



RECONCILIATION AUSTRALIA
Innovate RAP May 2026 - May 2028



RECONCILIATION
ACTION PLAN
INNOVATE



Our vision

Reconciliation Australia's vision is for an Australia that embraces our shared histories and honours the unique cultures, rights, and aspirations of Aboriginal and Torres Strait Islander peoples, creating a stronger, more just society for all.

Reconciliation Action Plans (RAPs) are an integral part of realising this vision.

The RAP framework provides tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples by increasing economic equity and supporting First Nations self-determination.

While making a significant contribution to the economic and cultural wellbeing of First Nations peoples, RAPs are also advancing the non-Indigenous community's understanding of Australia's history and of the rich nature of First Nations cultures.

This increased understanding helps to build stronger relationships between non-Indigenous Australians and Aboriginal and Torres Strait Islander peoples.

All in: Woven Stories

The Reconciliation Australia Innovate RAP artwork is a collaborative woven installation comprising hand-crafted contributions from all staff and Board Co-Chairs.

The artwork was created during a weaving workshop held as part of Reconciliation Australia's 2024 annual all-staff offsite, Away Days, on Dharug Country.

Aboriginal, Torres Strait Islander and non-Indigenous staff came together in person to learn traditional weaving techniques, creating contemporary coils and bracelets using natural raffia; the colours of which align with Reconciliation Australia's brand colours.

The workshop was facilitated by Aboriginal artist and Co-Chair of the RAP Working Group, Nina Ross, and followed appropriate cultural protocols for Women's and Men's Business.

The process created a space for staff to learn, share, laugh and connect, building relationships based on respect and trust between First Nations and non-First Nations team members.

After the event, Nina connected each individual woven contribution to create a unified installation.

Each coil and bracelet symbolises an individual journey – some more established, others just beginning – but all are essential.

Together, the interconnected strands of raffia show how each contribution strengthens the collective movement towards reconciliation showing that collaborative action creates more impact, value and power than what individuals can achieve alone.

The framed artwork is displayed prominently in the foyer of Reconciliation Australia's office on Gadigal Country.



Aboriginal artist and RAP Working Group Co-Chair, Nina Ross, demonstrates weaving techniques as part of Reconciliation Australia's all-staff contemporary weaving workshop. Photo: Reconciliation Australia

CEO statement



CEO Karen Mundine. Photo: Joseph Mayers

On behalf of Reconciliation Australia, I am proud to introduce our sixth Reconciliation Action Plan (RAP).

Since our previous RAP, our organisation has grown in both size and scope with new program areas and increased staff numbers. Given the time spent developing this RAP and these changes to our organisation, the decision was made to take the Innovate RAP pathway. By doing so, we are staying accountable both to the ideals, objectives and high standards of the RAP program, and to our determination to embed reconciliation deeply and meaningfully across our organisation.

This new RAP enables Reconciliation Australia to align our commitments with our current strategies, structures and ways of working. It also allows us to test new approaches to governance structures, lead by example by aligning our RAP type to our business and create new opportunities for staff to build their knowledge of Aboriginal and Torres Strait Islander cultures and histories.

Through ongoing initiatives like our *Reconciliation Book Club* and learning on Country activities, we aim to facilitate opportunities that increase pride and knowledge of Aboriginal and Torres Strait Islander peoples, histories, cultures and successes. These learning and celebratory activities are essential to ensuring that reconciliation is part of our homes, communities and families and not just our workdays. Our procedural approaches, such as the development of an anti-racism strategy and an internal Indigenous Data Sovereignty policy, will underpin all our activities to ensure we continue to champion and remain accountable to our vision for reconciliation.

While this Innovate RAP has us looking inward, we're also considering our support of external stakeholders. We know reconciliation lives in the passion and dedication of individuals, organisations and communities and that we must play a key role in equipping them with the tools they need to take action. Through commitments like engaging with First Nations stakeholders more effectively and reaching more multicultural audiences with the message of reconciliation, we can bring together two of the most socially and culturally influential communities in Australia to further the reconciliation movement.

On behalf of Reconciliation Australia, I invite you to share our vision for an Australia that embraces our shared histories and honours the unique cultures, rights, and aspirations of Aboriginal and Torres Strait Islander peoples. Together, we remain committed to our goal of equipping our partners to take actions that have impact and that value and advance Aboriginal and Torres Strait Islander self-determination.

Karen Mundine

Chief Executive Officer, Reconciliation Australia

Our business

Reconciliation Australia was established in 2001 and is the lead body for reconciliation in the nation.

We are an independent not-for-profit organisation which promotes and facilitates reconciliation by building relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples.

Our purpose is to inspire and enable all Australians to meaningfully contribute to the work of reconciliation. We aim to do this by equipping our partners to take actions that have impact, value and that advance Aboriginal and Torres Strait Islander self-determination.

Our vision of reconciliation is based on and measured against five dimensions: race relations, equality and equity, historical acceptance, institutional integrity and unity.

These five dimensions are interrelated. Reconciliation is not a single issue or agenda; the contemporary work of reconciliation must weave all of these dimensions together.

Our program areas – Reconciliation Action Plans, Narragunnawali: Reconciliation in Education, Community Truth-telling Pathways and the Indigenous Governance Program – influence organisations by delivering services, resources and advice to support reconciliation action within Australian businesses, schools, community groups and government organisations.

We influence, inform and engage people through a range of resources and activities, with National Reconciliation Week as our annual flagship event.

We advocate to influence policies to advance progress in the five dimensions. We produce authoritative research to inform the national conversation, including the Australian Reconciliation Barometer, the Workplace RAP Barometer and State of Reconciliation in Australia Report.

The Reconciliation Australia office is in Sydney on Gadigal land and we have staff working remotely across the country. We currently employ 52 staff, 17 of whom are Aboriginal and/or Torres Strait Islander people.





Developing Our Reconciliation Action Plan

Reconciliation Australia's RAP Working Group (RWG) coordinates and monitors the development and implementation of the RAP. The RWG comprises staff from across the organisation representing different areas and levels within the organisation.

The RWG operates cross culturally. The purpose of this model is to ensure we operate respectfully, enabling all voices, ideas and concerns of the group to be heard. We recognise that culture can influence the ways in which the group operates and communicates with one another.

We aim to have 50% First Nations representation within the RWG and it is jointly led by a First Nations Co-Chair and a non-Indigenous Co-Chair.

Members of Reconciliation Australia's RAP Working Group

- Kate Delaney (Co-Chair)
- Nina Ross (Co-Chair)
- Renee Briggs
- Amy Dillon
- Julie Hall
- Joelle Low
- Ebony Rowell.

The Senior Executive Team – comprising General Managers, the CEO and COO – are our RAP champions. This creates shared ownership of the RAP and empowers them to lead engagement and awareness efforts within their respective areas. This leadership is essential to driving the implementation of our RAP commitments.

Visible and active support from our executive team is a cornerstone of RAP progress. However, we recognise that reconciliation is a collective responsibility. The executive's commitment will serve as a catalyst for broader organisational engagement, encouraging accountability and fostering a culture of shared ownership. This approach will strengthen our reconciliation efforts and ensure they are embedded across all levels of the organisation.

Reconciliation Australia's Indigenous Network (RAIN)

RAIN is the organisation's First Nations staff group which also contributed to the development of this RAP.

RAIN members can individually provide input into policies and matters related to First Nations employees and stakeholders. They can also provide advice and Aboriginal and Torres Strait Islander perspectives when requested or identified on a specific organisational or business matter.

RAIN Co-Chairs work in collaboration with the RWG and help coordinate and monitor the implementation of relevant aspects of Reconciliation Australia's RAP and the development of future RAPs.

The RWG and RAIN Co-Chairs meet quarterly to discuss RAP deliverables and report on progress.

The Innovate RAP path

Reconciliation Australia has decided to develop an Innovate RAP to reflect the fact that we are a very different organisation today to when our previous Stretch RAP was developed. The size of the organisation has increased significantly, as has our scope of work.

The RAP network has also expanded significantly in size and the expectations of Stretch RAP partners have deepened.

This Innovate RAP will focus on strengthening core strategies and frameworks that create structures to enable greater staff participation in implementing our organisation's RAP commitments.

We see this RAP as a chance to:

- Ensure key strategies are in place and fit for purpose for the organisation
- Socialise the role of the RAP alongside the work of reconciliation as Reconciliation Australia's core business
- Pilot new approaches to generating staff engagement and buy-in to the RAP
- Test new approaches to governance structures
- Increase opportunities for staff to build knowledge and understanding of Aboriginal and Torres Strait Islander peoples, cultures and histories
- Lead by example, supporting our recommendations to Stretch partners in similar positions and showing the importance of aligning the RAP type to business needs.



The commitments in this RAP are informed by insights from staff surveys, discussions within the RWG and RAIN and the learnings from the implementation of our previous Stretch RAP.

The major themes that emerged from discussions and consultation reflected a desire to:

- Deepen our commitment to cultural learning through both face-to-face and online opportunities
- Increase opportunities for relationship building activities both internally and externally
- Strengthen our foundations to engage with First Nations stakeholders more effectively
- Reach multicultural audiences with the message of reconciliation.

The RAP was developed with organisation-wide input and reviewed multiple times. The RWG drafted the RAP, which was reviewed by RAIN and subsequently by Reconciliation Australia's Senior Executive Team, who provided feedback on the commitments to be implemented.

Accountability through independent review

To ensure rigour and credibility, this RAP underwent independent review outside the organisation.

Two external stakeholders with extensive experience in RAP development and in the work of reconciliation, Andrea Kelly and Melody Ingra, provided feedback and comments which strengthened the impact of the RAP.

Through the external review, we were encouraged to demonstrate innovation, increase our focus on truth-telling, highlight Reconciliation Australia's Indigenous Network as a critical governance structure within the organisation and ensure Reconciliation Australia's strategic focus on engaging multicultural communities is reflected in our deliverables.

These expert reviews strengthened our confidence in our plan and actions.

Current internal reconciliation initiatives

Over the past three years, we have implemented new reconciliation initiatives to deepen connections to the places in which we live and to create new learning opportunities for staff outside of our business-as-usual activities. The *Reconciliation Book Club* and the *Connecting to Country* activity are now embedded initiatives within Reconciliation Australia, driven by the RWG and other interested staff members.



Reconciliation Australia Book Club

In 2022, we launched *Reconciliation Book Club* to connect with each other and discuss books by First Nations authors. The initiative has been popular with staff, and we continue to run the sessions quarterly. The books are selected from a list submitted by staff and span a range of genres.

Each book club selection includes extra resources around the book or topic, such as podcasts, interviews or articles for staff who may want to engage beyond the book. *Reconciliation Book Club* hosts develop a discussion guide for each book club meeting to guide conversation and interactive engagement.



Reconciliation Book Club covered a number of powerful books by First Nations authors including, (L to R): *After Story* by Larissa Behrendt, *Bila Yarrudhanggalangdhuray* by Anita Heiss, and *The Yield* by Tara June Winch. Photo: (L to R) University of Queensland Press; Simon & Schuster Australia; Penguin Random House Australia

Books have included:

- *The Yield*: Tara June Winch
- *The Drover's Wife*: Leah Purcell
- *Fire Country*: Victor Steffensen
- *Bila Yarrudhanggalangdhuray*: Anita Heiss
- *After Story*: Larissa Behrendt
- *Talkin' Up to the White Woman*: Aileen Moreton-Robinson
- *Growing Up Aboriginal in Australia*: Anita Heiss (Editor)
- *Another Day in the Colony*: Chelsea Watego.

Connecting to Country Activity

As part of both our RAP and our own National Reconciliation Week celebrations, the RWG asked all staff to explore the Country on which they live (or work) and complete a brief 'fact sheet' to share with the broader organisation.

Questions we asked the team to research included:

- Who are the Traditional Owners?
- What is one thing you know or have learned about the true history of this Country?

We also encouraged staff to include photographs to bring the activity to life and to include helpful links for further research. We had many different Lands represented through the activity including Bunurong, Dharawal, Wurundjeri and Yolŋu.



Relationships

Relationships are at the heart of all our work at Reconciliation Australia.

Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous people, for the benefit of all Australians.

Building and strengthening relationships is fundamental to all our program areas and it is critical that Aboriginal and Torres Strait Islander perspectives and practices guide this work.

We encourage our stakeholders to create meaningful and respectful connections with Aboriginal and Torres Strait Islander peoples, highlighting the importance of two-way, mutually beneficial relationships.

Our work must extend beyond leveraging our sphere of influence, acknowledging discrimination, and being non-racist. We must prioritise First Nations cultures and perspectives in all we do, we must be actively anti-racist and we must strengthen our anti-racism action within our organisation.

Only with a strong foundation of relationships and trust can we progress important and unresolved issues of sovereignty, treaty, constitutional recognition and agreement-making to help unite all Australians.

Alignment to Reconciliation Australia's 2025 – 2035 Strategy

The Relationships pillar aligns with our strategic priority area, *Deepen Reconciliation Actions*.

We will inspire and challenge our stakeholders to deepen their commitment to reconciliation through brave actions, equipping Australian institutions and communities to make changes that pursue equity and support Aboriginal and Torres Strait Islander self-determination.

Our goals are to:

- Motivate and challenge our stakeholders through engaging events, tools and resources to take bolder reconciliation actions that drive lasting systems change
- Equip our stakeholders to centre Aboriginal and Torres Strait Islander voices in their work.

Alignment to the Five Dimensions

- Race relations
- Unity.



The RAP network, reconciliation leaders and supporters came together in Meanjin (Brisbane) for the National RAP Conference 2024 to connect, build relationships and share strategies to advance reconciliation. Photo: Lewis James Bin Doraho

1.
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Meet with key Aboriginal and Torres Strait Islander stakeholders and organisations local to the Sydney office to develop guiding principles for future engagement.	August 2026	GM Community Impact
	Develop and implement an engagement plan, tailored to program areas to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2026	General Managers
	Hold a Reconciliation Australia Board meeting in a different location, with a community focus, meeting with local Aboriginal and Torres Strait Islander stakeholders.	August 2027	CEO
	Develop an Aboriginal and Torres Strait Islander stakeholder map to maintain and enrich engagement from an organisational perspective.	September 2026	GM Community Impact



2.
**Build relationships
 through celebrating
 National Reconciliation
 Week (NRW).**

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Distribute Reconciliation Australia’s NRW resources to stakeholders, including tailored information for culturally and linguistically diverse communities.	April 2027, 2028	GM Communications and Engagement
	Gather a diverse range of staff from across Reconciliation Australia to workshop the NRW theme for the following year with the creative agency.	September 2026, 2027	GM Communications and Engagement
	All Reconciliation Australia staff participate in at least three online or in-person external NRW events each year.	27 May - 3 June annually	Co-Chairs RWG
	Distribute NRW t-shirts to Reconciliation Australia team members to visually promote reconciliation at events and within the community in the lead-up to and during NRW.	April 2027, 2028	GM Communications and Engagement
	RAP team members support all staff to engage with and attend RAP partner launches and events during NRW in order to build and strengthen relationships with external organisations.	May annually	GM RAP Program
	Managers support and facilitate ways for all staff to engage in external NRW events. Ensure additional considerations are made for Aboriginal and Torres Strait Islander staff to meet any community obligations.	May annually	CEO
	Organise at least one NRW event for Reconciliation Australia staff each year.	27 May - 3 June annually	Co-Chairs RWG
	Register our internal NRW events on Reconciliation Australia’s website.	May annually	Co-Chairs RWG
	Create a NRW notice board in Reconciliation Australia’s office and on the Reconciliation Australia intranet for staff to get involved in events in their local area.	May annually	Co-Chairs RWG

3.
**Promote reconciliation
 through our sphere
 of influence.**

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Develop and implement a staff engagement strategy to increase awareness of and engagement with the RAP.	July 2026	Co-Chairs RWG and GM Communications and Engagement
	Develop a resource for all staff to understand their individual roles in relation to the RAP and its commitments.	July 2026	Co-Chairs RWG and GM Communications and Engagement
	Include an overview of the RAP and the RWG as part of staff induction processes.	May 2026	Co-Chairs RWG
	Publish our RAP on the Reconciliation Australia website.	May 2026	GM Communications and Engagement
	Explore opportunities to raise awareness of reconciliation in spaces outside our core business programs to enhance the impact of reconciliation initiatives.	July 2026, 2027	GM RAP Program and GM Narragunnawali
	Deliver the National RAP Conference and Indigenous Governance Awards gala to galvanise support and action for reconciliation.	November 2026	GM RAP Program GM PRASP GM Communications and Engagement
	Engage with and learn from our RAP peers by participating in events and workshops to glean learnings to develop innovative approaches to drive our RAP internally.	November 2026	GM RAP Program

4.
**Promote positive
 race relations through
 anti-racism strategies.**

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Continue to review HR policies and procedures to identify existing anti-racism provisions and ensure they remain fit for purpose.	June 2026	COO
	Continue to implement our anti-discrimination policy, ensuring it is regularly reviewed and communicated to staff, and knowledge of the policy is embedded into Capability Framework conversations.	July 2026, 2027	COO
	Include training on the anti-discrimination policy in all staff induction processes and embed ongoing policy training in all staff meetings.	August 2026	COO
	Develop and share the systems and processes within the organisation to raise issues of racism or discrimination.	September 2026	COO
	Engage with RAIN members and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2026	Co-Chairs RAIN
	Scope the development of an anti-racism strategy, including identifying and incorporating best practice examples from like-minded organisations and embedding ongoing education opportunities for all staff.	September 2026	COO
	Investigate additional training, aligned with the Capability Framework that supports staff to create safe spaces where people can talk openly about racism, inequality, diversity and understand positionality.	October 2026	COO



Respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, and communities underpins 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.

Establishing and building respect often starts with historical acceptance – a deeper understanding of Australia’s history and how its impacts are felt today. Truth-telling is essential to this process.

Truth-telling encompasses a range of activities, initiatives and processes that enable a fuller and more accurate account of Australia’s history, an account that recognises the strength and contributions of Aboriginal and Torres Strait Islander peoples.

It acknowledges the historical silencing of injustices and ongoing impacts of colonisation on First Nations peoples. It is fundamental to advancing reconciliation.

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

Alignment to Reconciliation Australia’s 2025 – 2035 Strategy:

The Respect pillar aligns with our strategic priority area, *Expand Reconciliation Impact*.

Through a deeper understanding of the past, we will prepare Australian society to engage with the present and inspire action towards a more just future, in line with the aspirations of Aboriginal and Torres Strait Islander peoples. We will enable new pathways for local and institutional truth-telling, helping individuals and communities understand our histories and their ongoing impact.

Our goals are to:

- Strengthen reconciliation efforts by developing impactful tools and resources that help individuals and communities start their reconciliation journeys
- Advocate for an environment which is receptive to truth-telling by promoting policies and practices that achieve widespread engagement and understanding.

Alignment to the Five Dimensions:

- Historical acceptance
- Unity
- Institutional integrity.



Staff took part in on-Country Cultural Learning in Reconciliation Australia's all-staff away days in 2024 on Dyarubbin (The Hawkesbury River) on Dharug Country. Photo: Reconciliation Australia

5.
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Conduct a review of cultural learning needs within our organisation.	August 2026, 2027	COO
	Hold consultation sessions with RAIN members to inform our cultural learning strategy.	September 2026	Co-Chairs RAIN
	Develop, implement, and communicate the internal Cultural Capability Framework.	October 2026	COO
	Provide funding to support at least six staff each year to undertake an additional place based cultural learning opportunity identified through the Capability Framework.	November 2026, 2027	COO
	All staff to complete an online cultural learning module as part of induction processes.	May 2026, 2027	COO
	100% of staff to participate in face-to-face cultural learning at our all staff away days held annually.	December 2026, 2027	COO

6.
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	September 2026, 2027	COO
	Develop and communicate a cultural protocols document, including protocols for Welcome to Country and Acknowledgement of Country and engaging with and visiting Aboriginal and Torres Strait Islander communities on Country.	January 2027	GM Communications
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocols at significant events, including the National RAP Conference, Narragunnawali Awards, Indigenous Governance Awards and our annual away days.	November 2026, 2027	COO
	All staff to provide an Acknowledgement of Country or other appropriate protocols at the commencement of internal and external meetings and gatherings.	May 2027, 2028	Lead: General Managers Support: All staff



7.
**Build respect for
 Aboriginal and Torres
 Strait Islander cultures and
 histories by celebrating
 NAIDOC Week.**

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	All staff to participate in at least one external NAIDOC Week event.	First week in July 2026, 2027	Co-Chairs RWG
	Continue to review HR policies and procedures to identify and remove barriers to staff participating in NAIDOC Week.	May 2026, 2027	COO
	Managers to proactively support Aboriginal and Torres Strait Islander staff to attend NAIDOC Week events and meet community obligations, by working with team members to adjust workloads prior to NAIDOC Week.	June 2026, 2027	CEO
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026, 2027	Co-Chairs RWG



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>8.</p> <p>Build connections, cultural capability and enable knowledge exchange amongst staff.</p>	Staff to share insights from professional development events and experiences during all staff and/or team meetings to create shared learning opportunities.	June 2027	Co-Chairs RWG
	Continue to run <i>Reconciliation Book Club</i> sessions at least three times per year.	March, July, October annually	Co-Chairs RWG
	Encourage all staff to complete the <i>Connecting to Country</i> activity and publish these on the intranet.	January 2027, 2028	Co-Chairs RWG
	Host quarterly online <i>lunch and learn</i> sessions around different reconciliation focused topics. Utilise subject matter experts within Reconciliation Australia to host these.	February, May, August, November annually	Co-Chairs RWG
<p>9.</p> <p>Uphold and protect the cultural and intellectual property of Aboriginal and Torres Strait Islander people we engage with.</p>	Develop an internal policy that aligns with national and international standards to promote good practice in upholding Indigenous Data Sovereignty, the protection of Indigenous Cultural and Intellectual Property (ICIP), and Free, Prior and Informed Consent (FPIC).	October 2026	GM Community Impact
	Increase staff knowledge and capability by providing resources and training about Indigenous Data Sovereignty, ICIP and FPIC.	February 2027	GM Community Impact

Opportunities

Reconciliation Australia is committed to supporting mutually beneficial and sustainable opportunities by working with First Nations peoples, communities and organisations to create tangible outcomes.

Through each of our program areas we encourage our stakeholders to think innovatively about their core business and sphere of influence to further opportunities around employment, leadership development, procurement, education and service delivery.

Internally, we are also focused on strengthening employment outcomes, supporting leadership pathways for First Nations people, creating opportunities for Aboriginal and Torres Strait Islander staff to connect and enhance our commitment to First Nations businesses and supplier diversity.

Alignment to Reconciliation Australia's 2025 – 2035 Strategy:

The Opportunities pillar aligns with our strategic priority area, *Build the Movement*.

We will convene diverse stakeholders to grow support for institutional practices that better engage with Aboriginal and Torres Strait Islander peoples, communities and organisations. By working closely with these stakeholders, we will help them recognise the value and impact of First Nations leadership and equip them to understand when to step up, step back or walk alongside.

Our goals are to:

- Demonstrate the value of First Nations leadership to advance Aboriginal and Torres Strait Islander rights and secure justice
- Increase the representation of First Nations leadership in mainstream organisations to advance more equitable and culturally informed decision making
- Create spaces that welcome diverse perspectives – beyond politics – to advocate for a shared commitment to making self-determination central to Aboriginal and Torres Strait Islander policymaking.

Alignment to the Five Dimensions:

- Equality and equity
- Institutional integrity.





Members of the National Aboriginal and Torres Strait Islander RAP Network at the first full network gathering as part of the National RAP Conference 2024. The network offers a structured and culturally safe space for Aboriginal and Torres Strait Islander RAP contacts to connect, support one another and share ideas to advance RAP commitments. Photo: Lewis James Bin Doraho

10.
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Continue to deepen our understanding of current Aboriginal and Torres Strait Islander staffing to strengthen future employment and professional development opportunities.	September 2026, 2027	COO
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2026, 2027	Co-Chairs RAIN
	Ensure the Aboriginal and Torres Strait Islander employment strategy is regularly reviewed and communicated to staff.	February 2027, 2028	COO
	Utilise Aboriginal and Torres Strait Islander recruitment agencies to advertise job vacancies.	May 2027, 2028	COO
	Review HR and recruitment procedures and policies to promote and support Aboriginal and Torres Strait Islander participation in our workplace.	November 2026, 2027	COO
	Formalise an exit interview process where Aboriginal and Torres Strait Islander staff can nominate another First Nations staff member to conduct this with.	January 2027	COO
	Continue to include Aboriginal and Torres Strait Islander staff representation on interview panels, with a focus on providing capability building and leadership opportunities	May 2026, 2027	COO
	Ensure access for Aboriginal and Torres Strait Islander employees to career advancement opportunities through professional development, acting opportunities and mentoring.	March 2027, 2028	COO
	Report to the Reconciliation Australia Board on our goal to maintain and increase First Nations representation across the organisation and specifically the management cohort.	February, May, August, November, 2026, 2027	CEO

11.
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Ensure that our Aboriginal and Torres Strait Islander procurement strategy is regularly reviewed and communicated to staff.	February 2027, 2028	Finance Manager
	Set targets for annual procurement from Aboriginal and Torres Strait Islander businesses.	July 2026, 2027	Finance Manager
	Maintain Supply Nation membership and continue to report on procurement spend.	June 2026, 2027	Finance Manager
	Continue to deepen our partnership with Supply Nation by implementing an MOU.	June 2026, 2027	Partnerships Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff through an in-house database.	February 2027, 2028	Finance Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2027, 2028	Finance Manager
	Develop and maintain commercial relationships with Aboriginal and Torres Strait Islander businesses.	July 2026, 2027	Lead: Finance Manager Support: General Managers

12.
Maintain the Reconciliation Australia Indigenous Network to support Aboriginal and Torres Strait Islander staff.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Include an overview of RAIN as part of staff induction processes.	May 2027, 2028	Co-Chairs RAIN
	Gather and share opportunities for RAIN members to provide input and guide organisational policies and procedures.	February, May, August, November annually	Co-Chairs RAIN
	Managers support opportunities for RAIN members to connect in person and virtually. Invest in at least one face to face gathering per year.	June 2026, 2027	General Managers





Governance

13.
Maintain an effective RAP Working group (RWG) to drive governance of the RAP.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Maintain Aboriginal and Torres Strait Islander representation on the RWG, including one Co-Chair who is a member of RAIN.	February, May, August, November annually	Co-Chairs RWG
	Ensure representation on the RWG from each work area of Reconciliation Australia and across different levels within the organisation.	May 2026, 2027	Co-Chairs RWG
	Review and update the Terms of Reference for the RWG.	November 2026, 2027	Co-Chairs RWG
	Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November annually	Co-Chairs RWG
	RWG and RAIN Co-Chairs will meet quarterly and discuss RAP deliverables and report on progress.	March, June, September, December 2025, 2026, 2027	Co-Chairs RWG and RAIN
	RWG and RAIN Co-Chairs will meet once a year with the CEO to discuss RAP deliverables and report on progress.	July 2026, 2027	Co-Chairs RWG and RAIN, CEO

ACTION**DELIVERABLE****TIMELINE****RESPONSIBILITY**

14.
Provide appropriate support for effective implementation of RAP commitments.

Define resource needs for RAP implementation.

June 2026

Co-Chairs RWG

Engage our senior leaders and other staff in the delivery of RAP commitments.

Monthly all staff meetings, reviewed August 2026, 2027

RAP Champions

Define and maintain appropriate systems to track, measure and report on RAP commitments.

May 2026

Co-Chairs RWG

Maintain RAP champions from senior management.

May 2027, 2028

Co-Chairs RWG

Implement a standard deliverable in performance agreements relating to involvement in Reconciliation Australia's RAP.

July 2026

COO



15.
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Request our unique link to access the online RAP Impact Survey.	1 August annually	Co-Chairs RWG
	Complete and submit the annual RAP Impact Survey.	30 September, annually	Co-Chairs RWG
	Report on RAP progress to the Reconciliation Australia Board quarterly.	February, May, August, November annually	COO
	Report on RAP progress to the Senior Executive Team, the Reconciliation Australia Indigenous Network (RAIN) and Reconciliation Australia staff (through monthly all staff meetings).	Monthly all staff meetings, reviewed August 2026, 2027	Co-Chairs RWG
	Publicly report our RAP achievements, challenges and learnings, annually.	May 2027, 2028	GM Communications and Engagement
	Every two years, participate in the Workplace RAP Barometer and share a summary of results with staff.	February 2028	GM RAP Program
	Submit a traffic light report at the conclusion of this RAP.	April 2028	Co-Chairs RWG
	Utilise feedback from Reconciliation Australia staff surveys to inform approaches to RAP commitments to ensure we are effectively addressing staff and organisational needs.	July 2026	COO

ACTION

DELIVERABLE

TIMELINE

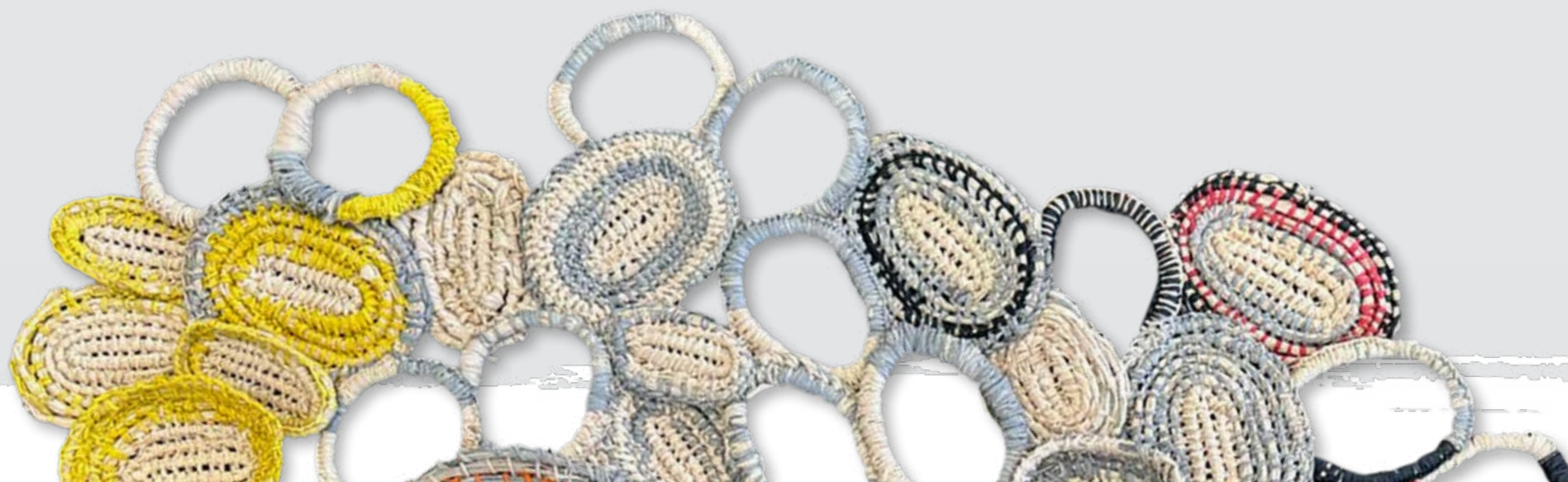
RESPONSIBILITY

16.
Continue our reconciliation journey by developing our next RAP.

Register via Reconciliation Australia's website to begin developing our next RAP.

November 2027

Co-Chairs RWG





RECONCILIATION
ACTION PLAN

INNOVATE