

Stretch Reconciliation Action Plan

July 2025 – June 2028



RECONCILIATION
ACTION PLAN

STRETCH

MISSION
AUSTRALIA

Cover image depicting Aboriginal and/or Torres Strait Islander young person who is supported by Mission Australia.
Aboriginal and Torres Strait Islander peoples are advised that this document may contain images of deceased persons.



The spiritual journey of the joining of two spirits

By Jade Rose
Mirri Mirri Design, 2007

In 2007 Mission Australia commissioned Aboriginal artist Jade Rose to create 'The spiritual journey of the joining of two spirits', which appears prominently in our George Street Office. The artwork was included in our first Reconciliation Action Plan (RAP).

Elements of the artwork continue to feature in our current RAP and in other materials for engaging Aboriginal and Torres Strait Islander clients and communities.

The story of this painting

"This painting tells the story of the joining of two spirits. They are the spirits of the Aboriginal and Torres Strait Islander and non-Indigenous, walking together and then joining to form a great respect and strong friendship. These two spirits share and value each others culture throughout their spiritual journey in life. The spirit creatures within this painting represent communications around a spiritual meeting place. It is a place where great decisions are made and information is shared. The meeting place and the figures are protected by the mighty rainbow serpent, who is a spiritual creator and protector of Aboriginal culture. The joining of hands between the spirit figures show that there is understanding and respect between all peoples and communities. Throughout this spiritual journey a strong bond has been formed, creating a strong and everlasting friendship, caring and sharing with each other, together forever."

Acknowledgement

Mission Australia respectfully acknowledges the Traditional Custodians of the lands and waterways across this vast country. We pay our deepest respects to Elders past and present, and we extend that respect to the young leaders who are rising to guide our communities into the future.

We honour the enduring connection that Aboriginal and Torres Strait Islander peoples hold with Country, land, skies, and waters and we recognise the strength, wisdom, and living cultures that continue to flourish through countless generations.

With open hearts and deep respect, Mission Australia is committed to walking alongside Aboriginal and Torres Strait Islander peoples in a spirit of listening, partnership, reconciliation, and shared learning. We acknowledge the unbroken cultural and spiritual bonds to Country and the importance of these relationships to the health and wellbeing of communities.

We hold in great esteem the knowledge, resilience, and aspirations of Aboriginal and Torres Strait Islander peoples. We especially acknowledge and celebrate the vital role of young people as the future leaders of our communities and of this nation.

With gratitude and humility, we thank Aboriginal and Torres Strait Islander peoples for allowing us to live, work, walk, and breathe on your Country.

Mission Australia CEO message

I write this message with deep respect for Traditional Custodians of the many lands that Mission Australia works on, and pay my respects to the Elders past, present and future for they hold the memories, the culture and dreams of Aboriginal and Torres Strait Islander peoples.

I'm proud to introduce Mission Australia's 2025–2028 Reconciliation Action Plan (RAP), which is our fourth RAP and our first Stretch RAP. It reflects our deepened commitment to reconciliation and outlines ambitious, long-term actions to strengthen cultural safety, elevate Aboriginal and Torres Strait Islander peoples' voices and leadership, and build respectful partnerships across our organisation.

At Mission Australia, reconciliation is at the heart of who we are and how we work. We recognise the enduring impacts of colonisation, dispossession and intergenerational trauma – particularly in the areas of homelessness, justice and health. And we remain committed to addressing these inequities with honesty, empathy and action.

Guided by our Strategy 2030 – to deliver more safe, secure homes, expand our impact, and strengthen our organisation – and building on more than 15 years of learning during our RAP journey, this Stretch RAP sets out clear, measurable goals. It's structured around the four pillars of our Aboriginal and Torres Strait Islander Strategy:

- **Building a culturally safe organisation**
- **Culturally appropriate service delivery**
- **Positive partnerships**
- **A courageous voice for systems change**

We've laid strong foundations for this work through the establishment of our Aboriginal and Torres Strait Islander Knowledge Group, the Cultural Safety Framework, creating identified leadership roles, training and safe spaces that support cultural safety and confidence.

We remain committed to working alongside Aboriginal and Torres Strait Islander peoples to heal the wounds of the past and, through a strengths-based, trauma-informed approach, move forward together.

I'm deeply grateful to the many Mission Australia staff who have helped shape this Stretch RAP – particularly our RAP Knowledge Group, Reference Group and Champions Group. I feel confident that the passion for this work that is radiating throughout our organisation will ensure its enduring success.

I'd also like to thank Reconciliation Australia for their support and guidance throughout this journey.

We've come a long way since our first Reflect RAP in 2009. There's still more to do, and Mission Australia is determined to keep going.

Together, we are building a reconciled Australia where Aboriginal and Torres Strait Islander peoples are restored to a place of equity, dignity and respect, and are equal partners in shaping the future.

Together, we're building hope and possibility for all.



Sharon Callister

Sharon Callister
CEO Mission Australia

MISSION
AUSTRALIA

Message from Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Mission Australia on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its fourth RAP overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As one of the largest community service and housing providers in the country, Mission Australia is well positioned to genuinely engage with Aboriginal and Torres Strait Islander peoples and support the development of services needed in their communities.

To this end, Mission Australia's Stretch RAP is grounded in the four key focus areas of its Aboriginal and Torres Strait Islander strategy; culturally safe organisation, culturally appropriate service delivery, positive partnerships and courageous voice for systems change. These focus areas align with the RAP pillars and ensure Mission Australia's commitments are embedded within its ways of working.

This guiding strategy and the resulting RAP is built upon the considerable experience Mission Australia garnered through its long-time involvement in the RAP program. Earlier RAPs focussed heavily on developing cultural safety plans and frameworks while also creating internal roles and mechanisms to support the implementation and success of the Aboriginal and Torres Strait Islander strategy.

With this RAP, Mission Australia is leveraging its cultural safety protocols to support culturally appropriate service delivery and relationship building. By developing partnerships with Aboriginal Community Controlled Organisations and including the knowledge and experiences of First Nations peoples in its service design, Mission Australia can better meet the diverse needs of the Aboriginal and Torres Strait Islander communities it supports.

Through cultural respect and genuine partnerships, Mission Australia has the potential to be a voice for positive change and drive considerable reconciliation outcomes. On behalf of Reconciliation Australia, I commend Mission Australia on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Mission Australia Stretch Reconciliation Action Plan July 2025 – June 2028

Our vision for reconciliation is that Aboriginal and Torres Strait peoples of this country will be restored to a place of equity, dignity and respect.

We aspire to the healing of our national soul and for Aboriginal and Torres Strait Islander cultures to be fully valued, with broken relationships restored and social inequalities eradicated. Mission Australia is committed to working alongside Aboriginal and Torres Strait Islander people to heal the wounds of the past and move together into the future.

We will foster a strengths-based approach to empower Aboriginal and Torres Strait Islander people and communities to lead the work that affects them.



Depicting Aboriginal and/or Torres Strait Islander job applicant.

Aboriginal and Torres Strait Islander Strategy pillars

As part of our Aboriginal and Torres Strait Islander Strategy we will focus our reconciliation efforts on four pillars:

Pillar 1: Building a culturally safe organisation

Aboriginal and Torres Strait Islander peoples seek to work and remain working at Mission Australia

Pillar 2: Culturally appropriate service delivery

Mission Australia provides culturally safe and high-quality supports and housing

Pillar 3: Positive partnerships

Mission Australia focuses on positive partnerships at a community, state and national level

Pillar 4: Courageous voice for systems change

Decision-makers are persuaded to change systems to enable choice and voice



Our organisation

With more than 165 years of experience meeting human need, we are one of the largest and most trusted for-purpose community service and housing providers in the country.

As a national non-denominational Christian charity, our values of respect, compassion, integrity, perseverance and celebration are at the heart of all we do. Every day, we deliver homelessness services, provide social and affordable housing, help families, children and young people thrive, improve mental health and wellbeing, support people with disability, provide pathways to employment and financial stability, strengthen communities, offer alcohol and other drug support, and more.

Backed by our supporters, partners, funders and collaborators, we welcome and work alongside people and communities of all backgrounds, ages and beliefs who seek our support, providing excellent services and safe, secure homes that offer hope and lasting impact. With our evidence and courageous voice, we advocate for a fairer nation and better outcomes for the people and communities we serve.

Together, we're building
hope and possibility for all

Our organisation

Guided by our bold Strategy 2030, we're focused on delivering more safe, secure homes, expanding our impact and strengthening our organisation to meet the growing needs of people across Australia.

Together, we're building hope and possibility for all.

In 2023-24, we supported more than 160,520 people through 477 programs and services across Australia.

As of June 2024, Mission Australia has 2,590 employees in Australia of which 162 (7%) identified as Aboriginal and/or Torres Strait Islander people.

Mission Australia has a national reach, with over 200 offices based across New South Wales, Queensland, Tasmania, Western Australia, Northern Territory, South Australia and Victoria offering a variety of programs and services.

Our sphere of influence encompasses our staff, program participants, tenants, program partners, funders, suppliers, and a wide range of not-for-profit organisations, businesses, schools, health services, and community groups within our local networks.



Our organisation

As of 30 June 2024, we have 627 partnerships with Aboriginal and Torres Strait Islander organisations: 115 of these are formal partnerships, while 512 are informal.

We recognise and honour the rich diversity of Aboriginal and Torres Strait Islander peoples across Australia. We acknowledge that these communities come from distinct family groups, each with their own unique histories, cultures, and traditions.

Aboriginal and Torres Strait Islander peoples inhabit a wide array of geographical regions, from bustling urban centres to remote rural and regional areas. We also acknowledge that Torres Strait Islander cultures, languages, and histories hold their own unique significance, distinct from the diverse Aboriginal cultures and languages that span across the continent.



160,520

people supported
through 477
programs and services*

*June 30 2024



627

partnerships with Aboriginal
and Torres Strait Islander
organisations*
(115 formal, 512 informal)



Depicting consultation with Aboriginal and /or Torres Strait Islander staff.

Our RAP journey

Timeline

Mission Australia has long worked with Aboriginal and Torres Strait Islander people as colleagues, providers of support, and as partners in our communities.

We were among the first not-for-profit organisations in Australia to develop and implement a Reconciliation Action Plan (RAP).

Our first Reflect RAP was implemented in 2009. From 2017 to 2019 we implemented our first Innovate RAP. We then developed our second Innovate RAP, which was implemented from 2022 to 2023.

In 2024 we developed our own Aboriginal and Torres Strait Islander Strategy, bringing together various strands of work that we had embarked on through our RAPs and other projects across the organisation. Our Aboriginal and Torres Strait Islander Strategy is focused on four pillars: cultural safety; culturally appropriate service delivery; positive partnerships; and courageous voice for systems change.

Our RAP journey

Our new Stretch RAP is grounded in the key focus areas of our Aboriginal and Torres Strait Islander Strategy (2024):



Culturally safe organisation



Culturally appropriate service delivery



Positive partnerships



A courageous voice for systems change

This RAP draws on Reconciliation Australia's pillars of Relationships, Respect, and Opportunities, aligning them with these focus areas to form a holistic and actionable plan. Our approach ensures that RAP commitments are embedded within our ways of working, driving meaningful, sustainable change.

Every action within this RAP contributes to strengthening culturally safe practices, fostering genuine partnerships, delivering culturally appropriate services, and influencing systems change – while bringing the principles of Relationships, Respect, and Opportunities to life.

By aligning these two frameworks, we create culturally safe, partnership-driven opportunities that are grounded in respect and built on strong, genuine relationships.

Our RAP journey

Our Stretch RAP is also aligned to the **five dimensions of reconciliation:**

1

Race relations

We are aiming to build positive two-way relationships built on trust and respect between Aboriginal and Torres Strait Islander and non-Indigenous Australians, both in the workplace and through the services that Mission Australia provides.

2

Equality and equity

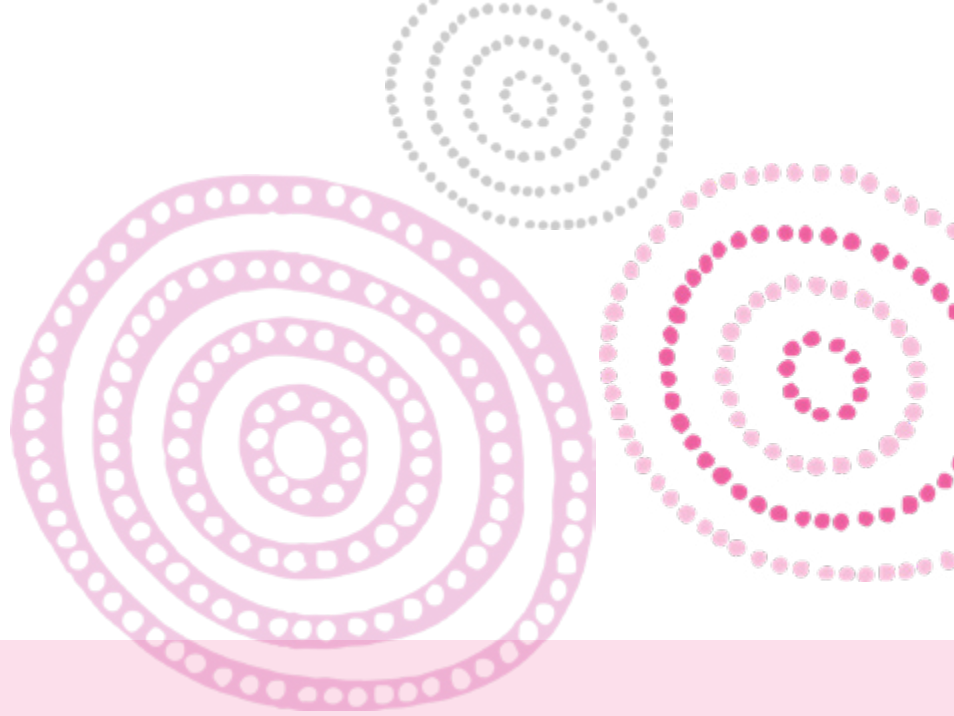
We use our courageous voice to champion the self-determination of Aboriginal and Torres Strait Islander people and to advocate for systems change that will close the gap in life outcomes.

3

Historical acceptance

Our focus on cultural awareness training and opportunities for truth hearing as part of cultural safety contribute to truth, justice, healing and historical acceptance.

Our RAP journey



4

Institutional integrity

We are committed to working with other community sector organisations and other RAP organisations to actively support reconciliation across the nation.

5

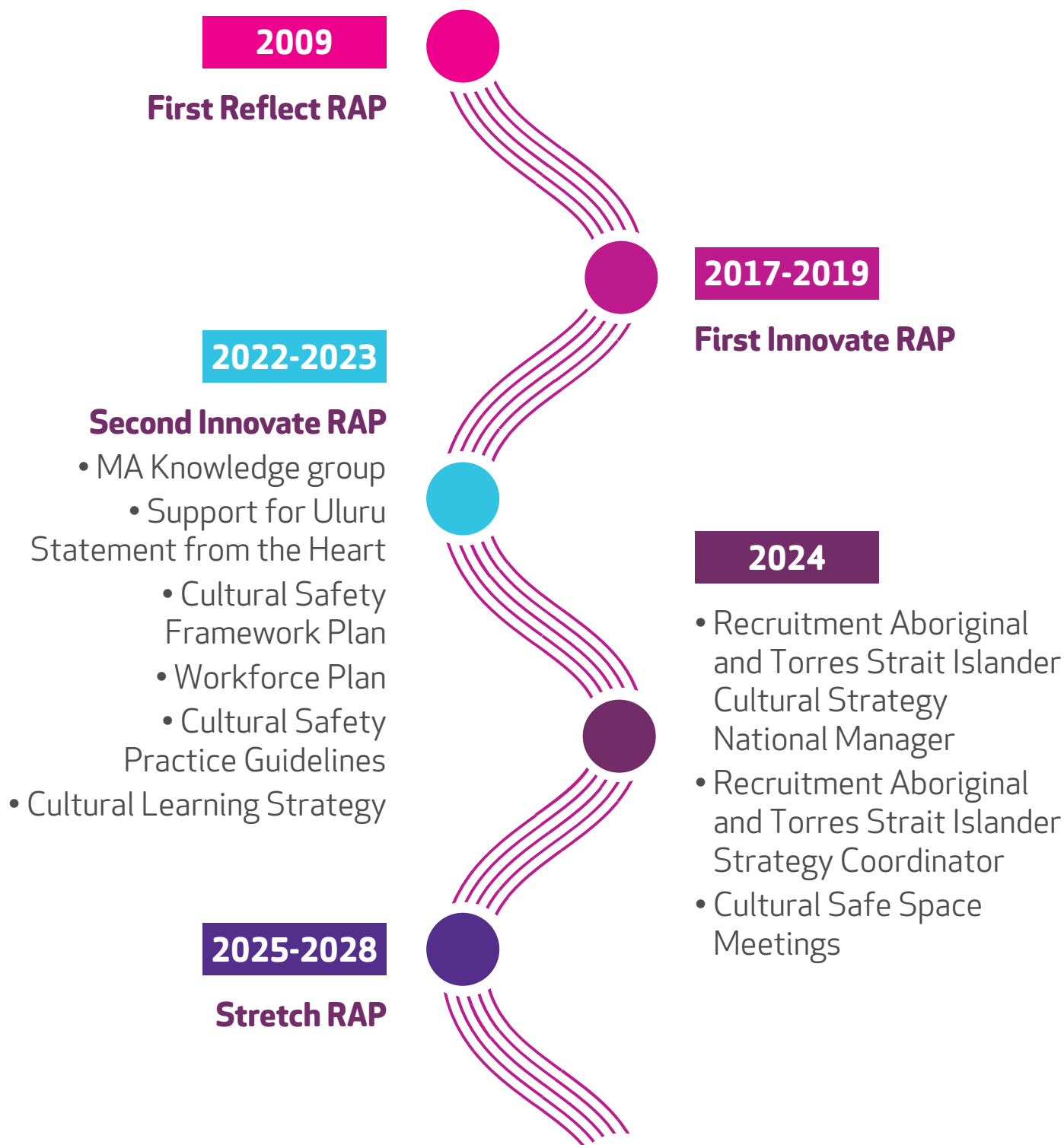
Unity

Our focus on cultural learning, adherence to cultural protocols and commitment to celebrating key dates in the Aboriginal and Torres Strait Islander calendar contributes to the valuing of Aboriginal and Torres Strait Islander cultures and heritage as part of our national history.

We are excited to be working on our first Stretch RAP, having laid firm foundations over the past 15 years and taking many lessons from that journey.

Our RAP journey

Timeline





Foundational work

Some of the significant work under our second Innovate RAP involved the development of a Cultural Safety Framework and associated Workforce Plan, Cultural Learning Strategy and Cultural Safety Practice Guideline.

Cultural safety is a foundational pillar of our Aboriginal and Torres Strait Islander Strategy and we will continue to build a culturally safe organisation as part of our Stretch RAP. The recent recruitment of a full-time National Manager Aboriginal Torres Strait Islander Cultural Strategy and an Aboriginal Torres Strait Islander Strategy Coordinator provides leadership of this work. They support coordination, governance and more active communication and engagement on cultural safety across the organisation.

The introduction of an **Aboriginal and Torres Strait Islander Knowledge Group** as part of our 2022-2023 Innovate RAP provided a much-needed forum for culturally appropriate advice on new and updated internal policies and other organisational positions that involve Aboriginal and Torres Strait Islander people and communities. The Knowledge Group members were primary advisors on the Cultural Safety Framework and associated work. The Knowledge Group also meets directly with the CEO twice each year to raise key issues and provide relevant feedback.

Throughout 2022 and 2023 Mission Australia supported the Uluru Statement from the Heart, by engaging staff and publicly voicing our support, especially in the lead up to the Voice Referendum.

Each year, January 26 provides an opportunity for us to demonstrate support for our Aboriginal and Torres Strait Islander staff members and for Aboriginal and Torres Strait Islander peoples across Australia. We acknowledge that it can be an emotional and challenging day for many, and we give staff the option to work on January 26 and substitute it with another day of leave.

Foundational work

As part of our commitment to truth-telling we completed a **History Project**, which led to the development of a statement on Mission Australia's historical engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations. The aim of the project was to address any negative associations the name Mission Australia may have for Aboriginal and Torres Strait Islander peoples. It clarifies that Mission Australia did not run Aboriginal missions and acknowledges our history with Aboriginal and Torres Strait Islander communities.

We have also developed **Aboriginal and Torres Strait Islander Partnership Principles and a Partnership Kit** and started capturing partnerships with Aboriginal and Torres Strait Islander Organisations in our annual census of services.

We developed an **Aboriginal and Torres Strait Islander Procurement Strategy** and will continue to work towards increased procurement via Aboriginal and Torres Strait Islander-owned businesses both centrally and locally under the Stretch RAP. We spent over \$800,000 with Supply Nation providers in the 2023-2024 financial year. We have also seen lots of local artwork being displayed in offices and used on uniforms, sharing stories and respecting the culture of local communities.

Foundational work

In 2022 Elle Davidson became the first First Nations representative on the Mission Australia Board.

Elle Davidson, is a proud Balanggarra woman from the East Kimberley and member of Mission Australia's Service Impact Committee, Director of Zion Engagement and Planning and Aboriginal Planning Lecturer at The University of Sydney. She has worked in community engagement and the planning industry for more than a decade.

“

I'm grateful for the opportunity to bring a First Nations voice to the Board of Mission Australia and allow my lived experiences to inform conversation and strategy. Since joining Mission Australia in 2019, I have found that the organisation aligns with my values and is dedicated to ensuring that First Nations people can thrive.”



Elle Davidson
Mission Australia
Board member





Foundational work

Since 2024 we have been holding a regular cultural safe space sessions for all interested staff. The intention is to promote cultural togetherness and respect by facilitating meaningful discussions.

These discussions create a safe cultural space where open and respectful conversations can take place, allowing staff to ask questions, listen, and engage with one another in a supportive environment. In this space, cultural safety ensures that individuals feel valued, with their identities respected and their needs recognised.

We have embedded the RAP and cultural awareness training in inductions for new staff members, as well as offering more in-depth cultural competency training both in-person and online. In the 2023-2024 financial year, 545 staff undertook online cultural awareness training. The National Manager Aboriginal Torres Strait Islander Cultural Strategy has also been offering more in-depth training across the organisation and will continue to do so in the Stretch RAP period. This is complemented by localised training arrangements organised by teams in their local regions.

All of the documents referred to can be found on our website at **missionaustralia.com.au/reconciliation-action-plan**

CASE STUDY

Cultural awareness training

Mission Australia has introduced a series of cultural awareness workshops led by our National Manager Aboriginal and Torres Strait Islander Cultural Strategy. These workshops offer a valuable opportunity to learn about Aboriginal and Torres Strait Islander cultures and cover key topics such as:

- **Understanding** Aboriginal and Torres Strait Islander histories
- **How yesterday shapes today**
Exploring how history impacts our work today
- **Cultural awareness in action**
Important considerations when working with Aboriginal and Torres Strait Islander people and communities
- **Mission Australia's reconciliation commitments**
Our efforts to make a difference, including actions and deliverables
- **Open discussion**
A space for questions and meaningful conversation

These cultural awareness training workshops aim to increase cultural awareness understanding and support Mission Australia's commitment to reconciliation.

The sessions have been shared with all staff at Mission Australia, and there has been a strong turnout with positive feedback. Staff have reported feeling more culturally safe and have expressed that they are benefiting from these sessions.



We have celebrated National Reconciliation Week and NAIDOC week annually both at a whole-of-organisation level and locally in services and communities.

CASE STUDY

National Reconciliation Week Discovery Sessions

Each year we invite different speakers to reflect on the National Reconciliation Week theme at our annual Discovery Session webinar.

Over 100 staff members typically attend these sessions online from across the country and the session is also recorded for those who cannot attend to watch later.

In 2024 we focused on the theme *Now More Than Ever*, which highlights the importance of reconciliation and encourages us to come together and reflect on how we can create unity across Australia. This Discovery Session was co-hosted by Shannon Thorne, our National Manager Aboriginal and Torres Strait Islander Cultural Strategy, and Sharon Callister, our CEO.

In 2025 we invited our Chair of the Board, Ian Hammond, and our NSW/ACT State Director, Di Kapera, to reflect on the theme of *Bridging Now to Next*, facilitated by our CEO, Sharon Callister. Di Kapera has a strong connection to her Aboriginal heritage and has worked extensively with Aboriginal and Torres Strait Islander communities and was able to share her perspective on reconciliation with the organisation. Ian Hammond has been a strong supporter of our reconciliation efforts and was able to share his passion and his learnings with staff as we looked ahead to our Stretch RAP.

CASE STUDY

Mission Australia Dubbo office NAIDOC Week celebrations 2024

Mission Australia's Dubbo office in western NSW celebrated NAIDOC Week, honouring the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples.

The team actively connected with the local community during the annual event, which is held each year as part of NAIDOC Week celebrations.

The week began with Mission Australia participating in a march along Dubbo's main street to officially open NAIDOC Week, drawing over 120 participants, including staff, community members, and local organisations. The march showed unity and recognition of Aboriginal and Torres Strait Islander culture.

The highlight of the week was the Sports Day, featuring a free BBQ, Aboriginal art workshops, sporting activities, and inflatable play structures. With over 400 attendees, the event showed the hard work and collaboration of Mission Australia staff who ensured its success.

The celebrations concluded with staff attending the annual NAIDOC Ball, where Mission Australia received a sponsor award. Overall, NAIDOC Week in Dubbo showed Mission Australia's commitment to celebrating Aboriginal and Torres Strait Islander culture and building strong community connections.



Consultation

The development of our Aboriginal and Torres Strait Islander Strategy, the refinement of key actions and the development of the Stretch RAP has been done in close consultation with the RAP Reference Group, Knowledge Group and Champions group with oversight from our Executive Committee and Board.

While consultation has been ongoing since the completion of our second Innovate RAP we have had two key in-person forums, in March 2024 in Brisbane and December 2024 in Sydney, bringing together our RAP Reference Group and Knowledge Group to work through key issues and challenges.

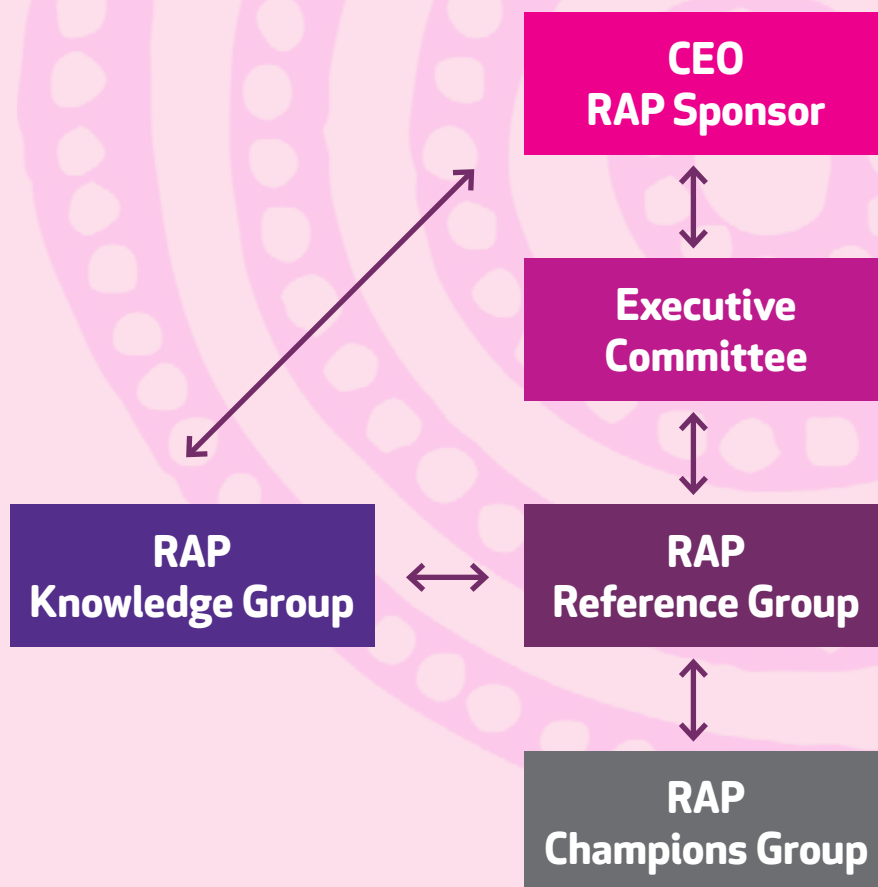
These forums helped us identify the pillars of the Aboriginal and Torres Strait Islander Strategy and the focus areas within each of the pillars over the RAP period. There was much discussion around ways to improve cultural safety for Aboriginal and Torres Strait Islander staff as well as for the Aboriginal and Torres Strait Islander people we serve. There was also a lot of focus on enabling community choice of service providers in the context of the Closing the Gap Priority Reform Two.

Governance

We have improved RAP governance and staff engagement across the years to remove duplication and improve accountability.

We have three key working groups: the RAP Reference Group, RAP Knowledge Group and RAP Champions Group as outlined below.

The RAP Reference Group reports to our Executive Committee and the Knowledge Group meet twice a year with our CEO. Our CEO is also our RAP sponsor.



The RAP Reference Group has members representing each of the following teams:

Strategy and Engagement

Corporate Services

Practice, Evidence and Impact

Chaplaincy

Governance, Legal and Risk

Housing and Property

Aged Care

NSW Community Services

NT Community Services

QLD Community Services

SA Community Services

VIC Community Services

TAS Community Services

WA Community Services

Knowledge Group and
Cultural Safety Link

The RAP Knowledge Group

The purpose of the RAP Knowledge Group is to advocate for culturally safe services, practices and partnerships for Aboriginal and Torres Strait Islander staff, clients, and community and to provide cultural guidance and support to Mission Australia's staff and leaders to create culturally safe environments.

In addition to providing cultural insight on policies, procedures, and community engagement, the Knowledge Group leads cultural priorities including embedding cultural competence, and structuring the Aboriginal and Torres Strait Islander leadership succession program at Mission Australia. The group also monitors the environment to report on issues and make recommendations to improve cultural safety.

All members of this group proudly identify as Aboriginal and/or Torres Strait Islander people and can confidently share their story, knowledge and cultural responsibility. Aboriginal and Torres Strait Islander staff members from all regions and functions are invited to be a part of this group and can submit their expression of interest. Membership is decided by the Knowledge Group and is limited to a maximum of 25 members. In approving membership, the Knowledge Group works to ensure there is sufficient representation across regions, services, business areas, roles, and diversity.

Our National Manager Aboriginal and Torres Strait Islander Cultural Strategy and our Aboriginal and Torres Strait Islander Strategy Coordinator convene the Knowledge Group and provide continuity and coordination with the Reference Group, of which they are also members.

RAP Champions Group

The Mission Australia RAP Champions Group brings together Aboriginal and Torres Strait Islander staff and non-Indigenous staff. The RAP champions lead efforts to promote collaboration and support reconciliation within the organisation, helping to build a respectful and inclusive environment for all.

The Champions Group meets online quarterly to share ideas, promote RAP actions and broaden engagement throughout the organisation. Anyone at Mission Australia can join the group at any time and as at March 2025 there were 60 members, with eight of those being Aboriginal and Torres Strait Islander peoples.



CASE STUDY

Meekatharra Fashion Parade

The Meekatharra community won the 2025 Shire of Meekatharra Community Contributor Award for their efforts in the Barndi Mayu (Good Kids) Fashion Show. The event was recognized for its positive impact and lasting outcomes for the community.

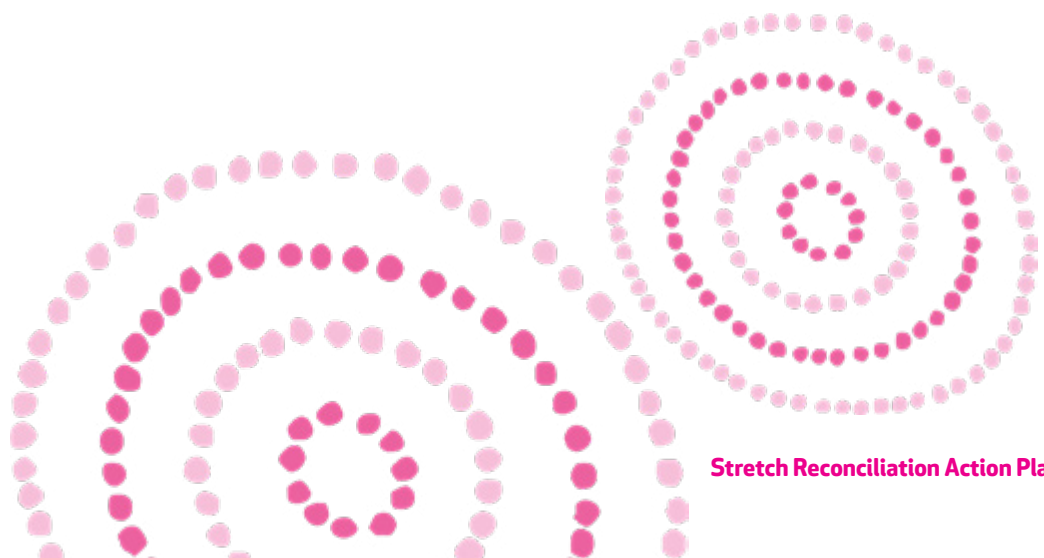
The success of the fashion show highlights the power of a shared vision. It was more than just a fashion event – it brought people together, celebrated culture, and created a strong, united community.

This achievement was made possible by the creativity of local community members, the support of service agencies, and the generosity of donors and sponsors.

Since 2021, Mission Australia has been actively engaged with the Meekatharra community, focusing on supporting and facilitating community-led initiatives. A key aspect of this work has been the establishment, scoping, and backing of local events that are driven by the community itself.

For the recent fashion show, Mission Australia's role was primarily to support and coordinate, while empowering the community to take the lead in planning and delivering the event. The project was a collaborative effort, involving multiple service providers who also contributed funding and resources.

Mission Australia played a key role in helping the community connect with approachable and supportive service providers. In addition, Mission Australia provided coaching and guidance to assist community members in building the skills and confidence needed to successfully manage the event.





CASE STUDY

Community Services Diplomas Central West NSW

In 2019, Mission Australia Central & Far West staff hosted Homelessness NSW and the Industry Partnership in a tour of the Western Region. The purpose of this tour was to showcase the struggles staff face when required to attend training outside of their communities.

Mission Australia were able to demonstrate the challenges our staff have with accessing professional development, as staff are required to drive anywhere between 300 to 800 kilometres one way for these opportunities, this often results in them being away from their homes and communities for three or more days.

Following the tour, The Industry Partnership team (primarily Homelessness NSW) discussed a possible pilot project where Mission Australia's Aboriginal staff within the Western Region would gain a Diploma in Community Services to advance their learnings and careers, in order to better support their own communities.

The proposal was for 10 Aboriginal staff and five non-Indigenous staff to work as a collective to gain their Diplomas in a collaborative and mentorship learning environment, however this was pushed back in 2020 due to the Coronavirus pandemic.

The Department of Communities and Justice came onboard as the funding body for this project and the Community Housing Industry Association NSW (CHIA) provided the educational component. Staff began their journey to obtaining their Diploma in Community Service in 2022. All the participants were mature age students, with some participants having a 30+ year gap of qualified learning. Some were a little apprehensive at the thought of studying again, however with a bit of convincing they all came on board.

CHIA were more than willing to support the students by allocating a designated trainer to meet every Tuesday to prepare and support them with assessments via an online learning mode.

The students commenced their studies and after the first session, each of our Aboriginal staff called their Manager and asked to be exited from the Project, they found the subject matter far too high level and all expressed concern with not being able to fulfil the requirements of this Diploma.

CHIA and Mission Australia held discussions to identify better learning approaches for our staff, both agencies agreed the training needed to be emotionally supportive, flexible and better aligned with each individuals learning preferences. As the training provider CHIA redeveloped some of their learning material to simplify it for our staff, to better suit their learning styles. It was also decided that the modules be realigned so the staff could start on modules that were more familiar and the content was more enjoyable and interactive to help each staff member rebuild a positive association with the learning process.

Alongside the trainer, Mission Australia provided the emotional support for our staff. A project worker was employed to provide coordination and internal support for all staff. This project worker's role was to mentor the staff and be a conduit between the students and their trainer, providing additional tutorial supports outside of their scheduled on-line classroom. The project worker focussed on a growth mindset, emphasising to staff that ability improves with practice not perfection, a strategy that our staff were able to relate to. The project worker was also able to support with the IT functionality of the Diploma ensuring each staff member was supported to upload assessments onto the online portal, a task that they had originally struggled to capture.

The project duration spanned a period of two years. This was a successful project with 12 of the 15 staff completing their Diploma: seven Aboriginal students and five non-Indigenous students. This project was developed as a Pilot Project to better understand the viability of staff in Regional areas successfully completing a two-year Diploma via an online learning mode, with the availability of funding (to fund the educational component and a project worker to provide the emotional component) there is potential for this project to continue and expand in other regions of NSW.

Sharing our History Project

Reflection from Kelly O'Brien, Regional Aboriginal Engagement Facilitator for NSW Mid North Coast, which includes the Port Macquarie and Kempsey regions.

I commenced working with Mission Australia in July 2024. I was so excited by the new chapter in my journey to continue to do what I am passionate about. What is my passion? Sharing my cultural knowledge and walking beside non-Indigenous people on their Aboriginal cultural learning journey.

I was about eight weeks into my role as Regional Aboriginal Engagement Facilitator when I had this overwhelming feeling about the words "Mission Australia". The thoughts racing through my head were – mission, Stolen Generations, forced removals, intergenerational trauma, loss and disconnection from culture. My nan and her siblings were part of the Stolen Generations. Her sisters were taken to Bomaderry and Cootamundra Girls home, and her brothers were taken to Bomaderry and Kinchela Boys home. I wanted to know if Mission Australia had played any role in the forced removals or managing any of the homes, missions or reserves our Aboriginal and Torres Strait Islander communities were forced to live in/on. I also wanted to know if this was impacting or a barrier as to why Aboriginal and Torres Strait Islander people and communities are not engaging with the organisation as program participants and recruitment of Aboriginal and Torres Strait Islander staff.

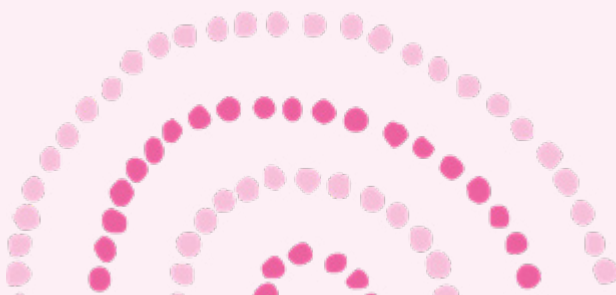


I became inquisitive, so I started researching through Mission Australia's intranet, looking through so many policies, reports, Reconciliation Action Plans when bingo, I found something! The History Project ... Mission Australia's historical engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations."

Kelly O'Brien

This is an incredible piece of research; its purpose was an engagement with truth telling. It seeks to acknowledge any negative connotations the name Mission Australia may have for Aboriginal and Torres Strait Islander people, clarify that Mission Australia did not run Aboriginal missions, and acknowledge our broader history of engagement with Aboriginal and Torres Strait Islander People and Communities. It is one step in Mission Australia's commitment to creating culturally safe environments for Aboriginal and Torres Strait Islander staff, clients and community members as Mission Australia continues our journey of reconciliation.

Part of my role at Mission Australia is to drive the implementation of our Reconciliation Action Plan at the local level. Through this I have developed and implemented our NSW Local Aboriginal Reference Group. For our first meeting I put together a PowerPoint presentation and included my findings about this project. The conversation generated was positive and there was a huge sigh of relief from the members. This information needs to be shared far and wide within our organisation and the Aboriginal and Torres Strait Islander communities we serve.





Pillar 1

Culturally Safe Organisation

Focus – Aboriginal and Torres Strait Islander peoples seek to work and continue working at Mission Australia.

We are committed to creating a culturally safe organisation for Aboriginal and Torres Strait Islander people by engaging in a process of continuous learning and practice improvement and ensuring Aboriginal and Torres Strait Islander voices are guiding us as we develop strategies, policies, practices, and workplace cultures that support self-determination and address unconscious bias, discrimination, and racism. As part of the organisation's journey towards becoming a culturally safe workplace we are supporting all staff to develop cultural understanding through ongoing learnings and creating leadership and career development opportunities for Aboriginal and Torres Strait Islander staff.



Strategic Direction: Empowering change; Sustainable and agile organisation

Action	Deliverable	Timeline	Responsibility
1. Improve the attraction, recruitment and onboarding of Aboriginal and Torres Strait Islander people to work at Mission Australia.	Develop a mechanism to review the onboarding experience of Aboriginal and Torres Strait Islander staff.	June 2026	Executive Corporate Services
	Increasing the number of Aboriginal and Torres Strait Islander community chaplains.	June 2027	Executive Chaplaincy and Pastoral Care
	Ensure people leaders in identified traineeship regions have been properly trained for cultural awareness.	June 2027	Executive Corporate Services
	Pilot Aboriginal and Torres Strait Islander traineeship program in two new regions.	June 2028	Deputy CEO
	Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategies under our Aboriginal and Torres Strait Islander Workforce Plan 2024-2029.	June 2027	Executive Corporate Services; Executive Strategy and Engagement
	Review and update Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategies under our Aboriginal and Torres Strait Islander Workforce Plan 2024-2029.	June 2028	Executive Corporate Services; Executive Strategy and Engagement
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2026	Executive Corporate Services
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2026	Executive Corporate Services
2. Improve retention of Aboriginal and Torres Strait Islander employees and provide journeys into leadership.	Ensure talent development planning is put in place for Aboriginal and Torres Strait Islander staff to support secondments and other leadership opportunities.	June 2026	Executive Corporate Services
	Offer check-ins to gather information and offer support where Aboriginal and Torres Strait Islander staff are leaving Mission Australia.	June 2027	Executive Corporate Services
	Track staff engagement score for Aboriginal and Torres Strait Islander staff and implement improvement plans.	June annually	Executive Corporate Services; Executive Strategy and Engagement
	Support Aboriginal and Torres Strait Islander employees to take on management and senior level positions.	June 2026	Executive Corporate Services
	Increase Aboriginal and Torres Strait Islander representation across the organisation to 8%.	June 2028	ExCom
3. Improve social and emotional wellbeing for Aboriginal and Torres Strait Islander employees.	Investigate cultural supervision options for both Aboriginal and Torres Strait Islander and non-Indigenous staff.	June 2026	Executive Strategy and Engagement
	Investigate a wellbeing/belonging measure with respect to cultural safety, to enhance RAP reporting and inform future actions.	June 2028	Executive Strategy and Engagement
	Develop a culturally safe mentoring alternative to professional pastoral supervision for Aboriginal and Torres Strait Islander chaplains.	June 2027	Executive Chaplaincy and Pastoral Care
4. Ensure leaders and staff across the organisation have access to the knowledge and training needed to provide a culturally safe environment for Aboriginal and Torres Strait Islander people.	Establish a cultural safe space for all staff to have open and safe conversations about cultural safety.	June 2026	Executive Strategy and Engagement
	Develop and deliver cultural safety training (4-hour workshop) to 500 staff per year.	June annually	Executive Strategy and Engagement

Action	Deliverable	Timeline	Responsibility
5. Provide regular opportunities for staff to improve their cultural awareness.	Provide an annual opportunity for all staff to improve cultural awareness by hearing directly from Aboriginal and Torres Strait Islander people with lived experience.	June annually	Executive Strategy and Engagement
	Ensure cultural awareness resources are available to all staff who want to further their own learning and are updated annually.	June annually	Executive Strategy and Engagement
	Continue to invest in understanding Aboriginal theology and sharing this with the broader organisation.	June annually	Executive Chaplaincy and Pastoral Care
6. 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.	June annually	Executive Corporate Services; Executive Strategy and Engagement
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	June annually	Executive Corporate Services; Executive Strategy and Engagement
	Implement and communicate a cultural learning strategy for our staff.	June annually	Executive Corporate Services; Executive Strategy and Engagement
	Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	June annually	Executive Corporate Services; Executive Strategy and Engagement
	Ensure 80% of new starters undertake online cultural awareness training within six months of commencing employment at Mission Australia.	June annually	Executive Corporate Services; Executive Strategy and Engagement
	Ensure 60% of all staff have undertaken formal cultural awareness training within the three-year RAP period either in-person or online.	June 2028	Executive Corporate Services; Executive Strategy and Engagement
7. Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures concerned with anti-discrimination.	June annually	Executive Corporate Services
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	June annually	Executive Corporate Services
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2028	Executive Corporate Services
	Provide ongoing education to senior leaders and managers on the effects of racism.	June annually	Executive Corporate Services
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	June annually	Executive Strategy and Engagement

Action	Deliverable	Timeline	Responsibility
8. 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.	June 2026	Executive Strategy and Engagement
	Update and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	June 2026	Executive Strategy and Engagement
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events, including major service openings or report launches, the organisation-wide National Reconciliation Week event and other events of local significance.	June annually	Executive Strategy and Engagement
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June annually	ExCom
	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	June annually	ExCom
	Display Acknowledgment of Country plaques in our office/s or on our buildings.	June 2026	Executive Strategy and Engagement; Deputy CEO
9. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May annually	Executive Strategy and Engagement
	RAP Working Group members to participate in at least three external NRW events.	27 May-3 June, annually	Executive Strategy and Engagement
	Encourage and support staff and senior leaders to participate in two – three external event each year to recognise and celebrate NRW.	27 May-3 June, annually	Executive Strategy and Engagement, Deputy CEO
	Organise at least five internal NRW events, including at least one organisation-wide NRW event, each year.	27 May-3 June, annually	Executive Strategy and Engagement, Deputy CEO
	Register all our NRW events on Reconciliation Australia's NRW website.	May annually	Executive Strategy and Engagement
10. Engage with 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 annually	Executive Strategy and Engagement
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2026	Executive Corporate Services
	Support all staff to participate in at least 2-3 NAIDOC Week events across the country.	First week in July annually	Deputy CEO
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least three external NAIDOC Week events each year.	First week in July annually	Deputy CEO

Pillar 2

Culturally Appropriate Service Delivery

Focus – Mission Australia provides culturally safe and quality supports and housing

Mission Australia is committed to a strengths-based and trauma-informed approach to service delivery and housing supports. We recognise that Aboriginal and Torres Strait Islander individuals, families and communities share some histories and experiences, and also have some different histories and experiences, and that they hold diverse attitudes, beliefs and faiths. Mission Australia is committed to “meeting people where they are” and respecting diversity in individuals and communities.



Strategic Direction: Greater impact; Safe, Secure Homes

Action	Deliverable	Timeline	Responsibility
11. Ensure the design of community services are culturally appropriate.	Ensure inclusion of Aboriginal and Torres Strait Islander representative on Client Advisory Panel.	June 2026	Executive Practice Evidence and Impact
	Ensure participation of Aboriginal and Torres Strait Islander community members as part of service design where intended service users are likely to identify as Aboriginal and/or Torres Strait Islander people.	June 2026	Executive Practice Evidence and Impact
	Ensure design of service model designs are culturally appropriate for Aboriginal and Torres Strait Islander people, including future flagship service models that provide national guidance and can be tailored to local circumstances.	June 2026	Executive Practice Evidence and Impact
	Develop a community of practice, consisting of both Aboriginal and Torres Strait Islander and non-Indigenous staff, to review policies, procedures, guidelines, service designs and other work from a cultural lens.	June 2026	Executive Practice Evidence and Impact
	Ensure the community of practice reviews all relevant policies, procedures, guidelines and service designs from a cultural lens prior to approval.	June 2028	Executive Practice Evidence and Impact
	Encourage services to complete the cultural safe work environment check or cultural safety assessment tool through Mission Australia's Quality Assurance Framework process.	June 2026	Executive Practice Evidence and Impact
	Ensure that the Knowledge Group shares culturally safe service practices through internal communications channels including the intranet and Discovery Sessions.	June 2026	Executive Strategy and Engagement
12. Review and improve the impact measurement tool to ensure it is culturally appropriate for Aboriginal and Torres Strait Islander clients.	Work with the RAP Knowledge Group to pilot a culturally appropriate impact measurement tool in one program/community.	June 2026	Executive Practice Evidence and Impact
	Ensure the culturally appropriate impact measurement tool is appropriately rolled out across the organisation.	June 2028	Executive Practice Evidence and Impact
13. Review and improve the cultural safety of housing provided to Aboriginal and Torres Strait Islander tenants.	Review housing handbooks for cultural safety in consultation with Aboriginal and Torres Strait Islander peoples.	June 2026	Deputy CEO
	Research and explore options related to Aboriginal and Torres Strait Islander specific housing design.	June 2028	Executive Housing

Pillar 3

Positive Partnerships

Focus – Mission Australia focuses on positive partnerships at a community, state and national level.

Mission Australia is dedicated to helping staff build positive, culturally respectful partnerships with Aboriginal and Torres Strait Islander organisations, groups, and communities at the local, state, and national levels. This includes Aboriginal Community Controlled Organisations (ACCOs) and Aboriginal Community Housing Providers (ACHPs). We recognise that each community is unique, and partnerships should be created in a way that fits the local community's needs, strengths, and opportunities.



Strategic Direction: Greater impact; Deliver service excellence across all our program pillars

Action	Deliverable	Timeline	Responsibility
14. Support community choice of service providers.	Work with Aboriginal and/or Torres Strait Islander consultancy to develop an approach to understanding community choice around support providers.	June 2026	Executive Practice Evidence and Impact
	Building on the understanding of community choice developed through the consultancy, nurture and deepen key community relationships and, where appropriate, create formal partnerships.	June 2027	Executive Practice Evidence and Impact
	As a sector leader, contribute to relationships between universal service providers and ACCOs through sector collaborations and other avenues.	June 2026	Executive Practice Evidence and Impact
15. Update systems and processes to better support partnerships with ACCOs and ACHPs.	Update MA's Partnership Framework to better map models of ACCO partnerships and develop definitions of partnership types.	June 2028	Executive Practice Evidence and Impact
	Improve the Opportunity Assessment process to better reflect our approach to partnering with ACCOs and ACHPs, including screening of partners in community to incorporate community sentiment and ensure good working relationships.	June 2026 June 2027	Executive Practice Evidence and Impact
	Revisit MA's principles for partnering with ACCOs and ACHPs.	June 2026	Executive Practice Evidence and Impact
	Review our Aboriginal and Torres Strait Islander Partnership Kit.	June 2026	Executive Practice Evidence and Impact
	Develop system for mapping partnerships with ACCOs and identifying/mapping geographies in Australia that require partnerships support.	June 2027	Executive Practice Evidence and Impact
	Research, develop and implement a measure of the quality of partnerships with ACCOs and ACHPs, including impact and satisfaction levels.	June 2027 June 2028	Executive Practice Evidence and Impact
16. Build partnerships for better housing.	Build partnerships with ACCOs, ACHPs and relevant peaks as part of researching and exploring options for Aboriginal and Torres Strait Islander specific housing design (under pillar 2).	June 2028	Executive Practice Evidence and Impact

Action	Deliverable	Timeline	Responsibility
17. 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 continuously improve guiding principles for engagement.	June annually	Executive Practice Evidence and Impact
	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	June annually	Executive Practice Evidence and Impact
	Establish and maintain at least 50 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	June annually	Executive Practice Evidence and Impact
18. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Update our Aboriginal and Torres Strait Islander Procurement Strategy.	June 2027	Executive Corporate Services
	Maintain Supply Nation membership.	June 2026	Executive Corporate Services
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June annually	Executive Corporate Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2027	Executive Corporate Services
	Maintain commercial relationships with at least 30 Aboriginal and/or Torres Strait Islander businesses.	June annually	ExCom
	Aim for over \$500,000 per year in procurement from Supply Nation suppliers.	June annually	Executive Corporate Services
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June 2027	Executive Corporate Services
	Provide guidance on Aboriginal and Torres Strait Islander artwork commissioning in order to provide more meaningful opportunities for Aboriginal and Torres Strait Islander artists and communities.	June 2027	Executive Strategy and Engagement



Pillar 4

Courageous Voice

Focus – Decision-makers are persuaded to change systems to enable choice and voice

Mission Australia is committed to being a courageous voice so that decision-makers are persuaded to change systems to enable choice and voice.

Mission Australia actively advocates for systems, policy and program changes, seeking to influence government policy-makers and decision-makers to create the human services system that best supports the people we serve and all people experiencing disadvantage in Australia. Our advocacy efforts inform the public, platform the voices of the people and communities we serve and reflect our values as an organisation.



Strategic Direction: Empowering change; Evidence and courageous voice for change

Action	Deliverable	Timeline	Responsibility
19. Act as a courageous voice for change to enable self-determination for Aboriginal and Torres Strait Islander people.	Continue to advocate for self-determination and on issues disproportionately impacting Aboriginal and Torres Strait Islander communities, for example homelessness and juvenile justice, in policy submissions, media, through key spokespeople and other opportunities.	June 2028	Executive Practice Evidence and Impact
	Use our organisational influence to identify and challenge racism and encourage systems change through policy submissions, government relations and media opportunities.	June 2028	Executive Practice Evidence and Impact
	Tell strengths-based stories alongside communities and people we work with as part of our advocacy work.	June 2028	Executive Practice Evidence and Impact; Executive Strategy and Engagement
	Look for opportunities to collaborate across the sector on issues of self-determination and support Aboriginal and Torres Strait Islander led public advocacy.	June annually	Executive Practice Evidence and Impact
	Proactively engage in advocacy during key moments in the Aboriginal and Torres Strait Islander calendar, including NAIDOC Week, NRW, the anniversary of the National Apology to Australia's Indigenous Peoples, and 26 January.	June annually	Executive Practice Evidence and Impact; Executive Strategy and Engagement
	Executives and key leaders proactively speak out on key issues impacting Aboriginal and Torres Strait Islander people internally and externally.	June annually	Executive Practice Evidence and Impact; Executive Strategy and Engagement
	Advocate for people in communities that want choice as part of exercising self-determination using findings from our community choice project.	June 2027 June 2028	Executive Practice Evidence and Impact
20. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2026	Executive Strategy and Engagement
	Communicate our commitment to reconciliation publicly.	June annually	Executive Practice Evidence and Impact; Executive Strategy and Engagement
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	June annually	Executive Practice Evidence and Impact; Executive Strategy and Engagement
	Collaborate with RAP and other like-minded organisations to implement innovative approaches to advance reconciliation, including the Social Services Reconciliation Industry Network Group (RING) and The Possibility Project.	June annually	Executive Practice Evidence and Impact; Executive Strategy and Engagement

Governance

Action	Deliverable	Timeline	Responsibility
21. Ensure Aboriginal and Torres Strait Islander representation is embedded, funded, reported upon and included across all key decision-making bodies.	Convene an annual meeting of all Aboriginal and Torres Strait Islander staff.	June annually	Executive Strategy and Engagement
	Engage the RAP Knowledge Group in any key activities or decision-making that could impact on Aboriginal and/or Torres Strait Islander staff.	June annually	Executive Strategy and Engagement
	Include Aboriginal and Torres Strait Islander representative on key decision-making bodies at Mission Australia.	June annually	Executive Strategy and Engagement
	Recognise and remunerate the RAP Knowledge Group for their work and expertise.	June 2026	Executive Strategy and Engagement
	Review data, disclosure and privacy requirements for measurement and reporting and ensuring prior and informed consent for people identifying as Aboriginal and/or Torres Strait Islander.	June 2027	Executive Corporate Services
22. Establish and maintain an effective RAP Reference Group to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Reference Group.	June annually	Executive Strategy and Engagement
	Review and update the Terms of Reference for the RAP Reference group. Knowledge group and champions group.	June 2026	Executive Strategy and Engagement
	Ensure the RAP Reference Group meets at least four times per year to drive and monitor RAP implementation.	March, June, September, December annually	Executive Strategy and Engagement
23. Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	June annually	Executive Strategy and Engagement
	Embed key RAP actions in performance expectations of senior management and all staff.	June 2027	ExCom
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	June 2026	Executive Strategy and Engagement
	Maintain an internal RAP Champion from our Executive Committee.	June annually	Executive Strategy and Engagement
	Include our RAP as a standing agenda item at senior management meetings.	June annually	Executive Strategy and Engagement

Action	Deliverable	Timeline	Responsibility
24. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation.	June and December annually	Executive Strategy and Engagement
	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	Executive Strategy and Engagement
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	Executive Strategy and Engagement
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Executive Strategy and Engagement
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December annually	Executive Strategy and Engagement
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	August annually	Executive Strategy and Engagement
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2026	Executive Strategy and Engagement
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2028	Executive Strategy and Engagement
25. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2027	Executive Strategy and Engagement



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