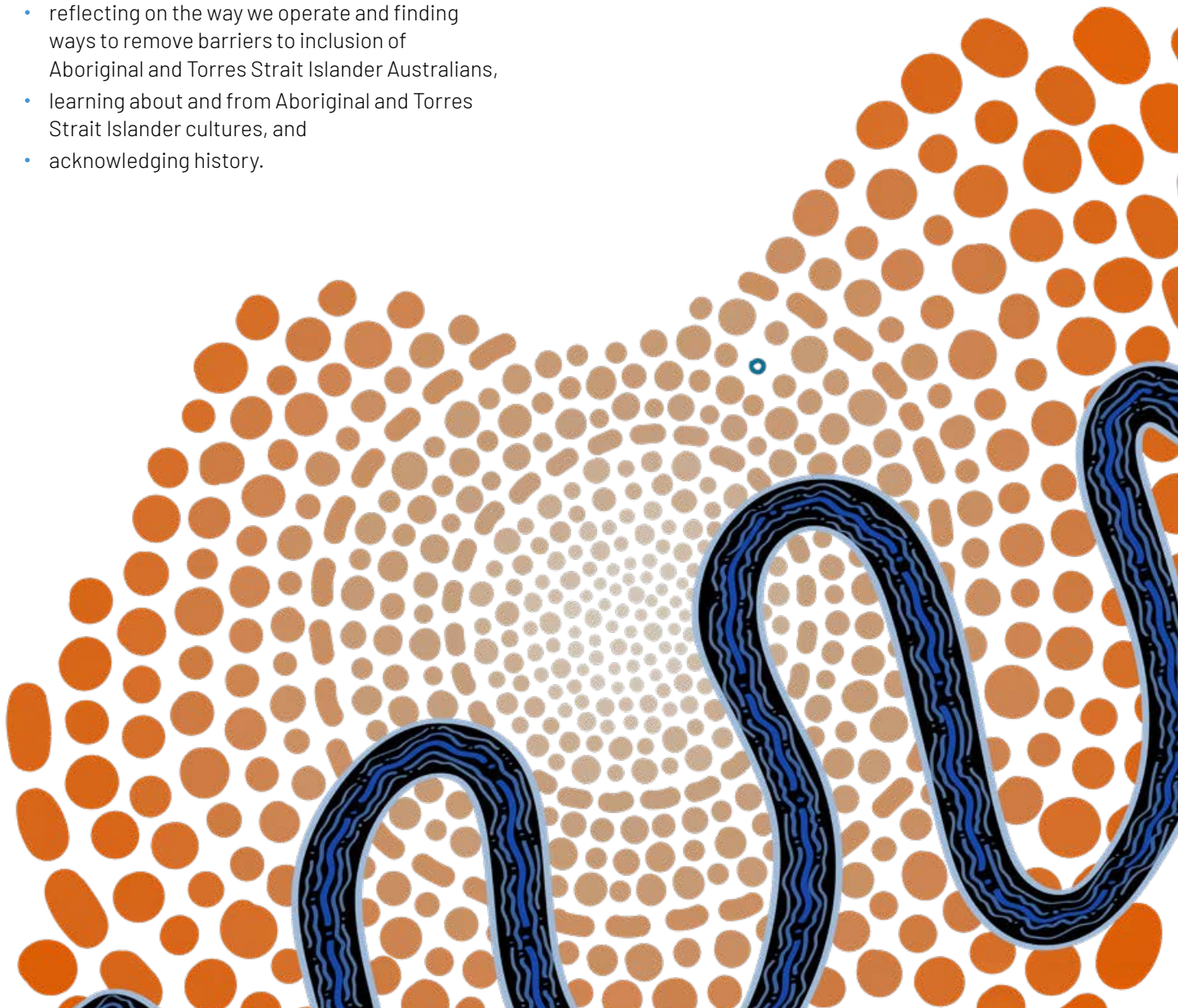
Welcome to IGIS's first Reconciliation Action Plan. As a small and growing organisation, we are beginning to reach a size where we believe a Reflect RAP can help to frame our actions with regard to Reconciliation.

It is important to us that our RAP is more than words on paper: we want it to represent a real commitment to action. We have already made important inroads in connecting with Aboriginal and Torres Strait Islander Australians, including learning about Country and culture from a Ngunnawal Elder. We want to build on this, and this RAP will further formalise our journey.

For our Office, implementing this RAP will mean:

- reflecting on the way we operate and finding ways to remove barriers to inclusion of Aboriginal and Torres Strait Islander Australians,
- learning about and from Aboriginal and Torres Strait Islander cultures, and
- acknowledging history.

Through our RAP, we hope to get the whole Office involved in growing relationships and knowledge that will continue to develop in the future. We will do this in many ways, including by working with Aboriginal and Torres Strait Islander stakeholders, leveraging good initiatives in our partner agencies in the Attorney-General's portfolio, and maximising our participation in other Commonwealth agencies' Reconciliation initiatives to increase the potency of our collective actions. Finally, we will strive to uphold our RAP goals within our Office, and by doing so set a positive example for Reconciliation across the Commonwealth's integrity communities.



## Our Business

The Inspector-General of Intelligence and Security (IGIS) is an independent statutory office holder who reviews the activities of the six Australian intelligence agencies under IGIS jurisdiction:

- Australian Security Intelligence Organisation
- Australian Secret Intelligence Service
- Australian Signals Directorate
- Australian Geospatial-Intelligence Organisation
- Defence Intelligence Organisation
- Office of National Intelligence

In addition, the *Surveillance Legislation (Identify and Disrupt) Act 2021* expanded IGIS's jurisdiction to include oversight of the use of network activity warrants by the Australian Criminal Intelligence Commission and the Australian Federal Police.

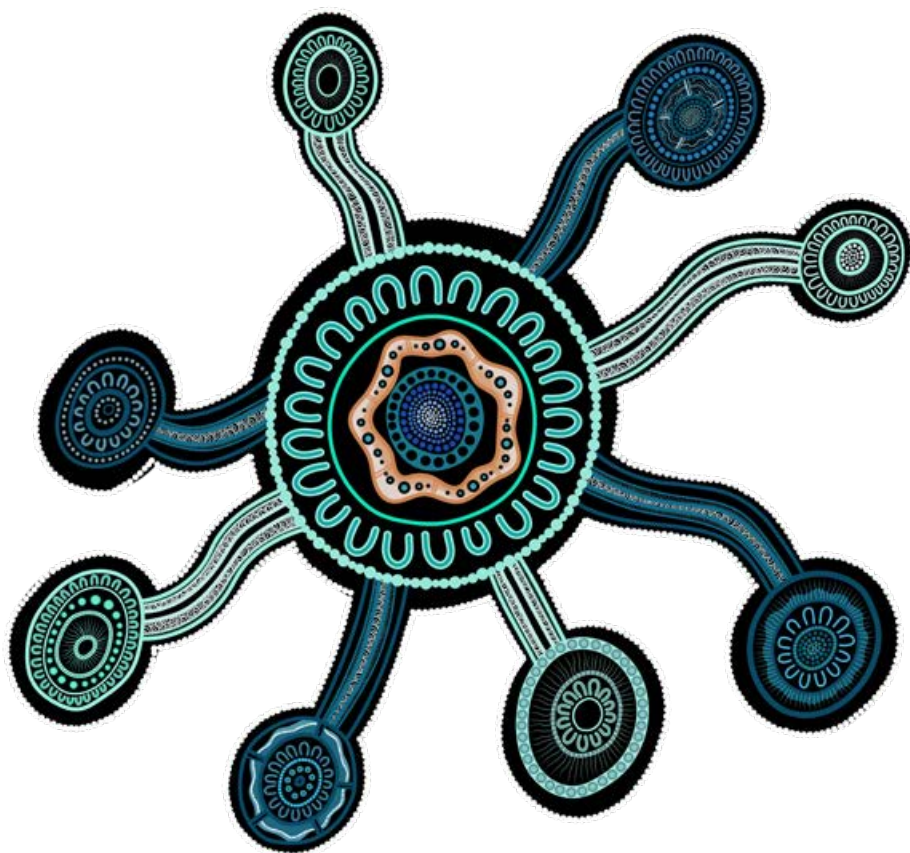
The purpose of this review is to ensure that the agencies act legally and with propriety, comply with ministerial guidelines and directives and respect human rights.

The functions of the Inspector-General are set out in the *Inspector-General of Intelligence and Security Act 1986*, and in other various pieces of legislation.

IGIS conducts its review and oversight of intelligence agencies through inspections, inquiries, and investigations into complaints and public interest disclosures.

The Office of the Inspector-General of Intelligence and Security is a small agency of approximately 40 staff, led by the Inspector-General. The IG is assisted by a Deputy Inspector-General and two Assistant Inspectors-General. To date, no staff have identified as Aboriginal and/or Torres Strait Islander in the surveys that collect this type of data. This Reflect RAP is a step toward changing this statistic.

The Office is based in Barton, Canberra; however, the nature of our oversight role means staff are sometimes required to travel to other states and territories of Australia where the agencies we oversee conduct their work.



## Our Reconciliation Action Plan

IGIS has developed a Reflect RAP because we recognise that Australia is at its best when it understands, includes and respects Aboriginal and Torres Strait Islander peoples and perspectives. This also means acknowledging past and present inequities and taking meaningful steps to make reconciliation a reality.

This is IGIS's first RAP, and it marks the beginning of our agency's reconciliation journey. In this plan we have identified actions we will take, with specific timeframes, to ensure we keep moving forward toward concrete goals. We are conscious that reconciliation means not only creating documents like this one, but also making real differences in the way we think, work, and interact with each other and the community.

Through this RAP we are building our cultural capability to ensure our workplace is safe and welcoming for Aboriginal and Torres Strait Islander peoples. Our office at present has no staff who have identified as Aboriginal and/or Torres Strait Islander people. While our agency is small and specialised, it is vital that there are no barriers to us having the best people doing the important job of our office – that includes barriers due to a lack of cultural understanding or prejudice, whether conscious or unconscious.

We hope the selection of our Office's RAP Champion, the Deputy Inspector-General, will help our Office drive these collective responsibilities, including through the development of a RAP Working Group to help oversee the effective implementation of the RAP.

We expect that the implementation of this RAP will strengthen a shared understanding of the value of Aboriginal and Torres Strait Islander cultures and a readiness for future initiatives toward reconciliation.





## Relationships

IGIS is committed to strengthening our relationships with Aboriginal and Torres Strait Islander peoples and communities we provide assurance to; to promoting reconciliation through our sphere of influence and the importance of reconciliation.



Action	Deliverables	Timeline	Lead
(1) Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisation	(a) Identify and engage with Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	February 2025	Diversity and Inclusion Reconciliation Officer
	(b) Research best practice and principles that support engagement and partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2025	Diversity and Inclusion Reconciliation Officer
(2) Build relationships through celebrating National Reconciliation Week (NRW)	(a) Circulate Reconciliation Australia's NRW resources and reconciliation materials to personnel via internal newsletter.	July 2025	Diversity and Inclusion Reconciliation Officer
	(b) Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	July 2025	Diversity and Inclusion Reconciliation Officer
	(c) RAP Working Group to participate in an external NRW event.	27 May – 3 June 2025	Diversity and Inclusion Reconciliation Officer



Action	Deliverables	Timeline	Lead
(3) Promote reconciliation through our sphere of influence	(a) Communicate our commitment to reconciliation to all Staff.	February 2025	IGIS RAP Champion
	(b) Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2025	Diversity and Inclusion Reconciliation Officer
	(c) Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February 2025	Diversity and Inclusion Reconciliation Officer
	(d) Post our RAP on our public website.	January 2025	Diversity and Inclusion Reconciliation Officer
(4) Promote positive race relations through antidiscrimination strategies	(a) Research best practice and policies in areas of race relations and anti-discrimination to inform the deliberations of the Diversity and Inclusion Committee	February 2025	Diversity and Inclusion Reconciliation Officer, responsible to Director Human Resources
	(b) Conduct a review of HR policies and procedures to identify opportunities to better articulate, support and recognise Aboriginal and Torres Strait Islander people in our workforce.	January 2026	Diversity and Inclusion Reconciliation Officer, responsible to Director Human Resources
	(c) Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2026	Diversity and Inclusion Reconciliation Officer, responsible to Director Human Resources

## Respect

IGIS is committed to fostering respect, finding opportunities for reconciliation and embedding reconciliation in our workplace. IGIS will continue to build awareness, understanding and respect for Aboriginal and Torres Strait Islander peoples, cultures, histories and challenges.



Action	Deliverables	Timeline	Lead
(5) Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	(a) Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2025	Diversity and Inclusion Reconciliation Officer
	(b) Conduct a review of cultural learning needs within our organisation.	September 2025	Diversity and Inclusion Reconciliation Officer, responsible to Director Human Resources
	(c) Share relevant cultural learning opportunities with staff, including Mandatory Training.	November 2025	Director, Human Resources
(6) Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	(a) Develop an agency understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2025	Diversity and Inclusion Reconciliation Officer
	(b) Increase agency awareness of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2025	Diversity and Inclusion Communications Officer
(7) Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	(a) Raise awareness and share information amongst staff about meaning and importance of NAIDOC Week.	July 2025	Diversity and Inclusion Communications Officer
	(b) Introduce Staff to NAIDOC Week by promoting external events in our local area.	July 2025	Diversity and Inclusion Communications Officer
	(c) RAP Working Group to participate in an external NAIDOC Week event.	July 2025	Diversity and Inclusion Reconciliation Officer

## Opportunities

IGIS is committed to supporting reconciliation by creating opportunities with Aboriginal and Torres Strait Islander people. We are focussing on networking and employment opportunities that will build our organisation's capabilities and generate opportunities with Aboriginal and Torres Strait Islander peoples.



Action	Deliverables	Timeline	Lead
(8) Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	(a) Ascertain and contribute where possible to what is being done across the National Intelligence Community to overcome barriers to Aboriginal and Torres Strait Islander employment within our organisation.	December 2025	Diversity and Inclusion Reconciliation Officer, responsible to Executive Director, Enterprise Management Unit.
	(b) Start a conversation in the National Intelligence Community on how we can improve recruitment of Aboriginal and Torres Strait Islander staff.	January 2025	Diversity and Inclusion Reconciliation Officer, responsible to Executive Director, Enterprise Management Unit.
	(c) Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2025	Diversity and Inclusion Reconciliation Officer, responsible to Executive Director, Enterprise Management Unit.
(9) Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	(a) Consider Aboriginal and Torres Strait Islander owned businesses when making each procurement decision.	January 2025	Chief Financial Officer
	(b) Investigate Supply Nation membership.	January 2025	Chief Financial Officer

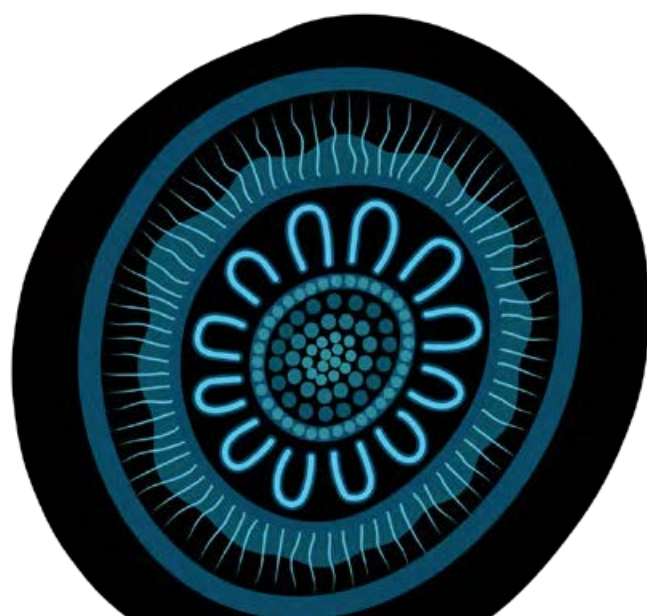


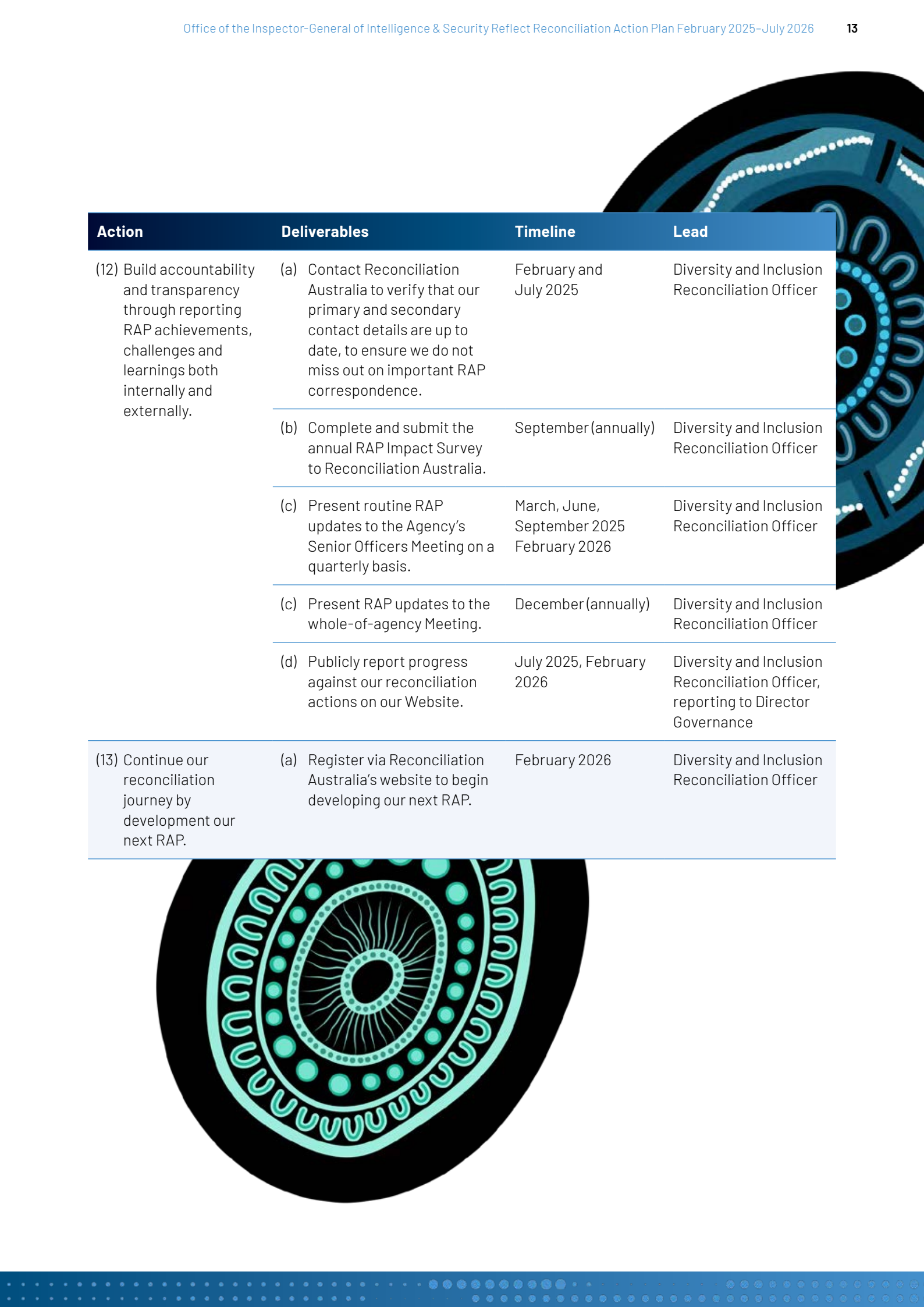
## Governance

IGIS is committed to achieving the goals and targets set in our Reflect RAP. Implementation and progress against our set targets will be measured by accountability, ongoing learning and improvement as we continue our reconciliation journey.



Action	Deliverables	Timeline	Lead
(10) Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	(a) Form an RWG to govern RAP implementation.	February 2025	Diversity and Inclusion Reconciliation Officer
	(b) Draft terms of reference for the RWG.	February 2025	Diversity and Inclusion Reconciliation Officer
	(c) Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2025	Diversity and Inclusion Reconciliation Officer
(11) Provide appropriate support for effective implementation of RAP commitments.	(a) Define resources needs for RAP implementation.	February 2025	Diversity and Inclusion Reconciliation Officer
	(b) Engage senior leaders in the delivery of RAP commitments.	February 2025	Diversity and Inclusion Reconciliation Officer
	(c) <i>Provide support to senior leaders to effectively champion our RAP internally</i>	February 2025	Diversity and Inclusion Reconciliation Officer
	(d) Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2025	Diversity and Inclusion Reconciliation Officer





Action	Deliverables	Timeline	Lead
(12) Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	(a) 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.	February and July 2025	Diversity and Inclusion Reconciliation Officer
	(b) Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September (annually)	Diversity and Inclusion Reconciliation Officer
	(c) Present routine RAP updates to the Agency's Senior Officers Meeting on a quarterly basis.	March, June, September 2025 February 2026	Diversity and Inclusion Reconciliation Officer
	(c) Present RAP updates to the whole-of-agency Meeting.	December (annually)	Diversity and Inclusion Reconciliation Officer
	(d) Publicly report progress against our reconciliation actions on our Website.	July 2025, February 2026	Diversity and Inclusion Reconciliation Officer, reporting to Director Governance
(13) Continue our reconciliation journey by development our next RAP.	(a) Register via Reconciliation Australia's website to begin developing our next RAP.	February 2026	Diversity and Inclusion Reconciliation Officer



For enquiries about IGIS's Reconciliation Action Plan,  
please contact our Diversity and Inclusion Committee.

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