



RECONCILIATION AUSTRALIA

STRETCH RAP JULY 2017 – JULY 2020



RECONCILIATION
AUSTRALIA

OUR VISION:

A JUST, EQUITABLE AND RECONCILED AUSTRALIA.

OUR PURPOSE: TO INSPIRE AND ENABLE ALL AUSTRALIANS TO CONTRIBUTE TO THE RECONCILIATION OF THE NATION.

In 2016, Reconciliation Australia released *The State of Reconciliation in Australia*, a landmark report outlining Reconciliation Australia's vision for reconciliation.

The five interrelated dimensions that form the bedrock of our vision—race relations, equality and equity, unity, institutional integrity, and historical acceptance—guide the strategy behind all of our work, from our core business to our Reconciliation Action Plan (RAP) commitments. All five dimensions are vitally interlinked—Australia's progress towards reconciliation will only be as strong as the weakest dimension.

Acknowledgement:

Reconciliation Australia acknowledges Traditional Owners of Country throughout Australia and recognise the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.



Sydney artwork



We would like to acknowledge Sarojni Samy (L) and Esma Livermore (R) for leading the development of our two RAP artworks. Pictured: Canberra artwork.

THE JOURNEY: ABOUT THE ARTWORK

The artwork featured on the front page, and throughout our 2017-2020 Reconciliation Action Plan brought together a broad range of Reconciliation Australia's stakeholders, in both the Sydney and Canberra offices, and had them contribute to the piece as part of our National Reconciliation Week (NRW) celebrations.

Each person contributed a foot print using the side of their hand, all walking in the same direction together, echoing the 2017 theme for NRW, Let's take the next steps. As the leading body for reconciliation in Australia, we rely on the involvement of our stakeholders, and having them contribute to this artwork is symbolic of all the people who are part of reconciliation in Australia, as well as all people coming together as one unified nation, from all walks of life.

The various colours represent the diversity of Australia's peoples, and the connected red circles depict Australia's communities, all connected and working together.

CEO STATEMENT



On behalf of Reconciliation Australia, I am proud to introduce our fifth Reconciliation Action Plan (RAP) – our second Stretch RAP.

By implementing RAPs of our own, Reconciliation Australia is leading by example in our application of actionable targets that demonstrate our deep commitment to achieving a just, equitable and reconciled Australia.

Our RAP Working Group (RWG) have worked extensively and collaboratively with the Senior Executive team and staff of Reconciliation Australia to create a RAP that exemplifies our commitment to working toward reconciliation through the

framework of our five dimensions of reconciliation – race relations, equality and equity, unity, institutional integrity, and historical acceptance, as outlined in the State of Reconciliation in Australia report. These dimensions do not exist in isolation, and for reconciliation to be achieved, progress must be made across all five.

Reconciliation Australia is now one of over 900 organisations nation-wide with a RAP – which shows the exponential growth of the program since its inception in 2006, when eight trailblazing organisations led the way with practical plans to drive reconciliation into the future.

As our organisation and program areas grow, so do our scope and impact as Australia's peak organisation for reconciliation. The statistics of the RAP program, as highlighted in our annual Workplace RAP Barometer, are an example of our results, and provide a snapshot of our success in promoting positive relationships, improving respect, and influencing opportunities between Aboriginal and Torres Strait Islanders and other Australians.

The report shows that employees of organisations with a RAP display higher levels of trust for Aboriginal and Torres Strait Islander peoples, and are more likely to consider the relationship between Indigenous and non-Indigenous Australians important, in comparison to the general Australian community. Results such as these show that RAP partners are making real progress toward reconciliation, which is a feat all Australians can be proud of.

Reconciliation Australia look forward to continuing to share with you our ongoing reconciliation journey.

Justin Mohamed
Chief Executive Officer



Reconciliation Australia is delighted to take the next steps in our reconciliation journey with our fifth Reconciliation Action Plan (RAP).

In this Stretch RAP, Reconciliation Australia is dedicated to continuing the development and application of advanced approaches to reconciliation, as we champion reconciliation at every level of our organisation.

Since our first RAP in 2008, Reconciliation Australia has made progress across the key pillars of relationships, respect and opportunities, and our new plan commits us to making even greater strides in relationship development and maintenance, respectful practice of cultural protocols, and actively driving employment for Aboriginal and Torres Strait Islander peoples within the organisation.

Having upheld our commitment to continue promotion and celebration of National Reconciliation Week (NRW) in our previous RAP, we expand on this goal in our current RAP by committing to support and partner with at least one external organisation on their NRW events annually.

At Reconciliation Australia, we believe that reconciliation must live in the hearts and minds of all Australians. In this RAP, we commit to respectfully and mindfully embed this belief in our everyday business practices, by facilitating opportunities to increase pride in Aboriginal and Torres Strait Islander peoples, histories, cultures and successes.

Reconciliation Australia is dedicated to driving reconciliation through employment and training opportunities for Aboriginal and Torres Strait Islander peoples. In this RAP, we commit to an actionable goal to increase our Indigenous employment to 50 per cent of all staff, as well as 50 per cent within each program area of our organisation.

On behalf of Reconciliation Australia, thank you for sharing our vision for reconciliation in Australia.

Karen Mundine
Incoming Chief Executive Officer

OUR BUSINESS

Reconciliation Australia aspires to enable all Australians to contribute to realising the five dimensions of reconciliation.

Reconciliation Australia was established in 2001 as the lead body for reconciliation in the nation, following the end of the Council for Aboriginal Reconciliation (CAR) in December 2000. We are an independent not-for-profit organisation that promotes and facilitates reconciliation by building relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples.

Our work is to connect people through shared opportunities, experiences and knowledge, and to educate people about Aboriginal and Torres Strait Islander histories, cultures and successes.

This work is carried out through our national programs spanning workplaces, schools, early learning services and communities; our support of the Recognise campaign; and our participation in media, advocacy and policy spheres. All our operations seek to advance the five dimensions of Reconciliation which are:

Our organisation employs 59 people, 25 of whom are Aboriginal or Torres Strait Islander, within both Reconciliation Australia and Recognise. We manage national program areas and have offices in Canberra, Surry Hills and Barangaroo.

RACE RELATIONS

All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.

EQUALITY AND EQUITY

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

UNITY

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

INSTITUTIONAL INTEGRITY

The active support of reconciliation by the nation's political, business and community structures.

HISTORICAL ACCEPTANCE

All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the wrongs of the past and ensures these wrongs are never repeated.

RECONCILIATION ACTION PLAN PROGRAM

The Reconciliation Action Plan (RAP) program is our flagship program. Initially, the RAP program was established to take a multi-faceted approach—across all sectors, ages, demographics and geographies—to close the life expectancy gap between Aboriginal and Torres Strait Islander peoples and the broader Australian community. Over the last 11 years, the scope of the program has evolved, taking a more holistic approach to empower and support positive outcomes for Aboriginal and Torres Strait Islander peoples.

Reconciliation Australia administers the trademarked RAP program, by working in partnership with organisations to develop RAPs, to advance reconciliation in the workplace and beyond. RAPs are practical plans of action based on the three pillars; relationships, respect and opportunities. RAPs help workplaces to build understanding, promote meaningful engagement, increase equality, and create sustainable employment opportunities and other positive outcomes. The RAP program commenced in 2006, with the commitment of eight organisations. Since then the RAP program has grown significantly across all sectors, with over 900 organisations in the program with an endorsed RAP.

There are 4 different types of RAPs that an organisation can develop, Reflect, Innovate, Stretch and Elevate Each type of RAP is designed to suit an organisation at different stages of their reconciliation journey. The RAP program provides a structured approach to drive change within organisations, while also creating opportunities to collaborate with the RAP community through networks such as Reconciliation Industry Network Groups (RING).

RINGs are comprised of organisations of similar industries that come together to take practical measures to support reconciliation specific to their sector. RINGs are industry driven, and is usually chaired by a RAP organisation. At the moment there are four active RINGs; Media RING, Health RING, AFL RING, and the Legal Profession Reconciliation Network.

In addition to the RINGs, we also encourage the RAP community to partner on reconciliation initiatives. Recently, National Australia Bank led the development of the Emerging Indigenous Executive Leaders Program (EIELP), with strong support from Richmond Football Club, Crown Resorts, AFL, Broadspectrum, Australian Institute of Aboriginal and Torres Strait Islander Studies, the Australian Government Department of Human Services and Reconciliation Australia. The EIELP is ground breaking program to cultivate the next generation of Aboriginal and Torres Strait Islander business leaders.

INDIGENOUS GOVERNANCE AWARDS

Run in partnership with BHP since 2005, our Indigenous Governance program identifies, celebrates and promotes effective Aboriginal and Torres Strait Islander governance.

Effective Indigenous governance means Aboriginal and Torres Strait Islander peoples making and implementing decisions about their own communities, lives and futures. It is vital to the success of any Indigenous enterprise, and a pathway to institutional integrity.

Through effective governance, Aboriginal and Torres Strait Islander organisations and projects can and do contribute to economic development, strengthen their communities, employ large numbers of Aboriginal and Torres Strait Islander people, and develop the next generation of Indigenous leaders. The Indigenous Governance program celebrates governance success stories from Aboriginal and Torres Strait Islander communities around the nation through its annual awards.

In 2016, a record-breaking number of applicants with an exceptionally high calibre entered the Indigenous Governance Awards. Western Desert Dialysis and Kanyirninpa Jukurrpa won the incorporated organisation award, and Murdi Paaki Regional Assembly and Ara Irititja won the non-incorporated award.

NARRAGUNNAWALI: RECONCILIATION IN SCHOOLS AND EARLY LEARNING

Narragunnawali is designed to support all schools and early learning services in Australia to develop environments that foster a higher level of knowledge and pride in Aboriginal and Torres Strait Islander histories, cultures and contributions. Since its launch in 2014, the program has grown exponentially and as of June 2017, it involves over 1,600 schools and early learning services, and over 8,000 teachers and educators.

Narragunnawali is an online platform that provides professional learning and curriculum resources as well as a framework for whole school and early learning service change to assist reconciliation in the classroom, around schools and early learning services, and with the community.

The long-term evaluation of the program by the Australian National University's Centre for Aboriginal and Economic Policy Research (CAEPR) is verifying what we have seen and heard anecdotally—that *Narragunnawali* has the power to shape a whole generation of young learners and future leaders to value and recognise Aboriginal and Torres Strait Islander histories, cultures and contributions as a proud part of a shared national identity.

POLICY AND ADVOCACY

Our policy team engages with key government, parliamentary and advocacy stakeholders to ensure that achieving reconciliation is placed front and centre; measures the nation's progress towards reconciliation, and builds support to influence reconciliation outcomes.

Recently we played a central role in arguing against proposed changes to sections 18C and 18D of the *Racial Discrimination Act 1975 (Cth)*. The legislation, in its current form, provides important legal protections for Australians against racial discrimination, particularly for Aboriginal and Torres Strait Islander peoples. Several times over the past three years, changes to the Act have been introduced to parliament, but they have not passed. Over this time, we have strenuously opposed changes to the Act through submissions and at parliamentary inquiry hearings, by speaking out publicly, and by engaging the collective power of RAP partners to take a stand on this important issue.

We are very proud to have supported and collaborated with organisations and campaigns that share our commitment to reconciliation and to making a significant difference to the lives of Aboriginal and Torres Strait Islander peoples and communities and all Australians. These include:

- Change the Record
- Close the Gap
- The Redfern Statement
- Family Matters
- Racism. It stops with me

We also measure and record Australia's progress towards reconciliation using the Australian Reconciliation Barometer (ARB), in partnership with Polity Research. The ARB is a national research study that has been conducted every two years since 2008. The barometer measures attitudes towards, and perceptions of, reconciliation and maps out progress towards the five dimensions of reconciliation. This important report allows all our stakeholders to analyse the progress reconciliation has made over regular two-year intervals and to understand some of the key challenges to be overcome if reconciliation is to be achieved.

Reconciliation Australia is a member of the Australian Reconciliation Network (ARN), which is made up of all the state reconciliation councils. The network meets four times per year, in three teleconferences and one face-to-face round table meeting. The network's purpose is to coordinate, communicate and share information among its members; to identify common areas of interest; and to develop collaborative strategies to advance reconciliation in Australia.



OUR RECONCILIATION ACTION PLAN

Reconciliation Australia has been committed to developing a RAP since 2008. This means actively practising and modelling the relationship-building behaviours we ask of the nation in pursuing reconciliation. With each RAP, we have embedded into our core business more policies and processes to influence reconciliation at a local and national scale. Many of our actions 'within the Australian community' from the previous RAPs are now part of our core business and are integrated into our everyday work.

We have also learnt that, regardless of an organisation's history or business, reconciliation work must be continuously prioritised—and Reconciliation Australia is no different. To achieve our vision of a reconciled Australia, we must also enact reconciliation within our organisation, and with our local communities. Having a highly valued RAP in place keeps us accountable to achieving our vision for reconciliation, both within the organisation and on the national scale.

Using *The state of reconciliation in Australia* report as the blueprint for advancing reconciliation, the RAP working group drew on the five dimensions from the report to draft this RAP's commitments. The five dimensions will also form the framework of our strategic plan. With coherence between *The state of reconciliation* report, our strategic plan and our RAP, we will embed our RAP principles across the entire organisation.

Our RAP is a foundation document and key 'enabler' for our five-year strategic plan 2017–22. Our organisation can only achieve its goals with a culturally aware and engaged workplace investing in our relationships and building mutual respect. Our strategic plan describes how Reconciliation Australia will lead the way in providing opportunities to its staff and to Aboriginal and Torres Strait Islander businesses. It will push our organisation to achieve beyond the 'expected', so it is only appropriate that our RAP will 'stretch' Reconciliation Australia as well.

To begin the process of renewing our RAP in 2017, our working group audited our previous RAPs. We reflected on the achievements and challenges of our nine-year RAP history, reviewed lessons learnt and identified potential areas for growth. We held an all-staff workshop to give all employees the opportunity to feed their ideas into the draft. After refinement and further consultation, we finalised our second Stretch RAP.

In our second Stretch RAP, we have refined and reenergised achievements from our last RAP, and committed to new, carefully thought-out, ambitious targets. These focus areas will help us consolidate our internal ethos of reconciliation, while taking up new opportunities for growth.

Focus areas for our 2017–20 RAP are:

- implementing tailored cultural development plans for all staff;
- establishing our first Aboriginal and Torres Strait Islander staff network (RAIN) to support staff and serve as a cultural reference group for Reconciliation Australia;
- supporting the career development and retention of current and future Aboriginal and Torres Strait Islander staff;
- strengthening relationships with Aboriginal and Torres Strait Islander communities locally and nationally; and
- Embedding RAP governance to ensure the consistency and longevity of RAP achievements.

Our RAP working group is made up of 10 staff members drawn from all of the teams, and at least half are Aboriginal and Torres Strait Islander people. One position is reserved for the CEO. The RAP working group is co-chaired by an Aboriginal or Torres Strait Islander and a non-Indigenous staff member, who also serve as the RAP champions. Three subcommittees within the working group oversee the setting and achievement of targets in the Relationships, Respect and Opportunities areas of the RAP.

The current RAP working group is comprised of the CEO, Executive assistant, 3 RAP Officers, 2 Narragunnawali Senior officers, the GM of Operations and the Senior Advisor - Diversity and Engagement.

RAP 2014–17 highlights and challenges:

Successes and challenges from our 2014–17 RAP have been integral in informing the direction and scope of our targets in this RAP.

A few highlights include:

- **Cultural strategy:** with the appointment of a Senior Advisor—Human Resources, we were able to strengthen a commitment to providing cultural development opportunities each year for all staff, including participation in a cultural immersion experience.
- **Career paths:** During our last RAP we trialled new approaches to recruitment, especially of young people. Through secondments, internships, cadetships and traineeships, we have welcomed new staff into the Reconciliation Australia family. We are excited to strengthen these approaches in the future.
- **National Reconciliation Week:** In both our Canberra and Sydney offices, we held morning teas with our office neighbours and key stakeholders to celebrate National Reconciliation Week (NRW). We encouraged staff to attend NRW events and we partnered with other organisations in key events each year including the Long Walk in Melbourne, the Dreamworld RAP event and the Reconciliation Alumni dinner.
- **NAIDOC Week:** In 2015 and 2016, we sponsored the Elder of the Year award (2015) and the Young Person of the Year award (2016) at the ACT NAIDOC Ball. We also sponsored a table for local Elders and Reconciliation Australia staff, who found the night inspiring and enjoyable.

- **Redfern Statement:** We played an important role in supporting national Aboriginal and Torres Strait Islander peak and representative bodies to develop the Redfern Statement in 2016. The statement called on all parties to tackle inequality and disadvantage facing Australia's First People as a federal election priority.
- **Workplace RAP Barometer (WRB):** The WRB is a survey that monitors reconciliation in workplaces and in organisations with a RAP, and allows us to measure the attitudes and behaviours of employees towards reconciliation. We also use the survey results to compare attitudes in workplaces with those of the general community, obtained through the biennial Australian Reconciliation Barometer (ARB). In 2016, all staff participated in the WRB for the first time, and they will continue to participate with budget funding.

A few challenges include:

- **Organisational structure:** One of the biggest challenges of implementing the last RAP was the change in organisational structure and staff turnover. Much of the assigned responsibility of the previous RAP changed, resulting in unclear accountability for the implementation of RAP actions. To address this issue, we are building responsibility for RAP targets into employee, and in particular managers', job descriptions and key performance indicators.
- **Employment targets:** Attracting and retaining Aboriginal and Torres Strait Islander employees to meet our 50 per cent employment target was a struggle in the previous RAP. The lack of a comprehensive and holistic Aboriginal and Torres Strait recruitment, retention and development strategy meant there was no clear direction or commitment to how the target would be met. In this RAP, our employment strategy has a renewed focus and priority.





ALUMNI ENGAGEMENT

The reconciliation movement in Australia has a long history and has progressed off the back of the people dedicated to driving positive change and achieving a more unified, just and equitable Australia. To acknowledge the work of these people Reconciliation Australia works to keep alumni engaged with Reconciliation today. The Reconciliation Alumni network is made up of the members of the Council for Aboriginal Reconciliation and members of Reconciliation Australia's board, past and present.

In 2016, to celebrate the 25th Anniversary of Reconciliation, alumni were invited to a workshop to discuss their perspectives on the ongoing reconciliation movement and their involvement going forward. The focus of the workshop was to celebrate and recognise the progress of Reconciliation, together with the people who have contributed to the movement to date.

Following the workshop, the Alumni were invited to the launch of National Reconciliation Week where over 200 guests attended a dinner at Crown Melbourne. The Leader of the Opposition, the Hon Bill Shorten MP, Senator Patrick Dodson, and Senator Rachel Siewert attended and addressed the audience.

The workshop and dinner was an opportunity for people to re-connect and re-energise the reconciliation movement for another generation (25 years).

Photo: Members of Reconciliation Australia's Alumni celebrate 25 years of formal reconciliation in Australia, at the National Reconciliation Week (NRW) launch.



RELATIONSHIPS

Relationships are central to the work of Reconciliation Australia. Building relationships with Aboriginal and Torres Strait Islander communities, both nationally and locally, will improve race relations in Australia and contribute to a shared national identity.

Strong internal and external relationships are fundamental to all our program areas, and it is critical that Aboriginal and Torres Strait Islander peoples guide our work across the country. Building connections through listening and sharing stories is something we encourage our stakeholders to do, and we must model this too. Only with a strong foundation of relationships and trust can we build dialogue on the unresolved issues of sovereignty, treaty, constitutional recognition and agreement making, to progress these important matters and to help unite all Australians.

FOCUS AREA:

Targets in the relationships section of our RAP are designed to progress the reconciliation dimensions of Unity and Race Relations:

- **Race relations:** To overcome racism by grasping the value of Aboriginal and Torres Strait Islander cultures, rights and experiences. This will result in stronger relationships, based on trust and respect, which are free of racism.
- **Unity:** Aboriginal and Torres Strait Islander histories, cultures and rights are a valued and recognised part of a shared national identity and, as a result, there is national unity.



Photo: Sorry Day Bridge Walk, 26 May 2017.

RELATIONSHIPS: LOCAL COMMUNITY

Reconciliation Australia is committed to developing and maintaining relationships with local Aboriginal and Torres Strait Islander community in both Sydney and Canberra. Over the past three years, Reconciliation Australia has been a proud supporter of the ACT NAIDOC Ball, sponsoring the NAIDOC Elder of the Year and Youth of the Year awards. In July 2017 we hosted our first external NAIDOC Week event a new tradition we hope to build on and embed as a part of this RAP.

Each year Reconciliation Australia also supports the National Sorry Day Bridge Walk in Canberra, for NRW hosts small events, in both the Canberra and Sydney offices and get our staff out and about to events across the country to celebrate NRW and bring all peoples together.

Action	Deliverable	Timeline	Responsibility
1. RAP Working Group (RAP WG) actively monitors RAP development and implementation	• Oversee the development, endorsement and launch of the RAP	July 2017	CEO
	• Review and update the Terms of Reference for the RAP WG	December 2017, 2019	Co-Chairs—RAP WG
	• Ensure Aboriginal and Torres Strait Islander staff represent 50 per cent ¹ of the RAP WG	June 2018, 2019, 2020	
	• Ensure RAP WG comprises representatives from all areas of the organisation and the CEO	June 2018, 2019, 2020	
	• Meet a minimum of four times per year to monitor and report on RAP implementation	August and November 2017; February, May, August, November 2018, 2019; February and May 2020	
2. Celebrate, facilitate and promote National Reconciliation Week (NRW) to strengthen and maintain relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples, 27 May to 3 June	• All staff to participate in at least three external NRW events each year	May 2018, 2019, 2020	Co-Chairs—RAP WG
	• All staff to share information about opportunities to participate in local NRW events	May 2018, 2019, 2020	
	• Invite Aboriginal and/or Torres Strait Islander community member/s to internal NRW events	May 2018, 2019, 2020	
	• Organise at least one internal NRW event in each office annually	May 2018, 2019, 2020	
	• Managers to support and facilitate ways for staff to participate at local NRW events	May 2018, 2019, 2020	CEO
	• Support and partner with at least one external organisation on their NRW events in each of our offices ² annually	May 2018, 2019, 2020	Co-Chairs—RAP WG
	• Register our NRW events on the Reconciliation Australia website	May 2018, 2019, 2020	
	• Deliver at least one flagship NRW event in collaboration with Aboriginal and Torres Strait Islander stakeholders and RAP partners	May 2018, 2019, 2020	
3. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	• Develop and implement an Aboriginal and Torres Strait Islander stakeholder engagement plan at a national and local level, which includes the following focus areas:	December 2017	Senior Advisor—Diversity and Engagement
	National:		
	- Commit to establishing 10 formal two-way partnerships to build capacity within Aboriginal and Torres Strait Islander organisations, businesses and/or communities relevant to our sphere of influence	June 2020	
	- Conduct an audit and maintain a list of current relationships with Aboriginal and Torres Strait Islander stakeholders that all staff can access	September 2018	
	Local:		
	- Meet with a minimum of three local Aboriginal and Torres Strait Islander organisations and representatives annually in all offices to develop guiding principles for future engagement	July 2018, 2019	
	- Support staff in all offices ² to develop and maintain relationships with local Traditional Owners, Elders, community members, local Aboriginal and Torres Strait Islander organisations and representatives	July 2018, 2019	
- Work with stakeholders to identify opportunities for staff to volunteer with Aboriginal and Torres Strait Islander organisations—at least one volunteer per year	June 2018, 2019, 2020		

¹ 5 people as of June 2017

² As of June 2017 – 3 offices

RELATIONSHIPS CONTINUED

Action	Deliverable	Timeline	Responsibility
3. Continued	<ul style="list-style-type: none"> Review and update the Aboriginal and Torres Strait Islander Engagement Plan annually 	July 2018, 2019, 2020	Senior Advisor—Diversity and Engagement
	<ul style="list-style-type: none"> Communicate the Aboriginal and Torres Strait Islander Engagement Plan to all staff during an all-staff meeting at least twice a year 	December 2017; June, December 2018, 2019; June 2020	
	<ul style="list-style-type: none"> Organise quarterly lunchtime sessions for staff to provide updates on relationships with key reconciliation stakeholders 	September, December 2017; March, June, September, December 2018, 2019; March, June 2020	Co-chairs—RAP WG
4. Raise internal and external awareness of our RAP to promote reconciliation across our organisation and nationally	<ul style="list-style-type: none"> Develop and implement a strategy to build awareness of our RAP, including the following: <ul style="list-style-type: none"> Provide RAP update at each all-staff meeting and in any regular staff communications Provide an all-staff presentation on RAP progress, annually Deliver presentation on Reconciliation Australia's RAP presentation for all new staff during staff induction Report RAP progress at each board meeting Promote our RAP to external stakeholders through the annual review and <i>Reconciliation News</i> Circulate RAP amongst external stakeholders via email Engage senior executive in the delivery of RAP outcomes by including a standing agenda item on the senior executive team meeting agenda 	December 2017	Co-chairs—RAP WG
		September 2017, 2018, 2019	
		Quarterly 2017, 2018, 2019, 2020	
		December 2017, 2018, 2019	
		December 2017	
		Monthly 2017, 2018, 2019, 2020	
5. Create opportunities to strengthen relationships between Aboriginal and Torres Strait Islander staff and other staff members	<ul style="list-style-type: none"> Develop guidelines to strengthen the internal buddy system, that partners Aboriginal and Torres Strait Islander staff with other staff members for support and relationship building across teams 	December 2017	Senior Advisor—HR
	<ul style="list-style-type: none"> Use principles from all staff professional learning sessions to continue to build high expectation relationships between all staff 	Developed by: February 2018 Review implementation: September 2018, 2019	GM—Narragunnawali and Senior Advisor—Diversity and Engagement
	<ul style="list-style-type: none"> Organise a minimum of two informal events each year for all staff, designed to strengthen relationships between staff 	April and October 2018, 2019; April 2020	Co-Chairs—RAP WG, Chair—RAIN

Action	Deliverable	Timeline	Responsibility
6. Preserve the history and role of Reconciliation Australia in advancing reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community	<ul style="list-style-type: none"> Maintain and update list of Alumni contacts 	February 2018	Executive Policy Advisor, Senior Advisor—Diversity and Engagement
	<ul style="list-style-type: none"> Strengthen engagement with Reconciliation Australia Alumni by sending quarterly updates to Alumni on our work and progress including policy reviews, <i>Reconciliation News</i>, and annual reviews 	Established by April 2018 March, June, September, December 2018, 2019; March, June 2020	
	<ul style="list-style-type: none"> Scope, develop and implement opportunities that preserve the history and role of Reconciliation Australia in advancing reconciliation 	December 2019	
7. Support external stakeholders to strengthen their commitment to reconciliation	<ul style="list-style-type: none"> Establish a public noticeboard on the Reconciliation Australia website for the community and partner organisations to promote their reconciliation events 	February 2018	GM—Communications
	<ul style="list-style-type: none"> Organise at least 12 webinars or forums per year with schools and early learning services in the Narragunnawali program to provide opportunities to share key learnings, challenges and successes of their RAP. 	July 2018, 2019	GM—Narragunnawali
	<ul style="list-style-type: none"> Collaborate with RAP organisations to facilitate at least one networking event or forum each year to provide opportunities for RAP organisations to connect and share key learnings of their RAP 	July 2018, 2019	GM—RAPs
8. Establish an annual awards program to celebrate outstanding achievements and contributions to advancing reconciliation	<ul style="list-style-type: none"> Investigate opportunities to expand Narragunnawali awards or IGAs to include a RAP organisation specific award 	July 2018	GM—RAPs
	<ul style="list-style-type: none"> Define award categories and criteria to recognise reconciliation achievements among RAP organisations 	December 2018	GM—RAPs & Executive Policy Advisor
	<ul style="list-style-type: none"> Send announcement of awards program including application process 	October 2019	GM—Communications
	<ul style="list-style-type: none"> Establish a judging panel to choose winners 	December 2019	GM—RAPs & Executive Policy Advisor
	<ul style="list-style-type: none"> Host the first annual Reconciliation Award Ceremony 	June 2020	Deputy CEO
	<ul style="list-style-type: none"> Promote award winners on our website, <i>Reconciliation News</i>, Annual review 	June 2020	GM—Communications

RESPECT

Respect for Aboriginal and Torres Strait Islander peoples, cultures, and communities is the foundation of all work at Reconciliation Australia.

Reconciliation cannot be achieved without increased awareness, understanding and respect for Aboriginal and Torres Strait Islander histories, cultures and contributions.

As the national body for reconciliation, we must lead by example, embedding respect for Aboriginal and Torres Strait Islander histories, cultures and contributions throughout the organisation.

We must also work to support and encourage the broader Australian community to embrace our rich shared history, built over at least 40,000 years, to develop a shared national identity and become a unified nation.

FOCUS AREA:

Targets in the 'Respect' section of our RAP are designed to progress the reconciliation dimensions of Historical Acceptance, Unity and Institutional Integrity:

- **Historical Acceptance:** All Australians understand and accept the wrongs of the past, and the impact of these wrongs. Acknowledge our past through truth, justice and healing to ensure these wrongs are never repeated.
- **Unity:** The cultures and heritage of Aboriginal and Torres Strait Islander peoples are something that all Australians should value as a proud part of a shared national identity. Work together to achieve a process to recognise Aboriginal and Torres Strait Islander peoples and unite all Australians.
- **Institutional Integrity:** Our political, business and community institutions actively support all dimensions of reconciliation.



Photo: Reconciliation Australia staff take part in Ngaran Ngaran Cultural Awareness on Yuin Country.

RESPECT: CULTURAL COMPETENCE

Over the course of our previous RAP, Reconciliation Australia has looked to build partnerships with Aboriginal and Torres Strait Islander businesses. One of our proudest partnerships is with Ngaran Ngaran Culture Awareness of the south coast of NSW. As part of our immersion target each year a quarter of our staff have been going on country to learn about culture through the Gulaga Creation story and the Diringanj Dreaming story, experiencing firsthand ceremony and dreaming stories that have been passed down generation to generation. A great business, beautiful country and powerful stories.

RESPECT CONTINUED

Action	Deliverable	Timeline	Responsibility
10. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	• Purchase and display an Aboriginal languages map in all of our offices ⁶	September 2017	Corporate Services Manager
	• Develop, implement and communicate a cultural protocol document that is formalised by Aboriginal and Torres Strait Islander staff, and embedded in everyday practice and decision-making, that includes cultural protocols that are specific to all Reconciliation Australia's office locations ⁶	December 2017	Chair—RAIN and Senior Advisor—Diversity and Engagement
	• Develop, maintain and review a list of key contacts for advice and implementation of cultural protocols in all offices ⁶	December 2017 Review: December 2018, 2019	Senior Advisor—Diversity and Engagement
	• Work with local community Traditional Owners to develop and display an Acknowledgment of Country plaque at all of our offices ⁶ with traditional language included as appropriate	December 2018	Corporate Services Manager, Chair—RAIN
	• Invite local Traditional Owners to provide a Welcome to Country, at a minimum of 2 significant events each year	December 2017, 2018, 2019	GM—Communications
	• Staff and senior leadership to provide an Acknowledgement of Country at all events and internal meetings	December 2017, 2018, 2019	CEO
	• Review and update all existing publications and website content to include a cultural warning	March 2018	GM—Communications
	• Ensure all Aboriginal and Torres Strait Islander artwork displayed in our offices ⁶ is acknowledged appropriately	December 2018	Corporate Services Manager
11. Support Aboriginal and Torres Strait Islander staff to celebrate and strengthen their connection with their Traditional Country	• Investigate opportunities for Aboriginal and Torres Strait Islander staff to participate in courses and experiences to learn their language and cultures	September 2018	Senior Advisor—HR Senior Advisor—Diversity and Engagement
	• RAIN to meet with Senior Executive Team at least once a year to develop strategies to further Aboriginal and Torres Strait Islander staff cultural journeys	December 2017, 2018, 2019	CEO, Chair—RAIN
	• Raise awareness of all staff of leave provisions such as community and cultural leave during induction session with HR	January 2018	Senior Advisor—HR
12. Celebrate NAIDOC Week, and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	• Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	May 2018, 2019, 2020	GM—Operations
	• Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in local NAIDOC Week events	July 2017, 2018, 2019	Co-Chairs—RAP WG
	• All staff to participate in at least three NAIDOC Week events each year	July 2017, 2018, 2019	
	• In consultation with Aboriginal and Torres Strait Islander peoples, hold a NAIDOC Week event	July 2017, 2018, 2019	
	• Support an external NAIDOC Week community event at each of our office locations ⁶	July 2017, 2018, 2019	

⁶ As of June 2017 – 3 offices

Action	Deliverable	Timeline	Responsibility
13. Acknowledge and celebrate Aboriginal and Torres Strait Islander dates of significance	• Develop a calendar of significant dates, disseminate it to all staff at the commencement of each calendar year, and place on Reconciliation Australia's intranet	December 2017, 2018, 2019	Corporate Services Manager
	• Identify local events commemorating dates of significance, and support staff to attend	December 2017, 2018, 2020	Co-Chairs—RAP WG, Chair—RAIN
	• Include calendar of significant dates on the Reconciliation Australia website	March 2018	GM—Communications
14. Facilitate opportunities to increase national pride in Aboriginal and Torres Strait Islander cultures	• Utilise Reconciliation Australia's website to encourage stakeholders to participate in events that build national pride, such as NAIDOC Week.	March 2018, 2019, 2020	GM - Communications
	• Meet with the Media RING annually to collaborate on fostering positive contributions of Aboriginal and Torres Strait Islander peoples in Australian media	December 2017, 2018, 2019	
	• Identify partner organisations to work with on increasing understanding and pride for Aboriginal and Torres Strait Islander cultures	January 2019	Senior Advisor—Diversity and Engagement
	• Collaborate with a partner organisation to deliver a project that increases understanding and pride for Aboriginal and Torres Strait Islander cultures, outside our core business	Developed by December 2019 Implemented by June 2020	
15. Increase awareness and support for campaigns that promote the advancement of reconciliation	• Support, promote or lead at least five campaigns per year that align with the five dimensions of reconciliation	June 2018, 2019, 2020	Executive Policy Advisor, Senior Advisor—Diversity and Engagement
	• Provide quarterly updates to all staff on Reconciliation Australia's contributions to key campaigns	March, June, September, December Annually Beginning June 2018	Executive Policy Advisor
	• Encourage external stakeholders to support campaigns that progress reconciliation	June 2018, 2019, 2020	GM—Communications
	• Formalise Reconciliation Australia's position on a Treaty	July 2018	CEO, Co-chairs—Board

OPPORTUNITIES

Reconciliation Australia has a unique opportunity to provide employment and professional development opportunities for Aboriginal and Torres Strait Islander people, and to support Aboriginal and Torres Strait Islander businesses, through external program areas as well as our internal processes.

Targets in this section of the RAP are focused on creating an environment that actively supports Aboriginal and Torres Strait Islander staff members and provides opportunities for professional development. We commit to developing recruitment, retention and professional development strategies that provide all staff with opportunities to learn and grow in a safe and supportive environment. Targets for procurement and supplier diversity provide further opportunities to build partnerships with, and develop the organisational capability of, Aboriginal and Torres Strait Islander-owned businesses.

FOCUS AREA:

Targets in the 'Opportunities' section of our RAP are designed to progress the reconciliation dimensions of Equality and Equity and Institutional Integrity:

- **Equality and Equity:** Aboriginal and Torres Strait Islander Australians participate equally and equitably in all areas of life—and the distinctive individual and collective rights and cultures of Aboriginal and Torres Strait Islander peoples are universally recognised and respected.
- **Institutional Integrity:** Our political, business and community institutions actively support all dimensions of reconciliation.



Photo: A variety of innovative brands on display at the 2017 Supply Nation tradeshow.

OPPORTUNITIES: PROCUREMENT

Reconciliation Australia is dedicated to the implementation and promotion of supplier diversity. As a result of our continued support of and work with Supply Nation we were awarded the position of White Ochre partner. The Ochre partners are a group of 18 organisations who have made tangible steps towards embedding supplier diversity within their organisations in close partnership with Supply Nation.

Reconciliation Australia is proud to contribute to the significant growth of the Indigenous business sector by engaging Aboriginal and Torres Strait Islander businesses in our supply chain wherever possible. Each year Reconciliation Australia spends approximately \$1 million in goods and services from First Australian businesses, typically for our digital and creative services, operational supplies and catering needs.

Action	Deliverable	Timeline	Responsibility
16. Increase Aboriginal and Torres Strait Islander recruitment and retention within Reconciliation Australia	<ul style="list-style-type: none"> Review leave policies to strengthen and promote cultural and ceremonial leave provisions 	October 2017	Senior Advisor—HR
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment and retention strategy 	December 2017 Review December Annually	GM—Operations, Senior Advisor—HR, Senior Advisor—Diversity and Engagement
	<ul style="list-style-type: none"> Investigate opportunities to create identified positions for future job vacancies 	December 2017	Senior Advisor—HR
	<ul style="list-style-type: none"> Build relationships with a broader range of Aboriginal and Torres Strait Islander recruitment and employment agencies 	December 2017	
	<ul style="list-style-type: none"> Develop an expression of interest register on the Reconciliation Australia website for people interested in working at Reconciliation Australia 	December 2017	
	<ul style="list-style-type: none"> Collaborate with universities to develop internships as well as encourage graduates to seek employment with Reconciliation Australia 	December 2018	GM—Narragunnawali Senior Advisor, HR
	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander employment to: <ul style="list-style-type: none"> - 50 per cent⁷ of all staff; - 50 per cent⁸ in each team or program area; and - 50 per cent⁹ of the Senior Executive Team 	December 2018	Senior Advisor—HR Senior Advisor—Diversity and Engagement
	<ul style="list-style-type: none"> Offer one opportunity to an Aboriginal or Torres Strait Islander staff member each year to work in an HR-advisory capacity as part of their role at Reconciliation Australia 	June 2018, 2019, 2020	Senior Advisor—HR, Chair—RAIN
	<ul style="list-style-type: none"> Develop and embed a process for offering ongoing cadetship or trainee opportunities for Aboriginal and/or Torres Strait Islander students each year 	December 2018	Senior Advisor—HR
	<ul style="list-style-type: none"> Investigate opportunities for high school students to complete work experience in the Canberra and Sydney offices 	December 2018	GM—Narragunnawali, Senior Advisor—HR
<ul style="list-style-type: none"> Establish RAIN and appoint Chair 	July 2017	Co-chairs—RAP WG	

⁷ As of June 2017 – 29 Staff

⁸ As of June 2017 - Narragunnawali 3, RAPs 3, Communications 2, Policy 2, Operations 3, Recognise 14

⁹ As of June 2017 – 3 staff

OPPORTUNITIES CONTINUED

Action	Deliverable	Timeline	Responsibility
17. Establish the Reconciliation Australia Indigenous Staff Network (RAIN) to support the ongoing retention of Aboriginal and Torres Strait Islander staff	• Include the role of RAIN in the induction process for all new starters	September 2017	Corporate Services Manager
	• Include RAIN update as a standing item at all monthly all-staff meetings	January 2018	Chair—RAIN
	• RAIN members to develop a terms of reference to inform the function and governance of the network	December 2017	
	• RAIN to meet at least four times a year	November 2017; February, May, August, November 2018, 2019; February, May 2020	
18. Support the professional development of Aboriginal and Torres Strait Islander employees	• Incorporate the professional development of Aboriginal and Torres Strait Islander staff into Key Performance Indicators for supervising staff	December 2018	Senior Advisor—HR, Senior Advisor—Diversity and Engagement
	• Investigate opportunities for Aboriginal and Torres Strait Islander staff to complete formal qualifications as part of their role at Reconciliation Australia	June 2018	Senior Advisor—HR
	• Provide opportunities for Aboriginal and Torres Strait Islander staff to establish a mentoring or coaching relationship with other Reconciliation Australia staff or individuals external to Reconciliation Australia	June 2018	
	• Investigate opportunities for Aboriginal and Torres Strait Islander staff to complete secondments with RAP and other partner organisations	December 2018	Senior Advisor—HR, GM—RAPs
	• Provide employment and training pathways for Aboriginal and Torres Strait Islander staff to develop leadership skills, including: <ul style="list-style-type: none"> - external leadership courses; - formalised acting arrangements; and - Leadership of discreet projects 	December 2018	Senior Advisor—HR

Action	Deliverable	Timeline	Responsibility
19. Increase Aboriginal and Torres Strait Islander supplier diversity	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	December 2017	Corporate Services Manager
	• Include information about Reconciliation Australia's procurement strategy in the induction process for new staff	December 2017	
	• Maintain a list of Aboriginal and Torres Strait Islander preferred suppliers for use by all staff members.	December 2017 Review: December 2018,2019	
	• Procure at least 30% of goods and services of our annual addressable expenditure, from Aboriginal and Torres Strait Islander owned businesses with a minimum of 20% supply nation certified businesses	June 2018, 2019, 2020	
	• Maintain Reconciliation Australia's Supply Nation membership	September 2017, 2018, 2019	
	• Develop at least two additional commercial relationships with Aboriginal and/or Torres Strait Islander businesses, annually	December 2017, 2018, 2019	
	• Develop relationships with Aboriginal and Torres Strait Islander Chambers of Commerce and investigate opportunities to support them	December 2018	
20. Explore opportunities to promote and support sustainable outcomes for Aboriginal and Torres Strait Islander organisations	• Develop a guide for organisations outlining approaches to good governance for Aboriginal and Torres Strait Islander program and policy development	December 2018	IGA Manager
	• Publish article on past IGA finalists and their journeys, in <i>Reconciliation News</i> annually	June 2018, 2019, 2020	
21. Promote and support the distinctive individual and collective rights and cultures of Aboriginal and Torres Strait Islander peoples	• Update the RAP and <i>Narragunnawali</i> frameworks to incorporate United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)	June 2018	Deputy CEO, GM RAPs, GM Narragunnawali
	• Investigate incorporating the articles of the UNDRIP in measuring Reconciliation in Australia	March 2018	
	• Promote the UN Global Compact as a resource for organisations looking to implement articles of the UNDRIP in their organisation	December 2018	Executive Policy Advisor
	• Review and update fact sheet on UNDRIP to include most recent performance in the UNs Universal Periodic review and information on UN Global Compact	March 2018	
	• Review and update RAs internal policies and procedures to incorporate the UNDRIP	February 2019	GM Operations

GOVERNANCE AND REPORTING

Action	Deliverable	Timeline	Responsibility
22. RAP Working Group (RWG) to report on RAP implementation to all staff and Board directors	<ul style="list-style-type: none"> RWG meeting minutes to be uploaded on the intranet for all staff to access 	August and November 2017; February, May, August, November 2018, 2019; February and May 2020	Co-chairs—RAP WG
	<ul style="list-style-type: none"> Communicate monthly updates on RAP progress to all staff at all-staff meetings and in any regular staff communications 	Monthly 2017, 2018, 2019, 2020	
	<ul style="list-style-type: none"> Co-chairs to attend Senior Executive Team meeting and report on RAP progress quarterly 	March, June, September, December Annually Beginning December 2017	Senior Advisor—HR
	<ul style="list-style-type: none"> Develop a process to integrate RAP responsibilities into staff job descriptions 	June 2018	
	<ul style="list-style-type: none"> Tie RAP responsibilities to staff KPIs and position descriptions 	June 2018	
	<ul style="list-style-type: none"> Report on RAP progress to the board each quarter 	August, November 2017, 2018, 2019; February, May, 2018, 2019, 2020	
23. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in all RAP Program reports	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia 	September 2017, 2018, 2019	Co-chairs—RAP WG
	<ul style="list-style-type: none"> Develop and implement systems and capability to track, measure and report on RAP activities 	December 2017	
	<ul style="list-style-type: none"> Develop a framework to measure the impact of our RAP activities 	June 2019	
	<ul style="list-style-type: none"> At least 95% of staff to participate in the Workplace RAP Barometer 	May 2018, 2020	
24. Report RAP achievements, challenges and learnings internally and externally	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings in the <i>Reconciliation Australia Annual Review</i> each year 	June 2018, 2019, 2020	GM—Communications
25. Review, refresh and update RAP	<ul style="list-style-type: none"> Liaise with Reconciliation Australia's RAP program managers to develop a new RAP based on learnings, challenges and achievements 	September 2019	CEO, Co-chairs—RAP WG
	<ul style="list-style-type: none"> Submit draft RAP to Reconciliation Australia for review and formal endorsement 	December 2019	

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