



APRA AMCOS

Reflect Reconciliation Action Plan

[April 2023] – [December 2024]



About the artist



Christine Slabb

Bundjalung

Artist + Graphic
Designer

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As the Tweed River and the Pacific Ocean surround her small coastal town of Fingal Head, NSW, Christine and her family live a beautiful and authentic saltwater lifestyle.

Christine's inspiration comes from her strong connection to her local environment and community.

A strong connection to the environment brings cultural stories, cultural practices and saltwater to life.

Christine has always held a passion for art and design which led her to study Art and Graphic Design after raising a family.

Her career has seen her collaborate with many Australian Businesses, Sporting Teams, Government Agencies and many Community Projects.

"Art is my Connection, Connection is my Art" – Christine

About the artwork

TITLE:
'Notes of Time'

STORY:
Whether you're the creator or the listener, the connection we have with music is powerful, emotional and spiritual. Music connects people together, its a language that everyone understands. Music is a reflection of values, beliefs, experiences, and even a symbol of identity. The connection between people and music is forever.



Sound in sand

The connection
we have to music

Creatives and
people dancing,
moving
rhythmically

The music
flowing
through us all



A statement from Karen Mundine, Reconciliation Australia's CEO

Reconciliation Australia welcomes APRA AMCOS to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

APRA AMCOS joins a network of more than 2,200 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 APRA AMCOS 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 APRA AMCOS, 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

Our business

APRA AMCOS is a music rights management organisation. The Australasian Performing Right Association Ltd (APRA) was established by songwriters, composers, and music publishers in 1926 to collectively licence their performing rights under the Copyright Act. In 1997, we entered a strategic partnership with AMCOS (Australasian Mechanical Copyright Owners Society) which enabled APRA AMCOS together to offer licences that covered both the performance and the copying of music. Today, over 111,000 songwriters, composers and music publishers appoint APRA AMCOS to look after certain rights on their behalf. This means organisations don't have to contact individual music creators to legally use their music. We license organisations to play or copy music. If you're a business or organisation you can buy a licence from us to play, perform, copy, record or make available our music. We collect these licence fees, and we then pay royalties to music creators when their music is played or copied, both locally and overseas.

We advocate for our members' rights. From government submissions through to our Ambassador Program, we promote the importance of music creators' rights to all levels of government, the media and the wider community.

APRA AMCOS members enjoy global representation for their music rights. We have agreements with other organisations like us around the world. So when our members' music is used in another territory, our affiliates collect money on their behalf. They then pay these royalties to us, and we pay our members.

Aspects of APRA's membership, licensing distribution and international arrangements have been authorised by the Australian Competition and Consumer Commission (ACCC) since 1999. APRA AMCOS chooses to subscribe to a voluntary Code of Conduct that provides a framework of best practice for copyright collecting societies. The Code outlines how we must protect the interests of our members and licensees. Each year the independent Code Reviewer—currently the former Federal Court judge, The Hon K E Lindgren AM, QC—reviews our conduct against our obligations under the Code.

We value:

- **Collaboration – we're more than just business, we aim to add heart to everything we do**
- **Respect – we make fairness our business**
- **Skill – we proactively identify better ways of working for the benefit of everyone**
- **Imagination – change is our constant companion**
- **Accountability – we seek, provide, accept, and acknowledge feedback**

We currently have a workforce of 371 across Australia and Aotearoa/ New Zealand with 339 based in Australia and currently have five staff members who are Alyawarre, Dunghutti, Gumbaynggirr, Bundjalung, Yorta Yorta & Wurundjeri, palawa & Gomeroi people. Our presence is across seven offices based in Sydney, Darwin, Melbourne, Brisbane, Adelaide, Perth and Auckland.

Our RAP

Starting with why

APRA AMCOS is developing its first Reflect RAP. As a collective, membership-based organisation whose stated purpose is to proudly promote the value music brings to business and to life, APRA AMCOS recognises and acknowledges that the diverse cultures of Aboriginal and Torres Strait Islander peoples are strong and grounded in song, storytelling, dance, connection to Country and culture. APRA AMCOS shares this commitment to community, music and culture and recognises that its business intersects with and impacts Aboriginal and Torres Strait Islander music creators, communities and cultures. As a collective organisation, we want to actively take part in owning that impact and partnering with First Nations' music creators and communities to build support, pathways and best practice that enable genuine self-determination for these creators in the music industry and embrace and embed robust frameworks for protecting Indigenous Cultural Intellectual Property (ICIP).

APRA AMCOS' 'why' is intrinsically inspired by the fact that music, by its very nature, is a medium that connects humans by sharing stories, fostering understanding, being a vehicle for social movements, establishing and maintaining collective identity and celebrating in community. Music, and those who create it, are the reason why we exist as a business.

How APRA AMCOS intends to approach implementing its RAP

APRA AMCOS is a music loving, locally invested, globally facing music rights management company, and in this space, we represent musicians who are cultural practitioners, often working with songs of cultural expression. As a business operating in the cultural space, APRA AMCOS has a responsibility to understand the impact of its practices, which are based on western models of copyright law, value and ownership, on Aboriginal and/or Torres Strait Islander communities and their creative musical works.

APRA AMCOS is beginning to see clearly that this model of ownership and value does not align neatly with the worldviews of Aboriginal and/or Torres Strait Islander peoples. We also have received, and accept, feedback that our initiatives, programming, policies and operations have not always been adequately culturally informed or culturally safe for First Nations peoples.

Through listening programs that we have held already (Better Allies, 2020), we have learned the importance of sitting with and listening to the truth and solutions offered from Aboriginal & Torres Strait Islander peoples and of acting in accordance with that guidance. APRA AMCOS is committed to developing solutions and bridges in our systems, policies and processes so that our business is responsive to the needs of individual Indigenous music creators and to First Nations communities that own works of traditional cultural expression to ensure royalties can be paid, and protections can be applied to cultural practice in the commercial setting.

The APRA AMCOS RAP Working Group is established with representatives from across the business across the following roles:

- Director, National Aboriginal & Torres Strait Islander Music Office
- Education & Special Projects Manager, National Aboriginal & Torres Strait Islander Music Office
- Head of People & Culture
- Senior Manager, Culture & Engagement
- Director, Distribution
- Director, OneMusic Australia
- Senior Manager, International Relations
- Repertoire Analyst
- Publisher Representative
- Manager, Repertoire
- Production Registration Administrator
- Manager, Reconciliation & Despatch
- Account Manager, Service & Operation
- Senior Writer Services Representative, Western Australia
- Writer Representatives, VIC, SA, QLD, NSW
- Digital Marketing Manager
- National Licensing Manager
- Engagement and Licensing Specialist, Music Licensing Operations
- Executive Assistant to Chief Digital & Data Officer
- Executive Assistant to Chief Financial Officer

We invited the Director and Education & Special Projects Manager of the National Aboriginal & Torres Strait Islander Music Office (NATSIMO) to participate in our RAP Working Group meetings and they have accepted the invitation and regularly attend.

Moving forward, we intend to:

- Meet with the RAP Working Group monthly to ensure our RAP projects stay on track and to monitor our progress.
- Consult with our RAP Advisory Group on a quarterly basis.
- Assign key deliverables to senior leaders to ensure their commitment to, engagement with and accountability for the RAP.
- Report to the Executive Leadership Team on our progress on a bi-monthly basis.
- Report to the APRA and AMCOS Audit Risk & Culture Board Committees on our RAP progress at every meeting, through our Culture & Safety Report (five times a year)
- Report to the APRA and AMCOS Boards on our RAP progress at every Board meeting (five times a year)
- Do a presentation to our Joint Boards twice a year.

Our workplace reconciliation journey to date

APRA AMCOS's leadership team and staff are hopeful that our focus on reconciliation will enable self-determination and full participation in the music industry for Aboriginal & Torres Strait Islander music creators and communities that own works of cultural expression. We are also hopeful that this work will strengthen an appreciation of, and respect for, the cultural and commercial value of musical works created by Aboriginal and/or Torres Strait Islander peoples by businesses that use their music.

NATSIMO

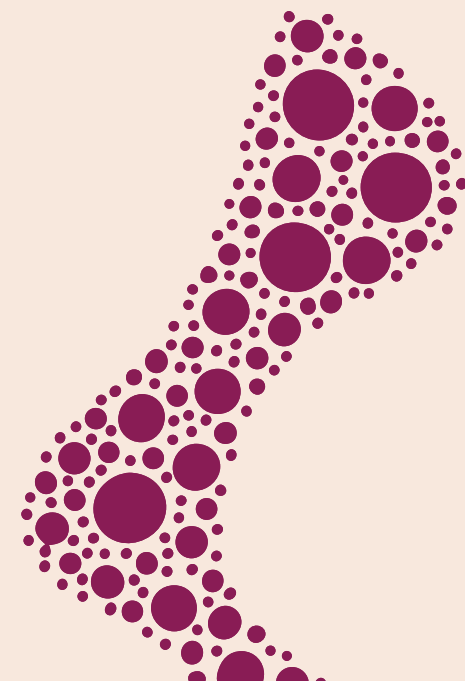
Together with the National Aboriginal and Torres Strait Islander Music Office (NATSIMO), which operates with a self-determined ethos and strategy, we want to help create a more balanced music industry where First Nations' people are employed within roles that exercise higher levels of power and influence within the Australian music sector.

- The NATSIMO began as a single Aboriginal & Torres Strait Islander Member Representative in 2008 when APRA AMCOS had 600 Aboriginal and Torres Strait Islander members. In 2009, APRA AMCOS partnered with the Australia Council to produce the Song Cycles research project which found that attitudes, physical distance, training and education were significant barriers preventing First Nations artists from reaching wider audiences.
- In the following two years, APRA AMCOS established a Darwin office to ensure that we could be closer to the 60% of the Aboriginal and/or Torres Strait Islander members who were located in the Northern Territory. The Aboriginal and/or Torres Strait Islander membership had grown to over 800 members at this stage.
- In 2012, APRA AMCOS established the Aboriginal & Torres Strait Islander Music Office, with additional funding to focus on the task of directly helping in the development of the First Nations music industry as well as providing bespoke advice and membership services to First Nations' members

- By 2019, APRA's Aboriginal and/or Torres Strait Islander membership had risen to above 1,400 and APRA elevated the Office to a National Aboriginal & Torres Strait Islander Music Office, resourcing the office with two full-time Aboriginal and/or Torres Strait Islander staff who were supported by the resources of the wider APRA AMCOS business. Led by Leah Flanagan, the NATSIMO worked with Wuthathi/Meriam lawyer and a leading international authority on Indigenous Cultural and Intellectual Property, Terri Janke, to develop a mission and strategy that is founded on enabling a self-determined Indigenous music industry.
- We are fostering a partnership with Jumbunna at UTS through their Galuwa program for Aboriginal & Torres Strait Islander people and UTS careers fair to share APRA AMCOS as a pathway into the music industry.
- The NATSIMO is also developing documentation/registration process for songs of Traditional Cultural expression and reviewing our licensing and distribution processes as it relates to Aboriginal and/or Torres Strait Island people's music and content across film, TV and Radio.
- Today APRA AMCOS serves over 1800 Aboriginal and Torres Strait Islander members. The NATSIMO has established itself as a sought-after authority, providing advice not only to the wider APRA AMCOS business, but also to the industry at large and to government. In recognition of this high degree of influence and expertise, Leah Flanagan's role was promoted to a Director level in 2021. As further evidence of the high esteem in which the office is held and the impact it has had for Aboriginal and/or Torres Strait Islander songwriters and composers, APRA AMCOS' nomination of Leah Flanagan for the inaugural Music Business Leader of the Year Tinnie Award was endorsed by The Music Network.
- APRA AMCOS continues to consider how to support the work done by NATSIMO and two key measures are outlined as actions for this Reflect RAP.
- Through collaboration and co-design with real outcomes that are guided and defined by Aboriginal & Torres Strait Islander Peoples, APRA AMCOS wants to continue to enable NATSIMO to develop sustainable, self-determined pathways for Aboriginal and Torres Strait Islander people into the industry , through education, the development of First Nations' led, owned and operated music businesses, a robust Indigenous cultural intellectual property and copyright system, live music opportunities and export development.

Work done by the wider organisation

- Better Allies Commitment established at a senior level of the organisation in 2020, to provide opportunities for truth-telling by First Nations music creators and respected allies in forums attended by APRA AMCOS leadership and Board members. Over five sessions, APRA AMCOS leadership spent time in deep listening and conversation with hip hop artist member, criminal defence and defamation lawyer with Aboriginal Legal Services, and the NT Legal Aid Office, singer-songwriter member, blues writer and performer, and artist, educator and founder of Impossible Odds Records.
- Cultural audit and cultural safety training conducted by Diversity Arts Australia (DARTS) in 2021, with a dedicated workshop focused on First Nations Cultural Safety.
- Equity Action Plan, including commitment to a RAP, developed under the guidance of NATSIMO and DARTS in 2021.
- RAP Advisory group of Aboriginal & Torres Strait Island people established, under the guidance of the Director and National Representative of the NATSIMO.
- Acknowledgement of Country is now a standing act of respect at every major APRA AMCOS gathering and is offered by the Chairs at every Board committee and Board meeting. Acknowledgment of Country signage also placed at the entrance of every APRA AMCOS premises and included in company email signatures.
- 2022 Reconciliation Action Plan Conference attended by Senior Manager Culture and Engagement in 2022
- Indigenous Employment Conference attended by HR Manager/ Learning & Wellbeing Lead in 2022
- Various internal information sharing campaigns organised and implemented by the Senior Manager Culture and Engagement to mark National Reconciliation Week and NAIDOC week.
- Regular presentations to the APRA and AMCOS Boards to highlight the work being done by the NATSIMO and by the organisation on the Equity Action Plan and the RAP
- Advocacy for the national Music Industry Review to be clear in its focus on inclusion and systemic discrimination in the music industry – a position that was accepted and that significantly changed the brief for the independent consultants (done in consultation with NATSIMO)
- First Nations interns moving into part-time NATSIMO roles and working closely with the APRA AMCOS Comms team and Art and Screen Music specialists.
- Review of our Discrimination, Harassment and Bullying policy to ensure it is survivor-centric, trauma informed and builds cultural safety. This was completed in partnership with Full Stop Australia and following a 20-week equity and inclusion training and mentoring program conducted by Diversity Arts Australia, which led to the development of the APRA AMCOS Equity Action Plan. As a result of this program, we also produced a Statement of Expectations, focused on safety and inclusion, that applies to all stakeholders that APRA AMCOS works with. We also have a Service Provider Code of Conduct that asks service providers to indicate their commitment to upholding standards of professional conduct – which include a commitment to safety, diversity and inclusion.

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- The Director of NATSIMO hosted the APRA AMCOS CEO, Head of Membership and the senior Legal Services team at the 2022 National Indigenous Music Awards to share in cultural experiences and explore building connections and relationships with Indigenous communities in Darwin. Opportunities for staff to connect with Indigenous communities through cultural experiences throughout the year on a regular basis are being created and curated. Funding and resourcing have been made available for this work.
 - People and Culture (HR Recruitment function) are developing a relationship with Aboriginal & Torres Strait Island employment and recruitment services to ensure job opportunities are targeted and accessible to reach potential employees from those communities. All employment opportunities are now advertised in First Nations-owned channels and via the NATSIMO social media channels. In addition, wording in APRA AMCOS job ads has been changed to indicate that we encourage Aboriginal and/or Torres Strait Islander applicants and have processes in place to support them through the interview and application process, and in the event they are appointed to a role.
 - Data management team responsible for music use in films and television shows, recognised that music used as part of the Welcome To Country performances was not being reported by certain sporting codes. In collaboration with NATSIMO, APRA AMCOS started dialogue with broadcasters on the importance and value of this information to ensure the royalty flow to Aboriginal & Torres Strait Islander members. Final process flow is still being finalised and discussions continue with broadcaster stakeholders to stress the importance of maintaining this reporting.
 - In partnership with NATSIMO, the role of NATSIMO was elevated so that it has authority and scope across the organisation, rather than just in the Membership Division. The reporting line was changed to report direct to the CEO, elevating the Director of NATSIMO to be included in the extended leadership team.
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Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	February 2024	Senior Manager, Culture and Engagement
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2024	RAP Steering Committee
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Senior Manager, Culture and Engagement
	2.2 RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024	Divisional Heads
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024	CEO

3. Promote reconciliation through our sphere of influence.	3.1	Communicate our commitment to reconciliation to all staff.	January 2024	CEO
	3.2	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2024	Senior Manager, Culture and Engagement
	3.3	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2024	RAP Steering Committee
4. Promote positive race relations through anti-discrimination strategies.	4.1	Research best practice and policies in areas of race relations and anti-discrimination.	April 2024	Senior Manager, Culture and Engagement
	4.2	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2024	Head of People and Culture



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.	5.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2024	Senior Manager, Culture and Engagement
	5.2 Conduct a review of cultural learning needs within our organisation.	May 2024	RAP Steering Committee
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.	October 2024	Each office, RAP group
	6.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2024	Senior Manager, Culture and Engagement

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024	Subcommittee RAP Group
	7.2 Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Subcommittee RAP Group
	7.3 RAP Working Group to participate in an external NAIDOC Week event.	July 2024	Subcommittee RAP Group



Opportunities



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2024	Head of People & Culture
	8.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2024	Head of People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2024	Senior Manager, Culture and Engagement; Deputy CFO
	9.2 Investigate Supply Nation membership.	May 2024	Senior Manager, Culture and Engagement



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	10.1 Maintain the RWG to govern RAP implementation.	July 2024	Senior Manager, Culture and Engagement
	10.2 Draft a Terms of Reference for the RWG.	February 2024	Senior Manager, Culture and Engagement
	10.3 Establish and maintain Aboriginal and Torres Strait Islander representation on the RWG.	March 2024	NATSIMO

11. Provide appropriate support for effective implementation of RAP commitments.	11.1	Define resource needs for RAP implementation.	February 2024	Head of People and Culture
	11.2	Engage senior leaders in the delivery of RAP commitments.	August 2024	Senior Manager, Culture and Engagement
	11.3	Appoint a senior leader to champion our RAP internally.	January 2024	CEO
	11.4	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2024	Senior Manager, Culture and Engagement
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1	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 2024	Senior Manager, Culture and Engagement
	12.2	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2024	Senior Manager, Culture and Engagement
	12.3	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2024	Senior Manager, Culture and Engagement
13. Continue our reconciliation journey by developing our next RAP.	13.1	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2024	Senior Manager, Culture and Engagement



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