

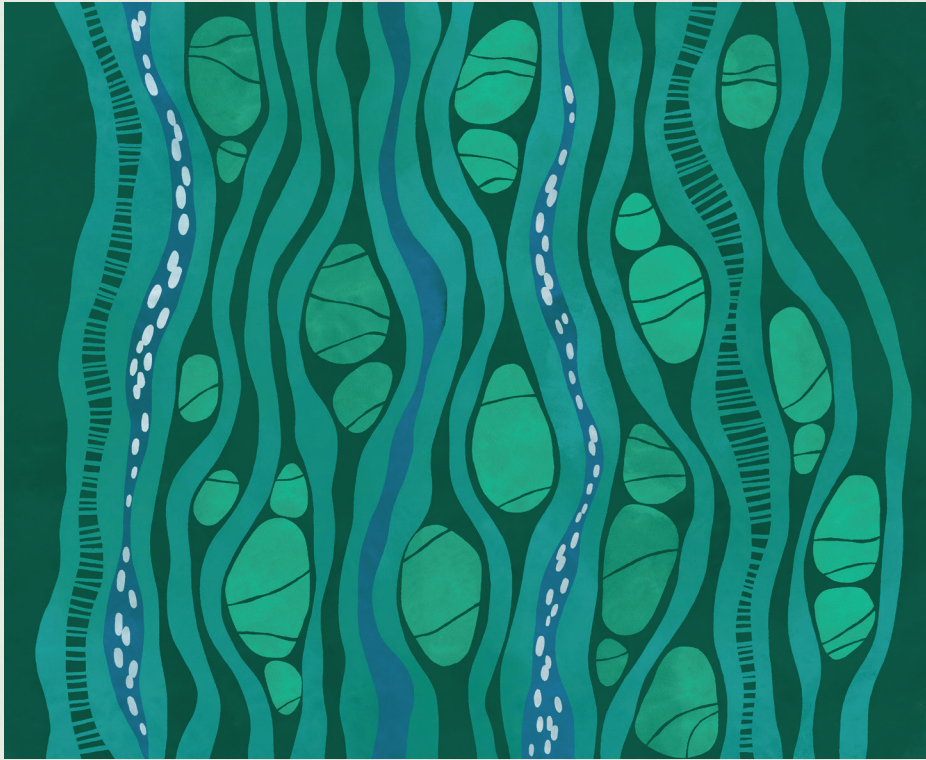
# Innovate Reconciliation Action Plan

January, 2025 –  
December, 2026



Where mental wellbeing thrives





### **Journey Flow by Keisha Leon**

The water flows, fluid and moving between Country. Just like a pathway of change, we flow like the water. The stones we flow through are the stepping stones that navigate the change. Moving in sync, we go in the same direction together, the journey will take us where we need to go.

### **Acknowledgement**

We acknowledge the traditional custodians of the lands, seas and waterways upon which we live and work. We pay our respects to Elders past and present, and recognise the strong and continuing connection to Country, culture and spirit.



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## Reconciliation Australia commends Flourish Australia on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Flourish Australia to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Flourish Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever.

Flourish Australia is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Flourish Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Flourish Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

### **Karen Mundine**

Chief Executive Officer  
Reconciliation Australia





## Our vision for reconciliation

Flourish Australia's vision for reconciliation is the attainment of the highest standard of social and emotional wellbeing for Aboriginal and Torres Strait Islander People and communities. We seek to learn, work and grow together in a true partnership, built on mutual respect and shared understanding. Through engaging in reconciliation, we seek to address challenges faced by Aboriginal and Torres Strait Islander People and communities across the lands on which we offer our services. We will focus on improved outcomes in areas of social and emotional wellbeing, housing, employment, education, physical health, family life, community life, cultural life, spiritual connection, respect, and decreasing suicide rates.





## Our Business

Operating continually since 1955, Flourish Australia is a major provider of community-based mental health services across locations in 5 states: NSW, ACT, QLD, SA and VIC. Our service locations across NSW encompass all Local Health Districts/ Speciality Health Networks and Primary Health Networks.

Our programs are funded from diverse sources and are unified around a single purpose – to enable full participation of people with lived experience of mental health issues within a diverse and inclusive community.

Flourish Australia's core business is mental health. We help people with a lived experience of a mental health issue feel supported and meet their everyday challenges. We provide a diverse range of services to people with mental health issues including access to a home and supports, support with health, wellbeing and daily living, connection with community, help to find and keep a job, services for young people and clinical services.

Flourish Australia employs over 1000 staff, over 55% of staff have a lived experience of a mental health issue. Flourish Australia has one of the largest paid peer workforces in Australia. We employ approximately 200 peer workers, 37 per cent of our frontline workforce. In 2020, we established new lived experience leadership positions – a Team Coordinator, Peer Specialist – to support our staff to utilise their lived experience, provide supervision to peer workers, and progress their career in management and leadership.



Aboriginal and Torres Strait Islander staff represent 4% of our total workforce. We also provide an Aboriginal Social and Emotional Wellbeing Traineeship Program in our New England region. The Traineeship is designed to provide First Nations People who are interested in a career in mental health with an opportunity to attain the necessary qualifications and practical skills to support the social, emotional, and mental health and wellbeing needs of individuals and communities.

There are currently three Traineeship positions offered in Tamworth, Moree and Armidale communities covering Gamillaroi, Kamillaroi and Anaiwan Country across three Local Health Districts of Peel, Tablelands and Mehi.

Trainees are supported to complete an appropriate nationally recognised mental health qualification (e.g. Certificate IV in Mental Health) whilst working and receiving on the job training and experience with Flourish Australia. The length of the Traineeship is guided by the relevant course including duration and mode of delivery that Trainees are studying.

Flourish Australia supports

Trainees to find a course that suits their learning and career goals and meets their learning needs and preferences whilst also meeting their family, community and cultural obligations and responsibilities.

Flourish Australia has a wide-reaching sphere of influence including; People accessing Flourish Australia supports; State and Federal Government Partners; Community Managed Organisations; and a diverse number of communities with locations across NSW, QLD, ACT, Vic and SA.

Flourish Australia receives funding from the Australian Government, NSW Government, Queensland Government and South Australia Government. We also receive funding support from Primary Health Networks, Capital Health Network, EACH Social and Community Health, Grand Pacific Health, HealthWISE New England Northwest, Hunter Primary Care, Mission Australia, New Horizons and One Door Mental Health.

Flourish Australia also has several Consortia partners, including; Black Dog Institute; Canterbury Bankstown City Council; One Door Mental Health; Salvation Army – Youth Link; ACON; FYRST, Lifeline Macarthur; Broken Hill Council; Joblink Plus; Lifeline Broken Hill; Mission Australia; Royal Flying Doctors; Interrelate;

Northmead Uniting; EACH; Neami National; Ability Options and Twenty10.

Flourish Australia's organisation and governance structures are designed and implemented to achieve our obligations to a wide range of parties, including the people who use our services, their families, our staff, employees, funding bodies and the community at large.

Flourish Australia is a public company limited by guarantee, directed by a skills-based board with experience in managing clinical and non-clinical health services, commercial and community not-for-profit organisations.

The Flourish Australia Board has a formal Charter setting out the functions reserved to the Board and to the Chief Executive Officer (CEO).

The Board Quality Services and Safety Committee oversees all programs.



# Our RAP

Flourish Australia is developing a Reconciliation Action Plan (RAP) as a strategic framework for implementing practical initiatives that contribute to building respectful relationships, recognising the rights and cultures of Australia's Aboriginal and Torres Strait Islander Peoples, and addressing historical injustices.

By working together, we seek to address challenges faced by Aboriginal and Torres Strait Islander Peoples and communities across the lands on which we work and focus on improved outcomes in areas of social and emotional wellbeing, housing, employment, education, physical health, family life, community life, cultural life, spiritual connection, respect and decreasing suicide rates. We are committed to supporting equitable economic opportunities for Aboriginal and Torres Strait Islander Peoples including through employment of Aboriginal and Torres Strait Islander Peoples and by supporting the growth of Aboriginal and Torres Strait Islander businesses. We are working towards further embedding and growing our partnership with local Aboriginal and Torres Strait Islander Peoples, communities and organisation's. Through that partnership we seek to learn and work together in a true partnership, built on mutual respect and shared understanding.

Our RAP promotes diversity and inclusion within Flourish Australia, creating environments where Aboriginal and Torres Strait Islander People are valued, heard, and supported, and will also grow the cultural competence of the organisation, ensuring that employees recognise and respect Aboriginal and Torres Strait Islander's ways of knowing, being and doing.

Our General Manager, People and Culture will be the Executive Sponsor and the organisation's RAP Champion.

## Our RAP working group includes:

- **Tim Fong** - General Manager, People and Culture
- **Jade Ryall** – Back On Track Health Program Manager
- **Nicole Charles** - Manager
- **Oliver Olds** – Regional Manager
- **Amie Verrall** – Regional Manager
- **Lyndon Strong** – Peer Worker

There are three Aboriginal and/or Torres Strait Islander People on the RAP Working Group.

The RAP Working Group also works with Flourish Australia's YarnUp Members. The YarnUp is a yarning space for Flourish Australia's Aboriginal and Torres Strait Islander staff to come together, connect and share. The YarnUp also provides guidance and direction to the organisation in relation to matters that affect First Nations staff and participants of Flourish Australia.

Before undertaking this innovative RAP, Flourish Australia developed a Strong and Deadly Together Plan. The Strong and Deadly Together Plan recognised Aboriginal and Torres Strait Islander People's right to self-determination and to lead, in partnership, in decision-making around programs, supports and community involvement that affect their social and emotional wellbeing. The Plan was guided by participants of the service and Flourish Australia's CEO. The group met regularly and worked together to share their experiences, learnings and hopes for the future.



## The Plan focused on six key areas:

1. Being Part of Local Communities
2. Respecting and valuing Aboriginal and Torres Strait Islander staff knowledge and skills across the life of the project
3. Supporting staff
4. Promoting cultural responsiveness
5. Delivering culturally responsive services
6. Delivering on commitments

The Innovate RAP will refer to and build upon the achievements already made through the implementation of Strong and Deadly Together Plan, growing and strengthening the organisation's commitment to reconciliation.



# Relationships

Every community is unique, from their histories, cultures, spiritual beliefs, social and emotional wellbeing needs and priorities, so we are committed to spending the time needed to develop trusting, and mutually beneficial relationships with Aboriginal and Torres Strait Islander People. Through building relationships, we will share knowledges and learn ways to support and deliver mental health, social and emotional wellbeing supports that are culturally meaningful, and that which will foster and strengthen people’s connections to Country, cultures and communities.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2025	Lead: General Manager, Services Support: Regional Managers (RMs)
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2025	Lead: General Manager Services Support: Regional Managers
	Contact local community Elders and Leaders to learn about local history, lore and spiritual beliefs and current needs.	October 2025	Lead: General Manager, Services Support: Regional Managers
	Contact local Aboriginal services and supports including Aboriginal Liaison Officers/Workers from social and human services such as: <ul style="list-style-type: none"> <li>• Employment services</li> <li>• Education and Training providers such as TAFE</li> <li>• Family and Community Services (FACS)</li> <li>• Department of Communities and Justice</li> <li>• Housing and Homelessness services</li> <li>• Corrective Services, Probation and Parole</li> <li>• Emergency services including crisis response services</li> <li>• Financial and Health services including Centrelink and other government agencies</li> </ul>	October 2025	Lead: Regional Manager Support: Local Managers
	Provide opportunities for referral to Aboriginal and/or Torres Strait Islander specific services where requested.	October 2025	Lead: Regional Manager Support: Local Managers

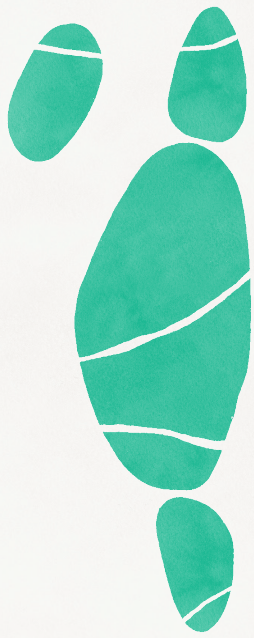


Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	April 2025	Lead: General Manager, People & Culture
	RAP Working Group members (and YarnUp members) to participate in an external NRW event.	27 May- 3 June, 2025, 2026	Lead: General Manager, People & Culture
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2025, 2026	Lead: General Manager, People & Culture
	Organise at least one NRW event each year.	27 May- 3 June, 2025, 2026	Lead: Regional Manager Support: Local Managers
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2025, 2026	Lead: General Manager, People & Culture
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	October 2025	Lead: Chief Development Officer
	Communicate our commitment to reconciliation publicly and on our website.	June 2025	Lead: Chief Development Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2025	Lead: General Manager Services
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2025	Lead: General Manager, People & Culture
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2025	Lead: General Manager, People & Culture
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	October 2025	Lead: General Manager, People & Culture Support: Aboriginal and Torres Strait Islander Governance Group
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2025	Lead: General Manager, People & Culture
	Educate senior leaders on the effects of racism.	October 2025	Lead: General Manager, People & Culture Support: Learning and Development Manager



Action	Deliverable	Timeline	Responsibility
5. Build relationships through celebrating significant cultural days and weeks	Recognise significant cultural days and weeks in a culturally meaningful ways for Aboriginal and Torres Strait Islander communities including Sorry Day and Survival Day in every site.	January 2025 & 2026 May 2025 & 2026 July 2025 & 2026 August 2025 & 2026	Lead: Chief Development Officer
	All significant cultural dates, days and weeks are added to the organisation's significant events calendar.	October 2025, 2026	Lead: Chief Development Officer
	Information about the significance of upcoming events is communicated through the internal staff intranet.	Quarterly commencing March 2025 & 2026	Lead: General Manager, People & Culture
	Ensure each site understands the services available to Aboriginal and Torres Strait Islander People in local communities and has a written directory of key contacts.	October 2025	Lead: Regional Manager Support: Local Managers
	Conduct a review to note any gaps in services and advocate for remedy.	October 2025	Lead: Regional Manager Support: Local Managers
6. Build relationships between Aboriginal and Torres Strait Islander staff and non-Aboriginal and Torres Strait Islander staff within the Organisation	Establish a Community of Practice to connect and share across cultures, to foster respectful relationships and share skills and knowledge to support Aboriginal and Torres Strait Islander participants of the service.	October 2025	Lead: Chief Operating Officer
7. Build and strengthen relationships between Aboriginal and Torres Strait Islander staff across the organisation	Hold annual Aboriginal and Torres Strait Islander staff forums where staff come together to find support, to learn and to celebrate culture.	May 2025 & 2026	Lead: General Manager, People & Culture
	Support Aboriginal staff to attend the Annual NSW Aboriginal Mental Health and Wellbeing Workforce Forum.	Annually when held	Lead: General Manager, Services Support: Regional Managers
	Provide regular opportunities for Aboriginal and Torres Strait Islander staff across the organisation to connect using technology.	November 2025 & 2026	Lead: General Manager, People and Culture
	Support Aboriginal staff to practice self-care, and to meet and support each other consistent with the Gayaa Dhuwi Declaration.	April 2025 Review: Bi-annually (June and December)	Lead: General Manager, People & Culture





# Respect

Culture, Country and Spirit is central to Aboriginal and Torres Strait Islander social and emotional wellbeing outcomes. Understanding Aboriginal and Torres Strait Islander perspectives of mental health and social and emotional wellbeing is essential to the delivery of effective mental health services and supports for Aboriginal and Torres Strait Islander Peoples.

Action	Deliverable	Timeline	Responsibility
8. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	October 2025	Lead: General Manager, People & Culture Support: Aboriginal and Torres Strait Islander Governance Group
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	October 2026	Lead: General Manager, People & Culture Support: Aboriginal and Torres Strait Islander Governance Group
	Develop, implement, and communicate a Cultural Learning Strategy document for our staff.	October 2026	Lead: General Manager, People & Culture Support: Aboriginal and Torres Strait Islander Governance Group
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	October 2026	Lead: General Manager, People & Culture Support: Learning and Development Manager
	Mandatory training in Aboriginal and Torres Strait Islander cultural awareness and responsiveness is completed by +90% all staff.	October 2025	Lead: General Manager, People & Culture
	Measure the impact of cultural responsiveness training on our practice from the perspectives of the Aboriginal and Torres Strait Islander People we support and staff.	April 2025	Lead: General Manager, People & Culture Support: Aboriginal and Torres Strait Islander Governance Group and Learning and Development Manager
	Engage local training for staff to learn about the local history and culture of the local community they are working in.	27 May- 3 June, 2025, 2026	Lead: Regional Manager Support: Local Managers
	Recognise and embed Aboriginal and Torres Strait Islander perspectives and protocols in our mental health and wellbeing supports.	27 May - 3 June, 2025, 2026	Lead: General Manager, People & Culture Support: Aboriginal and Torres Strait Islander Governance Group
	Create a First Nations Cultural Lead position.	27 May- 3 June, 2025, 2026	Lead: Chief Executive Officer Support: General Manager, People & Culture



Action	Deliverable	Timeline	Responsibility
9. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2025	Lead: Chief Executive Officer Support: General Manager, People & Culture
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2025	Lead: Chief Operating Officer Support: Aboriginal and Torres Strait Islander Governance Group
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing	Lead: Regional Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing	Lead: General Manager, People & Culture
	Develop a significant events calendar.	January 2025 & January 2026	Lead: Chief Development Officer Support: General Manager, People & Culture
	Establish Aboriginal and Torres Strait Islander People Branding Guidelines for marketing and communications.	October 2025	Lead: Chief Development Officer Support: Aboriginal and Torres Strait Islander Governance Group
10. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025 & 2026	Lead: General Manager, People & Culture
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2025	Lead: General Manager, People & Culture Support: Aboriginal and Torres Strait Islander Governance Group
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2025 & 2026	Lead: General Manager, People & Culture Support: Learning and Development Manager



Action	Deliverable	Timeline	Responsibility
11. Publicly acknowledge Aboriginal and Torres Strait Islander People as the First Peoples of Australia	Flourish Australia's offices will provide clear visual cultural cues signifying that Aboriginal and Torres Strait Islander People are Traditional Custodians and welcome at Flourish Australia's services.	October 2025	Lead: Chief Development Officer Support: Marketing and Communications Team
12. Establish Aboriginal and Torres Strait Islander Data Sovereignty and Aboriginal and Torres Strait Islander Data Governance strategy	<ul style="list-style-type: none"> <li>Identify where Aboriginal and Torres Strait Islander People's data is currently collected, stored and used.</li> <li>Ensure Aboriginal and Torres Strait Islander People are involved in data management where Indigenous data is being collected and used.</li> <li>Establish an Aboriginal and Torres Strait Islander data management plan/agreement in accordance with Indigenous Data Governance Principles and UNDRIP.</li> </ul>	October 2026	Lead: General Manager, Digital and Technology Support: Aboriginal and Torres Strait Islander Governance Group





# Opportunities

Recognising and valuing the cultural knowledge and unique skills that Aboriginal and Torres Strait Islander staff bring to their roles is an important step towards reconciliation and responsive services. Supporting staff to maintain their own social and emotional wellbeing is essential in this and to the overall health and wellbeing of Aboriginal and Torres Strait Islander families and communities.

Action	Deliverable	Timeline	Responsibility
13. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2026	Lead: General Manager, Services Support: Regional Managers (RMs)
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	October 2025	Lead: General Manager Services Support: Regional Managers
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	October 2025	Lead: General Manager, Services Support: Regional Managers
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2025	Lead: Regional Manager Support: Local Managers
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2025	Lead: Regional Manager Support: Local Managers
	Support Aboriginal and Torres Strait Islander staff to undertake their roles according to and aligning with cultural protocols and responsibilities. Such as protocols around working with men and women.	June 2025	Lead: General Manager, People & Culture
14. Enhance the Aboriginal Social and Emotional Wellbeing traineeship program	Co-develop guidelines for the Social and Emotional Wellbeing Traineeship Program.	October 2025	Lead: General Manager, People & Culture Support: Talent and Acquisition Lead
	Develop career and learning pathway opportunities within the organisation for Trainees.	October 2025	Lead: General Manager, People & Culture Support: Learning and Development Manager
	Increase the number of Trainees supported by the organisation to attain tertiary qualifications.	October 2026	Lead: General Manager, People & Culture



Action	Deliverable	Timeline	Responsibility
15. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2025	Lead: General Manager, People & Culture
	Investigate and review Supply Nation membership.	April 2025	Lead: Chief Financial Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2026	Lead: Chief Financial Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2026	Lead: Chief Financial Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2026	Lead: Chief Financial Officer
16. Support the health and wellbeing of Aboriginal and Torres Strait Islander staff	Support Aboriginal staff to practice self-care, and to meet and support each other consistent with the Gayaa Dhuwi Declaration.	Ongoing Reviewed: April 2025, October 2025, April 2026, October 2026	Lead: Regional Manager
	Recognise and support the accountability of Aboriginal and Torres Strait Islander leaders and staff to their communities and to the wider Aboriginal and Torres Strait Islander population, including by allowing the time required to meet and listen to their communities and wider constituents and exercise culturally informed leadership among them consistent with the Gayaa Dhuwi Declaration.	Ongoing Reviewed: April 2025, October 2025, April 2026, October 2026	Lead: Regional Manager
17. Establish an Aboriginal and Torres Strait Islander People Evaluation Strategy	Provide opportunities for Aboriginal and Torres Strait Islander People and communities to inform priorities in the Evaluation Strategy.	February 2026 Review October 2026	Lead: Chief Operating Officer Support: Aboriginal and Torres Strait Islander Governance Group
	Align evaluation priorities with Data Governance principles and strategies.	February 2026 Review October 2026	Lead: Chief Operating Officer
	Aboriginal and Torres Strait Islander People and/or communities govern evaluation activities where Indigenous data is being collect, used and/or stored	February 2026 Review October 2026	Lead: Chief Operating Officer
	Aboriginal and Torres Strait Islander perspectives and insights are sought on the evaluation of supports and outcomes for Aboriginal and Torres Strait Islander People.	February 2026 Review October 2026	Lead: Chief Operating Officer
	Work with research partners on evaluating the effectiveness of decolonising research.	February 2026 Review October 2026	Lead: Chief Operating Officer



# Governance

Recognising and promoting publicly our respect for cultural protocols, the right to self-determination, and the role of Aboriginal and Torres Strait Islander leadership in the development, delivery and ongoing evaluation of this plan.

Action	Deliverable	Timeline	Responsibility
18. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review October 2025, 2026	Lead: General Manager, People & Culture
	Review, amend if required, and continue to apply Terms of Reference for the RWG.	April 2025, 2026	Lead: General Manager, People & Culture
	Meet at least four times per year to drive and monitor RAP implementation.	January / April / July / November 2025, 2026	Lead: General Manager, People & Culture
	Establish an Aboriginal and Torres Strait Islander Governance structure within the organisation to provide a mechanism for guiding and supporting the implementation of the RAP and other Aboriginal and Torres Strait Islander supports and services including research. A Governance group would oversee decisions about matters relating to Aboriginal and Torres Strait Islander people who access the service.	April 2025	Lead: General Manager, People & Culture
19. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2025	Lead: General Manager, People & Culture Support: Aboriginal and Torres Strait Islander Governance Group
	Engage senior leaders and other staff in the delivery of RAP commitments.	January 2025,	Lead: General Manager, People & Culture
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2025	Lead: General Manager, People & Culture Support: Aboriginal and Torres Strait Islander Governance Group
	Appoint and maintain an internal RAP Champion from senior management.	February 2025,	Lead: General Manager, People & Culture



Action	Deliverable	Timeline	Responsibility
20. 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	Lead: General Manager, People & Culture
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	Lead: General Manager, People & Culture
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Lead: General Manager, People & Culture
	Report RAP progress to all staff and senior leaders quarterly.	January / April / July / October 2025, 2026	Lead: General Manager, People & Culture
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2025 & 2026	Lead: General Manager, People & Culture
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Lead: General Manager, People & Culture
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2026	Lead: General Manager, People & Culture
	Provide a report on this plan's implementation to the Board every six months.	June / December 2025 & 2026	Lead: General Manager, People & Culture
	Undertake a cultural safety audit at an organisation level and disseminate findings annually.	September 2025	Lead: General Manager, People & Culture Support: Chief Operating Officer
21. Continue our reconciliation journey by developing our next RAP.	Include discussion of this plan on the Senior Leadership Team Meeting agenda.	January / July 2025 & 2026 July 2025	Lead: Chief Executive Officer
	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	Lead: General Manager, People & Culture



## Contact details

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