**Reflect Reconciliation Action Plan (RAP) template**

**Instructions and guidance**

**About the Reflect RAP**

A Reflect RAP is used to lay the foundations and prepare your workplace for future RAPs and reconciliation initiatives. The Reflect RAP commitments provide workplaces with a roadmap to begin their reconciliation journey. Implementing the actions and deliverables in a Reflect RAP supports your organisation to build better relationships with Aboriginal and Torres Strait Islander peoples and gain a better understanding of your organisation’s role in supporting the national reconciliation movement.

A Reflect RAP is a public commitment published on [Reconciliation Australia’s website](https://www.reconciliation.org.au/reconciliation-action-plans/who-has-a-rap/) and it has a 12 or 18-month duration.

**Before you start, read and understand the following:**

To support a smooth review of your RAP, please review the following resources and adhere to best practice guidance when developing your RAP.

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| [The RAP framework](https://www.reconciliation.org.au/wp-content/uploads/2025/03/The-RAP-framework.pdf) | Understand the purpose of a RAP and its three core pillars ([Relationships, Respect and Opportunities](https://www.reconciliation.org.au/wp-content/uploads/2018/05/relationships-respect-opportunities-1.pdf)) |
| [Guide to developing a SMART RAP](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Developing-a-S.M.A.R.T.-RAP.pdf) | Use the S.M.A.R.T. principles: Specific, Measurable, Achievable, Relevant and Time-bound. This guide details our expectations for setting timelines, responsibilities and sustaining your reconciliation commitments |
| [Demonstrating inclusive and respectful language guide](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Demonstrating-inclusive-and-respectful-language.pdf) | Using respectful and inclusive language and terminology is an essential part of reconciliation and strengthening relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community. |
| [Working with Aboriginal or Torres Strait Islander artists](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Working-with-Aboriginal-and-Torres-Strait-Islander-Artists.pdf) | Should you choose to work with an Aboriginal and/or Torres Strait Islander artist for the design of your RAP. This guide provides important information about doing so in a genuine and respectful way. |

**How to draft your RAP using this template**

The template has various sections and prompts that must be addressed. Below is a snapshot of each section included and what to expect.

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| **Sections** | **What to expect** |
| * Cover Page * Our Business * Our RAP * Our reconciliation activities | Fill in each section addressing all *italicised guidance and prompts*. Ensure it is written to be understood by an external reader who has no prior knowledge of your industry area or organisation. Delete all *italic prompts* when you have finished filling out each section of the template. |
| * Relationships pillar * Respect pillar * Opportunities pillar * Governance | Each pillar is pre-filled with all required actions and deliverables that workplaces must commit to, in order to receive Reconciliation Australia’s endorsement. Including unique commitments is optional for Reflect RAPs.  Delete all instructions in *italics* when you have finished filling out each section of the template. |

**Submitting your draft RAP**

Use this MS-Word template to complete your draft RAP and submit for review using the [RAP Submission Portal](https://rap.reconciliation.org.au/s/submit). To submit your draft, you will need the email address of your RAP’s primary contact and your unique RAP - ID. Draft RAP versions can only be submitted in MS-Word format.

**RAP review process**

A RAP Officer will provide tailored feedback and advice within four weeks of the draft submission. Expect a **minimum of two (2)** **rounds** of feedback before your Reflect RAP is ready to progress to the next stage. Save time by providing a complete draft in your first submission and address all essential feedback after each review round.

**RAP endorsement process**

Once your RAP meets Reconciliation Australia’s requirements for endorsement, it is provided in two stages.

* **Conditional Endorsement –** approval of the written content of your RAP (MS-Word format only).

At this stage, Reconciliation Australia provides you with a statement from our CEO (as well as a photo) and the Reflect RAP logo to include in the design of your RAP. There should be no further written changes after this stage.

* **Formal Endorsement –** approval and publication of your RAP on the Reconciliation Australia Website.

A final designed document should be submitted using the [RAP Submission Portal](https://rap.reconciliation.org.au/s/submit). This will need to be in a PDF format and less than 4MB in size. It should be saved in a web safe colour format and appropriate captions and credits for any photographs or artworks included (read [Working with Aboriginal and Torres Strait Islander Artists](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Working-with-Aboriginal-and-Torres-Strait-Islander-Artists.pdf)).

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***The guidance and instructions provided above should be removed prior to draft submission***

*Cover page placeholder*

*[Your Organisation Name]*

**Reflect Reconciliation Action Plan**

*[start month, 20\_\_] – [end month, 20\_\_]*

***Advice on setting your RAP duration:***

*A Reflect RAP has a 12-month or 18-month implementation period. Please ensure your projected start and end dates take into consideration Reconciliation Australia’s review timeframe. The start date should be aligned with Reconciliation Australia’s endorsement. There are typically two (2) rounds of feedback before a Reflect RAP is endorsed by Reconciliation Australia. Each draft takes up to 4 weeks to review. Remember to also take into consideration the turnaround time on your end and calculate this into the expected drafting and endorsement timeline.*

***[Optional]* A statement from your senior leader**

*[Suggested length: half a page to one page]*

**A statement from CEO of Reconciliation Australia**

*[Provided at Conditional Endorsement]*

**Our business**

*[Suggested length: ½ page to one page]*

*Use the following prompts to build a story about your business. The purpose of this section is to provide external readers as well as staff and stakeholders with context about your workplace and its sphere of influence.*

* *What is your core business?*
* *How many people does your workplace employ in Australia?*
* *How many Aboriginal and Torres Strait Islander staff does your workplace currently employ (if known)? If you don’t know, please include a statement about your intention to build your understanding of your staff.*
* *What is your organisation’s geographic reach (regional, national, or global)?*
* *How many office locations does your workplace have in Australia and where are they?*

**Our RAP**

*[Suggested length: ½ page to one page]*

*In this section, provide readers with the reasons, purpose and intention your workplace has for implementing a RAP. In paragraphs, address the following questions as a minimum*

* *Why is your workplace implementing a RAP?*
* *How do you intend to approach implementing your RAP?*
* *Who is your RAP Champion? The RAP Champion is usually a senior leader responsible for driving and championing internal engagement and awareness of the RAP. Highlight your RAP Champion by name or by job title.*

***[If applicable]* Our reconciliation activities**

*[Suggested length: one to two pages]*

*Describe your engagement with reconciliation and Aboriginal and Torres Strait Islander peoples to date. In paragraphs, describe any formal or informal partnerships you may have or current reconciliation activities you have in place: You can use different formats such as case studies, staff testimonials or a timeline of events in this section.*

***Delete all italic prompts when you have finished filling out each section of the template.***

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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. | * Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. | *[Month, year]* | *[Job title]* |
| * Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. |  |  |
| 1. Build relationships through celebrating National Reconciliation Week (NRW). | * Circulate Reconciliation Australia’s [NRW resources](https://www.reconciliation.org.au/our-work/national-reconciliation-week/) and reconciliation materials to our staff. | May *[Year]* |  |
| * RAP Working Group members to participate in an external NRW event. | 27 May- 3 June, *[Year]* |  |
| * Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May- 3 June, *[Year]* |  |
| 1. Promote reconciliation through our sphere of influence. | * Communicate our commitment to reconciliation to all staff. |  |  |
| * Identify external stakeholders that our organisation can engage with on our reconciliation journey. |  |  |
| * Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. |  |  |
| 1. Promote positive race relations through anti-discrimination strategies. | * Research best practice and policies in areas of race relations and anti-discrimination. |  |  |
| * Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. |  |  |

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| **Respect** | | | |
| **Action** | **Deliverable** | **Timeline** | **Responsibility** |
| 1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | * Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. | *[Month, year]* | *[Job title]* |
| * Conduct a review of cultural learning needs within our organisation. |  |  |
| 1. 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. |  |  |
| * Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. |  |  |
| 1. 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. |  |  |
| * Introduce our staff to NAIDOC Week by promoting external events in our local area. | June *[Year]* |  |
| * RAP Working Group to participate in an external NAIDOC Week event. | First week in July, *[Year]* |  |

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| **Opportunities** | | | |
| **Action** | **Deliverable** | **Timeline** | **Responsibility** |
| 1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | * Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. | *[Month, year]* | *[Job title]* |
| * Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. |  |  |
| 1. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | * Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. |  |  |
| * Investigate Supply Nation membership. |  |  |

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| **Governance** | | | |
| **Action** | **Deliverable** | **Timeline** | **Responsibility** |
| 1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | * Form a RWG to govern RAP implementation. | *[Month, year]* | *[Job title]* |
| * Draft a Terms of Reference for the RWG. |  |  |
| * Establish Aboriginal and Torres Strait Islander representation on the RWG. |  |  |
| 1. Provide appropriate support for effective implementation of RAP commitments. | * Define resource needs for RAP implementation. |  |  |
| * Engage senior leaders in the delivery of RAP commitments. |  |  |
| * Maintain a senior leader to champion our RAP internally. |  |  |
| * Define appropriate systems and capability to track, measure and report on RAP commitments. |  |  |
| 1. 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 |  |
| * Complete and submit the annual RAP Impact Survey to Reconciliation Australia. | 30 September, annually |  |
| * Communicate our RAP progress to internal and external stakeholders |  |  |
| 1. Continue our reconciliation journey by developing our next RAP. | * Register via Reconciliation Australia’s [website](https://rap.reconciliation.org.au/s/registration) to begin developing our next RAP. | *[three months prior to RAP end date]* |  |

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| **For public enquiries about our RAP please contact**  Name:  Position:  Phone:  Email: |