



Australian Government



RECONCILIATION
ACTION PLAN
REFLECT



RIC (Regional Investment Corporation)
Reflect Reconciliation Action Plan
July 2024 - June 2025

Acknowledgement of Country

RIC (Regional Investment Corporation) acknowledges the traditional owners and custodians of Country throughout Australia.

We acknowledge their continuing connection to land, sea and community.

We pay our respects to the people, the cultures and the elders past, present and emerging.



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Message from the RIC Chair and CEO



Karen Smith-Pomeroy, Chair

On behalf of the Board, management, and staff, we are proud to endorse the commencement of RIC’s reconciliation journey through our Reflect Reconciliation Action Plan.

One of RIC’s culture statements is Embrace Difference, and Act as One. As a key part of the work we do for agriculture and regional communities, we also have a strategic objective to be known for making a difference. Through the strong foundation of our workplace culture and objectives, we make our commitment to reconciliation.

We aim to contribute to fostering acknowledgement, equity, connection and learning from each other through engagement with Aboriginal and Torres Strait Islander cultures and communities through the practical steps outlined in this plan.

The plan has several objectives that prepare everyone at RIC to engage in reconciliation in a meaningful way, with learning and relationship building at its core. By gaining a deeper understanding of Aboriginal and Torres Strait Islander cultures and connection to the land and sea, RIC can be part of a positive path forward.

The Board and management would like to thank the members of RIC’s RAP Working Group and Reconciliation Australia for their support and guidance in reaching this important milestone, and in the journey that follows.



John Howard, Chief Executive Officer

Karen Smith-Pomeroy
Chair
RIC

John Howard
Chief Executive Officer
RIC

Message from the CEO of Reconciliation Australia

Reconciliation Australia welcomes Regional Investment Corporation to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Regional Investment Corporation 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, and provide meaningful impact toward Australia's reconciliation journey.

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 Regional Investment Corporation 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 Regional Investment Corporation, 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

The artist

Darren Charlwood



Darren is a Wiradjuri artist and educator from the Wellington area of NSW. He is deeply passionate about providing people with an understanding of Aboriginal cultures and ensuring its longevity.

Darren's art is deeply rooted in his experience as a Wiradjuri man, a father, a son and a member of the urban Aboriginal community in Sydney.

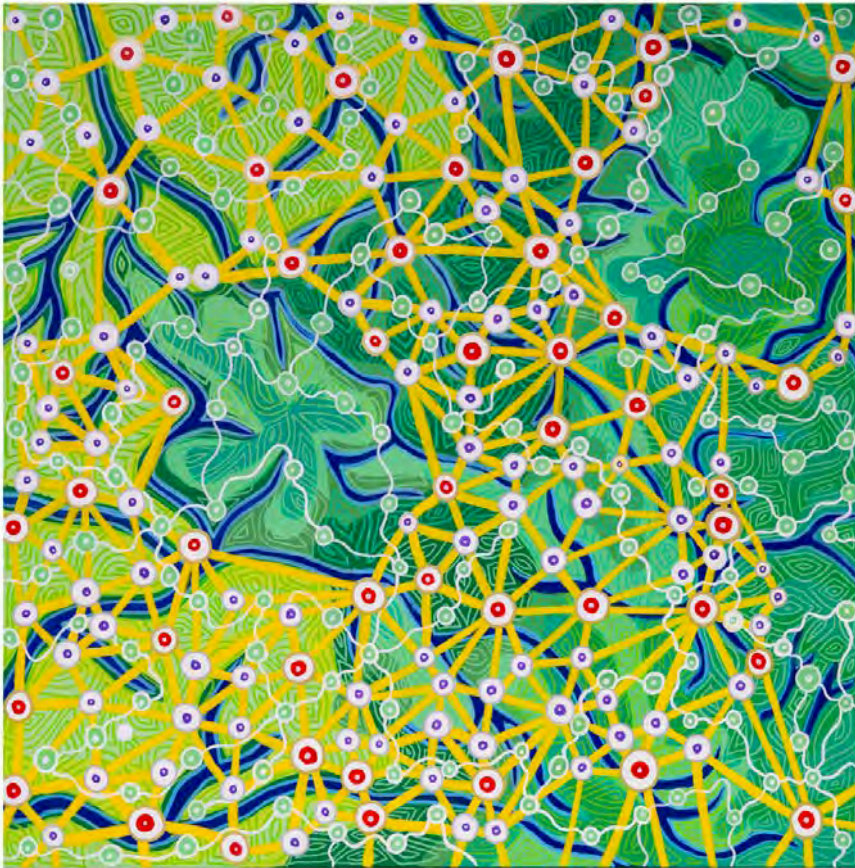
He also draws heavily from his cultural knowledge of the environment and the Wiradjuri use of lines and patterns. Within the urban context, Darren produces pieces which reflect his environment.

He makes use of recycled materials which come from the environment, something which is based on the Aboriginal traditional of using only what is needed from the environment.

Darren's work is his expression of Aboriginality and reflects his political perspectives in the resistance of Aboriginal people against colonial oppression and dispossession. His art reflects the survival and adaptation of his people when faced with invasion and the sudden and violent change to their environment which came with it. The continuation of cultural practice is a protest in itself, as reflected in the endurance of the voices of Aboriginal people in Australia.

The artwork

Ngurambung by Darren Charlwood



The artwork titled “ngurambung”, which means country in Wiradjuri language, was created for RIC’s Reconciliation Action Plan.

“The patterns I use in my art are part of my Yibaay Wagaan Wiradjuri heritage and by using this pattern my hands move along with the old people and I honour them.

As I painted this map I thought of the stories of my country, where the creator lays, why lightning never hits that mountain as it rolls down the valley, the stories of the old black camp and the ceremonies held there, people traveling from miles around, those connections and kinship that survives today in tradition and memory.

Just like these related kinship networks stretching across the entire of Australia I see RIC supporting reaching out there in case of need.”

Darren Charlwood, 2024

Our business

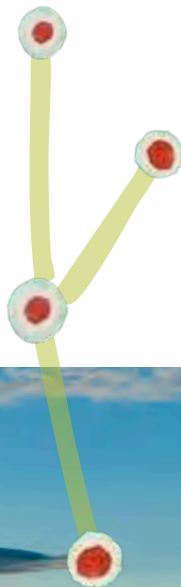
RIC (Regional Investment Corporation) is an Australian Government specialist lender committed to strengthening Australian agriculture and building thriving regional communities, through providing low interest loans to farm businesses and farm-related small businesses.

RIC loans strengthen farm businesses - the backbone of the agriculture industry, that plays a significant role in the Australian economy.

Our loans can be used by farmers to prepare for, manage through, and recover from severe business disruption due to drought, natural disasters, biosecurity issues or other significant market events. They can also support first generation farmers to establish farm businesses or succession planning for next generation farmers.

Our head office is in Wiradjuri Country, Orange NSW with most of the RIC team living in regional Australia. Many have a unique connection to agriculture, coming from the land or running their own farm enterprise.

As of March 2024, RIC employs 90 people (excluding board members) with 1 employee identifying as a First Nations person.



Our RAP

RIC is committed to supporting the long-term growth, resilience and sustainability of Australia's agricultural economy—from administering low-interest loans to exploring more sustainable agricultural-finance options. At RIC we recognise that caring for country includes the agricultural landscape.

With the full support of our Board and the entire organisation, this Reconciliation Action Plan is our way of continuing RIC's diversity and inclusion work. Officially commencing our RAP journey is one in which all employees, as well as our leadership, will have the opportunity to be a part of. RIC began working toward RAP deliverables in May 2023, starting with the development of a RAP Working Group, formulation of a Terms of Reference and the appointment of a senior executive to champion our RAP internally.

Our RAP Working Group established for this Reflect RAP are members from departments across our organisation:

Heidi Gardiner, Executive Manager Human Resources, Chair RAP Working Group

Olivia Brus, Human Resources Officer

Toby Ellis, Product and Evaluation Specialist

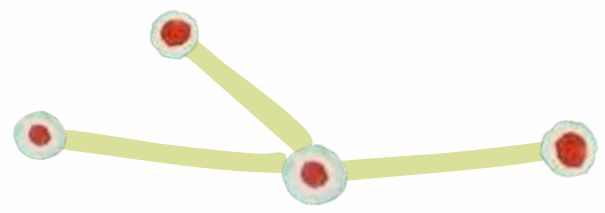
Kyle Harris, Senior Data Analyst

Corinne Kennedy, Program Manager

Amanda Parris, Senior Credit Coach

Chris Polain, Communication Specialist





Our RAP Champion, John Howard, CEO and RIC's leadership team, including executive directors and senior executives, and our Board are committed to the implementation and ongoing monitoring of the actions outlined here, as the foundation of future RAPs.

Our commitment to this process first appeared in RIC's 2023-24 Corporate Plan, published in August 2023. We have commenced work to identify stakeholders in our region, and other organisations we hope to learn from who have progressed further through their reconciliation journey.

We have approached the development of our Reflect RAP by setting out the objectives that we would like to achieve:

- Improve our awareness of Aboriginal and Torres Strait Islander histories, cultures and peoples
- Cultivate relationships with Aboriginal and Torres Strait Islander organisations and stakeholders
- Promote access to employment and procurement opportunities at RIC for Aboriginal and Torres Strait Islander peoples
- The celebration and recognition of National Reconciliation Week and NAIDOC Week
- Cultural awareness training for staff
- Engaging an Indigenous Australian artist to design an artwork for our RAP
- Introducing protocols for the Acknowledgement of Country and Welcome to Country
- Updating our writing style guide to reflect best practice for inclusive language
- Incorporating an inclusion statement in all RIC job advertisements that is focused on encouraging Aboriginal and Torres Strait Islander peoples to apply.





Relationships

Relationships			
Action	Deliverable	Timeline	Responsibility
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.	October 2024	Senior Credit Coach / Communication Specialist
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2024	Senior Credit Coach / Product & Evaluation Specialist
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Communication Specialist
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025	Communication Specialist
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025	Product & Evaluation Specialist
3. Promote reconciliation through our sphere of influence.	Launch our Reflect RAP formally and communicate our commitment to reconciliation to all staff.	August 2024	CEO / Communication Specialist
	Establish relationships with external stakeholders we have identified, to further engage with on our reconciliation journey.	November 2024	Communication Specialist
	Build deeper engagement with other like-minded organisations that we could collaborate with on our reconciliation journey.	November 2024	Communication Specialist
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	April 2025	EM Human Resources
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2025	EM Human Resources

Respect



Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop an analysis for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2025	Product & Evaluation Specialist
	Conduct a review of cultural learning needs within our organisation.	April 2025	EM Human Resources
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	February 2025	Human Resources Officer
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2025	Senior Credit Coach / Product & Evaluation Specialist
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.	June 2024, 2025	Communication Specialist
	Introduce our staff to NAIDOC Week by promoting external events	June 2024, 2025	Communication Specialist
	RAP Working Group to participate in an external NAIDOC Week event. The Orange community celebrates NAIDOC Week in October due to the routinely cold weather in the middle of the year.	July / October 2024	Communication Specialist

Opportunities



Opportunities			
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop an analysis for Aboriginal and Torres Strait Islander employment within our organisation	February 2025	EM Human Resources
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2025	EM Human Resources
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop an analysis for procurement from Aboriginal and Torres Strait Islander owned businesses.	February 2025	EM Finance
	Investigate and come to a determination on participating in Supply Nation membership.	February 2025	EM Finance

Governance



Governance			
Action	Deliverable	Timeline	Responsibility
10. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation. Maintain Terms of Reference.	Sept, Dec 2024 March, June 2025	Product & Evaluation Specialist / EM Human Resources
	Maintain Aboriginal and Torres Strait Islander representation on the RWG, and encourage continued participation.	June annually	Product & Evaluation Specialist / Human Resources Officer
11. Maintain appropriate support for effective implementation of RAP commitments.	Maintain senior leader to champion our RAP internally.	October 2024	Product & Evaluation Specialist / EM Human Resources
	Define resource needs for RAP implementation.	June annually	EM Human Resources
	Engage senior leaders in the delivery of RAP commitments	Sept, Dec 2024 March, June 2025	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August, November, February, May	EM Human Resources
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	EM Human Resources
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Product & Evaluation Specialist
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Product & Evaluation Specialist



Contact details

Heidi Gardiner
Executive Manager Human Resources
02 6360 7627
Heidi.Gardiner@ric.gov.au