



Reflect

RECONCILIATION ACTION PLAN

February 2021 - February 2022





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ABOUT THE ARTIST

ARTIST – AARON HAYDEN

Aaron Hayden resides in Western Australia and was born in Port Lincoln, South Australia. With strong family connections in both South Australia and Western Australia, ASC engaged Aaron to illustrate both states in our commissioned RAP artwork.

Aaron's mother is a descendant of the Njaki Njaki People in South Australia and through his grandmother's family has a traditional connection to the Eastern District and Yilgarn Regions. In Western Australia, Aaron's grandfather has traditional connections through the Ballardong People of the Avon region. Aaron's family is also connected to the Eyre Peninsula and the Great Australian Bight.

Aaron has commissioned artwork for Parliament House in Western Australia as well as other Government and private collections throughout Australia.



ABOUT THE ARTWORK

ASC commissioned local artist Aaron Hayden to create the artwork for our first Reconciliation Action Plan. The work represents ASC's values of protect, respect, integrity, discipline and excellence and uniquely depicts people working together on both the land and on water.



This symbol depicts women working at ASC.



This symbol depicts men working at ASC as illustrated by the spear in the imagery.



This symbol depicts people working together on the land at ASC.



This symbol depicts people working together on the water (with representation to ASC's core business in supporting the Collins Class submarines).



This symbol depicts ASC people coming together from both WA and SA, through water and the Great Australian Bight.



MESSAGE FROM STUART WHILEY

MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER, ASC

STUART WHILEY

Chief Executive Officer
and Managing Director,
ASC Pty Ltd

I wish to take the opportunity to respectfully acknowledge that the lands we meet on at ASC North in Osborne, South Australia are the traditional lands of the Kurna people, and the lands we meet on at ASC West in Henderson, Western Australia are the traditional lands of the Whadjuk people.

Like many organisations in our sector and across government, ASC is committed to ensuring we are an organisation that understands and respects all cultures, rights, and experiences, including Aboriginal and Torres Strait Islander peoples.

ASC's Reflect Reconciliation Action Plan (RAP) will provide us with the framework to contribute to reconciliation, both inside our organisation and within the wider communities in which we operate.

ASC employees, suppliers and stakeholders have an important role to play as we collectively build relationships and communities that value Aboriginal and Torres Strait Islander peoples, histories and cultures. I am proud that ASC is contributing to this national journey.

Regards,



RECONCILIATION AUSTRALIA CEO STATEMENT

CHIEF EXECUTIVE OFFICER, RECONCILIATION AUSTRALIA

KAREN MUNDINE

Chief Executive Officer,
Reconciliation Australia

Reconciliation Australia welcomes ASC to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. ASC 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 ASC 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 ASC, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



OUR BUSINESS

ASC serves the frontline of Australia's naval defence capabilities, offering proven, sophisticated and in-depth capability in submarine systems, maintenance and upgrades. ASC is a proprietary limited company and is wholly-owned by the Commonwealth, represented by the Minister for Finance.

ASC built the Royal Australian Navy's fleet of six Collins Class submarines and our core business is to sustain the fleet, delivering submarine maintenance and upgrades that exceed international benchmarks. This is reflected in ASC's constitution which sets out two key objectives:

- Enhance and maintain the Australian Defence Force's maritime defence capabilities;
- Support Australian Government policies in relation to the Australian naval surface shipbuilding and repair industry and the submarine construction and repair industry.

Our vision is to be an enduring and integral part of Australia's maritime strategy and national security. Our mission is to be a trusted and efficient partner with sovereign design, build and sustainment capabilities, driving best value for our customers.

Initially established in 1985 at Osborne, South Australia, ASC was subsequently chosen in 1987 as the prime contractor for the design, manufacture and delivery of the Collins Class submarines. At the conclusion of the submarine build program in 2003, ASC commenced a contract for the ongoing repair, maintenance and design upgrades of the submarines.

Today ASC has operations in Osborne, South Australia, and Henderson, Western Australia. We employ more than 1,300 employees including people from many cultures. Our number of Aboriginal and Torres Strait Islander employees is not currently known.

ASC also provides submariner training services to the Navy and is the largest industry provider of personnel into the Commonwealth's Future Submarine Technical Office.

OUR RECONCILIATION ACTION PLAN

In line with ASC's core values of protect, respect, integrity, discipline and excellence, our inaugural RAP outlines our initial strategy to demonstrate ways the organisation and its employees will publicly commit to the national goal of reconciliation.

Our Reflect RAP will outline the specific activities ASC will undertake, and how it will hold itself accountable to our reconciliation action and goal of partnering with the Traditional Owners of the land on or near our operations in Western Australia and South Australia, to build a better future.

This RAP was developed in consultation with a diverse range of internal stakeholders with the aim to provide opportunities for better outcomes for Aboriginal and Torres Strait Islander peoples. Our focus is to build strong and lasting relationships with the communities in which we work.

The purpose of our RAP is to build relationships that are based on mutual understanding, trust and respect and are free from discrimination.

Our RAP will deliver initiatives aligned to our corporate strategy, which aims to continually improve performance on ASCs existing programs, grow our business, develop skills, establish strategic partnerships and directly support our Corporate Social Responsibility (CSR) and Diversity and Inclusion (D&I) objectives.



RECONCILIATION ACTION PLAN – WORKING GROUP

ASC established its RAP Working Group in September 2019 to develop and govern the RAP, and engage in activities to promote our vision for reconciliation.

The RAP Working Group comprises members from all areas and levels of the organisation, and is championed by our Executive Sponsor of ASC's D&I Council. The Working Group ensures the RAP deliverables are actioned, implemented and reported.

Working Group members also serve as champions to build awareness across our organisation. The Head of Culture, Change and Communications is responsible for driving internal engagement and awareness of the RAP.

The group consists of representatives from across the organisation, including People and Culture, Operations, Supply Chain, and Environment and CSR. ASC employees comprise a diverse range of cultural backgrounds. It is important that we create a RAP that enables our workforce to understand and respect Aboriginal and Torres Strait Islander cultures, rights and experiences.

We are committed to developing and implementing initiatives to ensure ASC is an inclusive workplace that supports our employees, customers, suppliers and stakeholders to deliver significant reconciliation outcomes through training, employment, procurement and engagement opportunities.



RELATIONSHIPS

ASC is committed to strengthening our relationships with Aboriginal and Torres Strait Islander peoples and communities in which we operate; to increasing our understanding of First Peoples cultures and histories and the importance of reconciliation.

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1	Develop a plan and framework to identify local Aboriginal and Torres Strait Islander peoples, stakeholders and communities in the areas in which we operate and have a sphere of influence.	February 2021	Executive Sponsor, Diversity and Inclusion
	1.2	Engage with ASC partner organisations with RAPs and other key government and local organisations, to build understanding of best practice principles to build successful and meaningful partnerships with local Aboriginal and Torres Strait Islander peoples, stakeholders and organisations.	June 2021	Executive Sponsor, Diversity and Inclusion
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1	Develop and implement an ASC-wide communication plan to build understanding of, and support for, National Reconciliation Week, utilising the resources and materials from Reconciliation Australia, Reconciliation WA and Reconciliation SA.	27 May – 3 June 2021	Head of Culture, Change and Communications
	2.2	Ensure that RAP Working Group members in South Australia and Western Australia are supported to participate in a local external National Reconciliation Week event.	27 May – 3 June 2021	Executive Sponsor, Diversity and Inclusion
	2.3	Encourage and support our senior leaders and employees to participate in at least one local external event to recognise and celebrate National Reconciliation Week, through events promoted by Reconciliation WA and Reconciliation SA.	27 May – 3 June 2021	Head of Culture, Change and Communications
3. Promote reconciliation through our sphere of influence.	3.1	Develop and implement an ASC-wide communication and awareness raising plan to engage our people in supporting our commitment to reconciliation, through communication activities that build understanding and awareness of the importance of reconciliation.	March 2021	Head of Culture, Change and Communications
	3.2	Develop and implement a stakeholder engagement plan to identify external stakeholders including non-government organisations (NGOs), state and local government organisations and local businesses within ASC's sphere of influence, and establish a framework to engage and collaborate on ASC's reconciliation journey.	June 2021	Head of Communications and Government Relations
	3.3	Identify organisations within the defence industry sector in which we operate who are committed to reconciliation and are implementing their own RAPs, and establish a framework for regular collaboration.	February 2021	Head of Culture, Change and Communications
4. Promote positive race relations through anti-discrimination strategies.	4.1	Research best practice and policies in areas of race relations and anti-discrimination.	May 2021	Executive Manager People, Culture and Work, Health, Safety and Environment
	4.2	Develop a plan to address any identified gaps in ASC practices and policies, for executive approval.	October 2021	Executive Manager People, Culture and Work, Health, Safety and Environment





RESPECT

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

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Develop a business case for senior ASC leaders, outlining the benefits of cultural learning to our employees, our organisational culture and our business of increasing our understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	April 2021	Head of Culture, Change and Communications
	5.2 With the assistance of local Traditional Owners or Custodians of the lands and waters pertaining to ASC work sites in South Australia and Western Australia, conduct a review of cultural learning needs within our organisation.	November 2021	Head of Workforce Planning and Development
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	November 2021	Head of Culture, Change and Communications
	6.2 Develop and implement an employee communication and engagement plan to increase understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country specific to the local Traditional Owners or Custodians of ASC worksites.	April 2021	Head of Culture, Change and Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 In the lead up to NAIDOC Week, develop and implement an employee communication and engagement plan to raise awareness and increase understanding of the importance of NAIDOC Week. Ensure the communication plan builds support and interest amongst employees for ASC NAIDOC Week events.	July 2021	Head of Culture, Change and Communications
	7.2 Host and support employee onsite events involving local Traditional Owners or Custodians to celebrate and recognise NAIDOC Week.	July 2021	Head of Culture, Change and Communications
	7.3 With the assistance of local Traditional Owners, Custodians or communities, identify and promote to ASC employees a range of external NAIDOC Week community events in which to participate and support.	July 2021	Head of Culture, Change and Communications
	7.4 Ensure RAP Working Group members are supported to participate in an external local NAIDOC Week community event.	July 2021	Executive Sponsor, Diversity and Inclusion



OPPORTUNITIES

ASC is committed to supporting Reconciliation by creating opportunities with Aboriginal and Torres Strait Islander people. We are focusing on community engagement, education, networking and employment opportunities that will build our organisation’s capabilities and generate opportunities with Aboriginal and Torres Strait Islander peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2021	Executive Manager People, Culture and Work, Health, Safety and Environment
	8.2 Develop a business case for increased Aboriginal and Torres Strait Islander employment within ASC North and ASC West.	November 2021	Executive Manager People, Culture and Work, Health, Safety and Environment
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Update the company procurement practices to promote the inclusion of Aboriginal and Torres Strait Islander owned business in the procurement/sourcing process.	June 2021	Executive Manager Supply Chain
	9.2 Identify and pre-qualify Aboriginal and Torres Strait Islander businesses to provide goods and services to our two main operating sites at Osborne, South Australia and Henderson, Western Australia.	August 2021	Executive Manager Supply Chain
	9.3 Investigate Supply Nation membership.	August 2021	Executive Manager Supply Chain





GOVERNANCE, TRACKING AND PROGRESS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	10.1 Maintain a RAP Working Group to govern RAP implementation.	February 2021	Executive Sponsor, Diversity and Inclusion
	10.2 Develop and implement Terms of Reference to underpin the operation and governance of the RAP Working Group.	February 2021	Executive Sponsor, Diversity and Inclusion
	10.3 Ensure the RAP Working Group meets at least bi-monthly and provides oversight for the deliverables in ASC's RAP.	February 2021	Executive Sponsor, Diversity and Inclusion
	10.4 Secure Aboriginal and Torres Strait Islander representation on the RAP Working Group involving local Traditional Owners and Custodians in South Australia and Western Australia.	February 2021	Chair – Reconciliation Action Plan Working Group
11. Provide appropriate support for effective implementation of RAP commitments.	11.1 Secure resources (including budget and capability) required for RAP implementation.	February 2021	Executive Sponsor, Diversity and Inclusion
	11.2 Engage senior leaders in the delivery of RAP commitments.	February 2021	Executive Sponsor, Diversity and Inclusion
	11.3 Define appropriate systems, capability and resources to track, measure and report on RAP commitments.	February 2021	Executive Sponsor, Diversity and Inclusion
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings - both internally and externally.	12.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021	Executive Manager People, Culture and Work, Health, Safety and Environment
13. Continue our reconciliation journey by developing our next RAP.	13.1 Liaise with Reconciliation Australia to develop a new RAP, supported by key learnings and stakeholder feedback. Register new RAP via Reconciliation Australia's website.	October 2021	Executive Sponsor, Diversity and Inclusion
	13.2 Submit next RAP to Reconciliation Australia for review and endorsement.	November 2021	Executive Sponsor, Diversity and Inclusion



ASC



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This RAP was produced with the assistance of Print Junction, an Indigenous owned and operated company and Supply Nation Certified Supplier.



www.asc.com.au

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