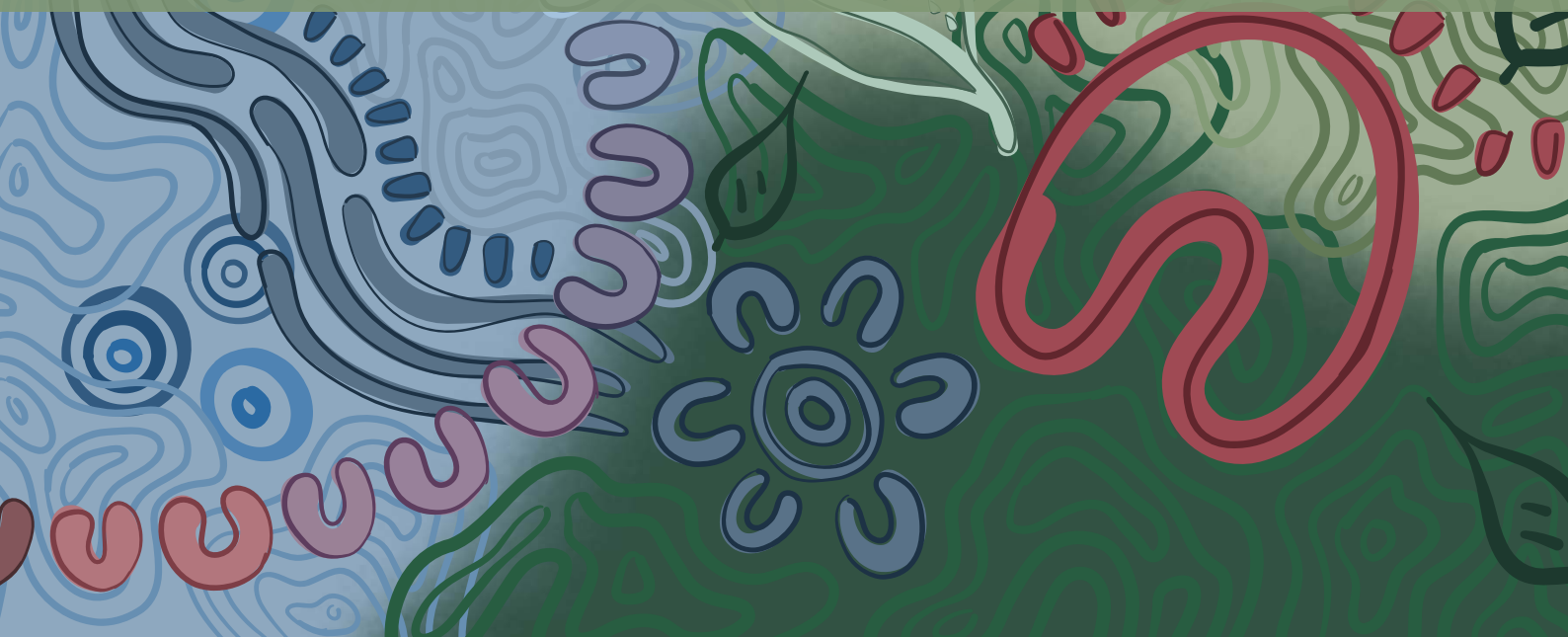




Strategic Grants
Reconciliation Action Plan
November 2024-November 2026



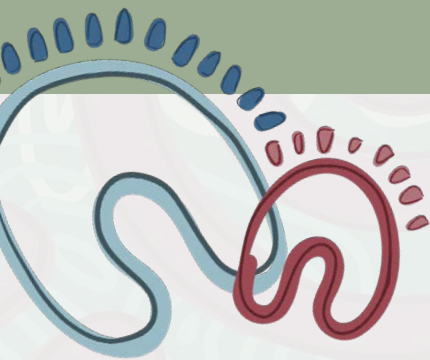
RECONCILIATION
ACTION PLAN

INNOVATE



STRATEGIC
GRANTS

Acknowledgement of Country



Strategic Grants acknowledges the Traditional Owners and Custodians of Country throughout Australia.

We pay our respects to their Elders past and present.

We are dedicated to a future where First Nations voices are amplified and the gap between good intent and actions can be narrowed.



Reconciliation Working Group Membership

Our Reconciliation Working Group membership includes:

Jenn Cowman, Communications & Marketing Manager

Chris Mills, Grants Strategist

Tess O'Reilly, Client Experience & Training Manager

Bianca Williams, Grants Strategist

Maria Watson-Trudgett, Independent First Nations Consultant. Maria will attend quarterly Reconciliation Working Group meetings.

The Reconciliation Working Group would also like to acknowledge Strategic Grants alumna Pasanna Mutha-Merrenge for her contributions to this RAP.

Art statement

This artwork was created to embody themes of growth, connection, and the ongoing journey of reconciliation.

The layered textures and earthy tones—rich greens, deep blues, and warm browns—evoke a sense of continuity and evolution, suggesting that our progress is built upon the lessons we've learned. Journey lines meander throughout the piece, symbolising the distinct paths of various communities, all woven together in a larger, interconnected story.

The people traversing the piece signify a journey of impact and interconnectedness, highlighting the importance of communication and collaboration between Strategic Grants and the communities that they work with in driving positive change. Central to this narrative are the elements, embodying the spirit of progress, while meeting places reflect the strength of community engagement.

Stars dotting the composition serve as beacons of hope, opportunity and forward progress, guiding us toward a brighter future. The leaves, grounding the piece in a connection to Country, reinforce the idea that Indigenous peoples ties to the land are vital to this journey.

Overall, this artwork reflects a dynamic process of movement and reflection, centered on the people who lead the way in the ongoing pursuit of growth and reconciliation.

Artist Bio

My name is Olive, and I am a proud Wurundjeri woman living in Naarm (Melbourne, Victoria). I grew up on the North West coast of lutruwita (Tasmania) on beautiful tommeginne Country. It was there that I developed a deep connection to the land and a passion for storytelling through my art. I prioritise the celebration of individuality and believe that every opportunity, no matter how small, holds the potential for learning and self-discovery.

My purpose, as an Aboriginal artist, is to create pieces that reflect contemporary narratives of people, place, and Country. Through my artwork, I strive to create a space where viewers can connect with the stories I tell. Drawing inspiration from my culture and the vibrant landscapes that shape my identity, I aim to evoke a sense of belonging and appreciation for the beauty of my cultural journey.



Thank you to Olive Snell for this artwork.

Our vision for reconciliation

Our vision for reconciliation is a society where Aboriginal and/or Torres Strait Islander peoples and other Australians come together in mutual respect, understanding, and partnership.

We envision a future where the historical injustices and inequalities experienced by Aboriginal and/or Torres Strait Islander peoples are acknowledged, addressed, and rectified.

Through genuine collaboration and meaningful engagement, and by integrating reconciliation principles into our core business, we aim to contribute to positive societal change, enhance our impact and foster a more just and inclusive society where First Nations cultures, knowledge, and perspectives are acknowledged and valued.

***“Just as we believe that building relationships are essential to our clients’ funding success, this RAP will be essential in deepening our relationships with Aboriginal and/or Torres Strait Islander peoples now, and in the future.*”**

“We also hope to inspire other organisations that we work with to embark on their own reconciliation journey.”

A message from our Director



It is my pleasure to share Strategic Grants' Innovate RAP with our valued clients, partners and friends across the fundraising, philanthropic and corporate sectors.

Our Innovate RAP—our second plan—signifies an important step forward in Strategic Grants' reconciliation journey.

While our Reflect RAP formalised our commitment and deepened our understanding of Australia's Aboriginal and Torres Strait Islander histories, our Innovate RAP will guide the next phase of our journey and help us build upon these learnings.

Thanks to Reconciliation Australia's structured approach, we have ambitious goals.

To hold ourselves accountable and to further our education, we are thrilled to collaborate with Evolve Communities and First Nations Consultant Maria Watson-Trudgett, who will guide us on areas including developing an engagement plan with our First Nations stakeholders and informing our organisational cultural learning strategy.

This guidance, alongside Maria's ongoing presence on our Reconciliation Working Group and additional educational sessions for our team through Evolve Communities' Yarning Circle Membership, will be invaluable to our learning journey.

I would also like to acknowledge our Reconciliation Working Group for driving our RAP.

Thank you for your passion, sharing your ideas, and including the entire Strategic Grants team in the process.

We look forward to further developing respectful relationships and creating meaningful opportunities with First Nations peoples and bringing this strategy to life.

Jo Garner, Director, Strategic Grants



First Nations Consultant & Aboriginal Artist Maria Watson-Trudgett

Maria is a Koori woman of the Wiradyuri people, and a passionate advocate for positively influencing people's attitudes and awareness of First Nations peoples and diverse cultures.

Maria is a First Nations Strategic Advisor, and Aboriginal artist, with 30+ years' experience in community and stakeholder engagement. Maria provides subject matter expertise and a First Nations perspective and key insights into the development and implementation of First Nations Strategies and programs, including strategic direction, planning, evaluation and implementation.

Maria has extensive experience of cultural safety principles and a deep understanding of traditional engagement approaches, and a strong record of achievement in leading national projects within First Nations communities. She has an authentic and nurturing approach when working with internal teams and external community members to achieve successful outcomes.

Maria has successfully guided national organisations through their cultural capability development by creating and implementing strategic frameworks, Reconciliation Action Plans, including HR policy review and realignment, terminology review of documentation, programs and websites, culturally appropriate content and resources creation, community engagement and service delivery, and all programs and initiatives pertaining to First Nations peoples and communities.



Message from Reconciliation Australia



Reconciliation Australia commends Strategic Grants 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 Strategic Grants 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, Strategic Grants 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. Strategic Grants 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 Strategic Grants'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 Strategic Grants on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine, CEO



Our business

Our mission

Through best practice tools and resources, we build capacity of for-purpose organisations to establish sustainable, cost-effective strategies to deliver partner funded projects, meaningful outcomes and mission.

Our vision

For-purpose organisations thrive in their mission delivery through strategic funder partnerships and grants best practice.



At Strategic Grants, we are passionate about making a tangible difference to the fundraising outcomes of for-purpose organisations.

As a team of professionals who have a heart for the charitable sector and the multitude of causes that our charity partners exist to support, we believe strategic thinking and relationship building are essential to success.

We work with for-purpose organisations to put in place the right processes, tools, and support to ensure their grant-seeking is effective and sustainable. We do this by providing customised grants calendars through our Grants Expertise Management System (GEMS), as well as training, planning, monitoring and evaluation, project matching, policy and process development, writing, and advisory services.

We believe every non-profit has potential to make a difference in their community, and yet no two organisations are the same. That's why we tailor every solution, based on their specific needs, goals and internal capacity. The success of our clients is what drives us.



Across Australia, we have a team of 28 people who work with our clients in various roles, whether it is client-facing strategy and advising, to background research ensuring they have access to the grant funding opportunities that are right for them. We have a national reach across Australia, and our team work remotely across the country, with home offices in North Queensland, Brisbane, regional New South Wales, Sydney, Melbourne and Perth. We also have an established presence in Aotearoa New Zealand, with three staff members based across the North and South Islands.

Our sphere of influence begins with the individuals in our Trans-Tasman team and grows to the hundreds of for-purpose organisations we work closely with across Australia and New Zealand, to our trusted partners across the fundraising and philanthropic sector / community.

While we have worked alongside several Aboriginal and/or Torres Strait Islander peoples and organisations, we do not currently have any employees who identify as an Aboriginal and/or Torres Strait Islander person. We are excited to be partnering with Evolve Communities and First Nations Consultant Maria Watson-Trudgett on several aspects of this Innovate RAP, including developing guiding principles for future engagement and an engagement plan with Aboriginal and/or Torres Strait Islander organisations and stakeholders.

Maria will also join our Reconciliation Working Group, attending meetings on a quarterly basis. We hope this will strengthen our current and future relationships with First Nations peoples and organisations.

Our RAP

Strategic Grants began our formal commitment to reconciliation in 2022 when we developed our Reflect RAP, which was endorsed by Reconciliation Australia in 2023.

Through its development and implementation, we have reflected on our learnings, challenges and achievements.

We are delighted with the work our Reconciliation Working Group (RWG), and the entire Strategic Grants team, contributed to our Reflect RAP, and the progress we have made towards reconciliation. However, we also recognise that there is much more work to be done.

Some of our key achievements to date include:

- Reconciliation strategy session and discussion—the Strategic Grants team came together to discuss the concept of reconciliation, how it applied to our work and our partners as part of team strategy sessions. Themes discussed included what the goal of Strategic Grant's RAP was, how can we better understand how our clients engage with First Nations peoples and communities, and how we can work with Aboriginal and/or Torres Strait Islander peoples, communities and organisations in a respectful and culturally safe way.
- Regular communication from the RWG established—The RWG created, and distributed, a regular RAP bulletin to inform the broader team with news, learnings and resources on First Nations topics as well as personal reflections on reconciliation. This was an education piece but also fostered an environment for individual reflection. The RWG continues to share RAP bulletins internally.
- In-person cultural awareness training—the RWG, with support from Strategic Grants' Director, arranged an in-person half-day workshop with Evolve Communities. This workshop engaged the team to reflect on our attitudes and biases and increase our cultural and historical awareness. After the cultural awareness training, team members were asked to share one word to explain how they felt in working towards reconciliation, which included intrigued, committed, passionate, thoughtful, inspired and hopeful. We continued this in-person learning online through the distribution of an online learning module to all staff through Evolve Communities and have formally engaged Evolve Communities to guide us throughout our Innovate RAP process and deliverables.



- Cross-organisational participation in key First Nations days of significance—Strategic Grants team members participated in a range of activities / events for both National Reconciliation Week and NAIDOC Week, including in-person and online events. Our learnings were shared with the wider team. We also celebrated and encouraged participation across our social media networks.
- Embedded Acknowledgement of Country at the beginning of every weekly team meeting, with meeting chairs rotating weekly. As a virtual team spanning Australia and New Zealand, this gives us the opportunity to learn, and be reminded of, the different lands on which we all gather from. An Acknowledgement of Country is also formally included in all our external training material.

These actions encouraged a culture of learning and reflection in the wider team, and informed our approach to reconciliation goals, which we continue to build on in the next stage of our RAP.



Cultural awareness training with Stacey from Evolve Communities.

Our RAP

Some challenges and learnings from the Reflect RAP process include:

- Engaging the whole team in reconciliation activities and building organisational cultural competence. This takes time to build momentum and is an ongoing process.
- Representation—Strategic Grants is a small organisation with a RWG of four. We hope to grow internal representation and are proud to welcome First Nations Consultant Maria Watson-Trudgett, introduced to us through our partnership with Evolve Communities, as part of our RWG.
- Commitment to reconciliation requires being prepared to engage with serious, and sometimes difficult, topics and conversations.
- Engaging with First Nations suppliers in a way that is meaningful.

We are excited to continue our efforts to create a more just and inclusive society by taking this next, and very important step, in our reconciliation journey—developing our Innovate RAP, and using it as our source of truth to advance our reconciliation journey.

While the number of for-purpose organisations Strategic Grants supports continues to grow, our strategies, goals and achievements toward reconciliation still need to be nurtured.

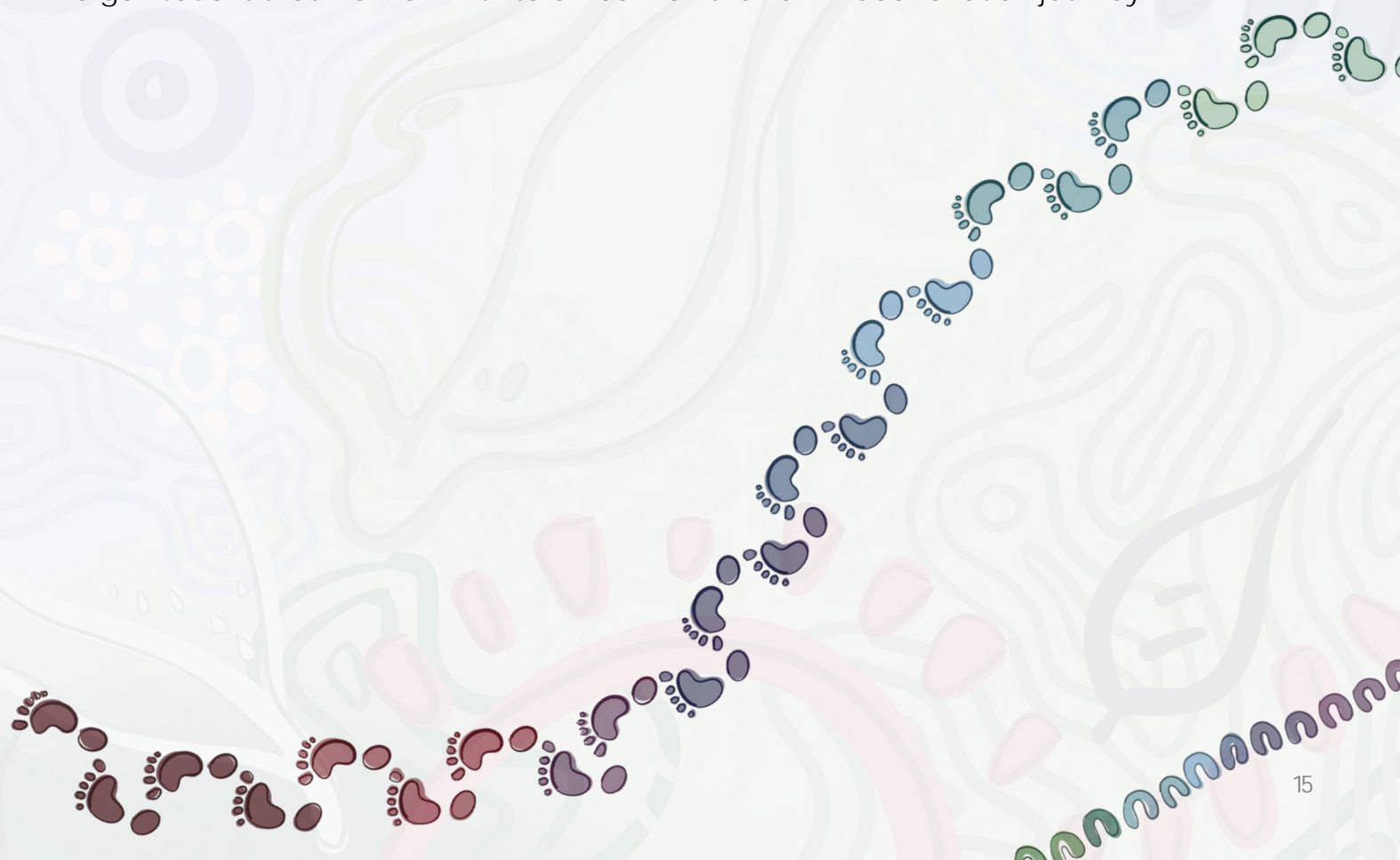


A key learning from our Reflect RAP was that, regardless of our internal passion and commitment, our journey to reconciliation requires guidance and expertise from First Nations peoples.

We recognise Aboriginal and/or Torres Strait Islander representation on our internal working group is essential and the guidance and insight that will be provided is fundamental to us achieving our reconciliation actions and ongoing goals.

With that in mind, we intend to implement this RAP by being open, honest, transparent, and consulting regularly with our internal and external stakeholders. We will use the development of this RAP as an opportunity to listen, learn and grow together as an organisation.

And just as we believe that building relationships are essential to our clients' funding success, this RAP will be essential in deepening our relationships with Aboriginal and/or Torres Strait Islander peoples now, and in the future. We also hope to inspire other organisations that we work with to embark on their own reconciliation journey.



Relationships

Building, and nurturing, relationships is at the core of what we do. Just as mutually beneficial relationships are critical for the long-term funding success of our for-purpose partners, they are necessary to gain a deeper appreciation and understanding of the issues First Nations Australians have faced and continue to face.

Respectful dialogue, transparent communication and active listening will support us in building strong relationships between Aboriginal and/or Torres Strait Islander peoples, the Strategic Grants team and our network of philanthropic, for-purpose and corporate stakeholders.

Our partnership with Evolve Communities will support us in effectively communicating, and engaging with all our stakeholders, including First Nations peoples and communities. And thanks to this partnership, we are now connected with our First Nations Consultant, Maria Watson-Trudgett, who will guide us through our RAP deliverables.

Action	Deliverable	Timelines	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and/or Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	December 2024 March, June, September, December 2025 March, June, September, December 2026	RAP Champion
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and/or Torres Strait Islander stakeholders and organisations. 	December 2025	RAP Champion
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2025 and 2026	Communications & Marketing Manager



Action	Deliverable	Timelines	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Reconciliation Working Group members to participate in an external NRW event. 	27 May- 3 June, 2025 and 2026	RAP Champion
	<ul style="list-style-type: none"> 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 and 2026	RAP Champion
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May- 3 June 2025 and 2026	Customer Relations Coordinator
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2025 and 2026	Customer Relations Coordinator
	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	November 2024	RAP Champion
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	November 2024	RAP Champion
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	November 2024	RAP Champion
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	December 2024	RAP Champion



Action	Deliverable	Timelines	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2024 and 2025	Client Services & HR Manager
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	December 2024	Client Services & HR Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and/or Torres Strait Islander staff and/or advisors to consult on our anti-discrimination policy. 	November 2024	RAP Champion
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	December 2024	RAP Champion
5. We aim to understand, and share, culturally responsible grant-making practices from a First Nation's perspective.	<ul style="list-style-type: none"> Partner with Woor-Dungin, a not-for profit organisation walking alongside Aboriginal and Torres Strait Islander peoples toward self-determination, to share their 'Decolonising Philanthropy: Cultural Audit and Tool Kit', a perspective altering training designed specifically for philanthropists and the corporate giving sector, to share this resource internally. 	June 2025	RAP Champion
	<ul style="list-style-type: none"> Collaborate with Woor-Dungin on the best way to publicise the Decolonising Philanthropy: Cultural Audit and Tool Kit to our wider network. 	August 2025	RAP Champion



Respect

We have an internal culture of continual learning and leading our sector in funding best practice. Operating respectfully, and with purpose, is naturally imbedded in these values.

If we want to contribute to increased respect for First Nations peoples and communities, we need to commit to understanding, valuing, and recognising First Nations cultures and histories.

By committing to this increased understanding through training, and truly understanding (and celebrating) key cultural events on the First Nations calendar, we believe we will be a culturally informed organisation that will be better able to build the capacity of the fundraising sector.

Action	Deliverable	Timelines	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	December 2024 and 2025	Client Services & HR Manager
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	November 2024	RAP Champion
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our staff. 	January 2025	Client Services & HR Manager
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	December 2024 and 2025	Client Services & HR Manager

Action	Deliverable	Timelines	Responsibility
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	November 2024	Client Services & HR Manager
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	November 2024	Client Services & HR Manager
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	January 2025	Communications & Marketing Manager
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	November 2024	Communications & Marketing Manager
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Reconciliation Working Group to participate in an external NAIDOC Week event. 	First week in July 2025 and 2026	RAP Champion
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2025	Client Services & HR Manager
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2025 and 2026	RAP Champion



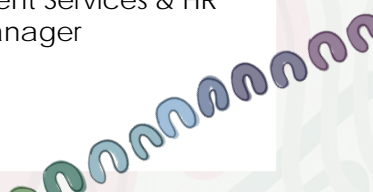
Opportunities

We are committed to creating a workplace culture that is inclusive and embraces diversity. Our guiding principles around diversity and inclusion are:

- We value diversity and inclusion as a key people management priority,
- Our employees are able to participate fully and be the best they can be,
- We are all responsible for workplace diversity and inclusion,
- We will learn from our cultural communities and,
- We celebrate First Nations cultural diversity.

While we have company policies in place around general diversity, inclusion, and equal employment, our next action, in partnership with First Nations Consultant Maria Watson-Trudgett, is to create an engagement plan specific to communicating, and engaging with, First Nations peoples.

Action	Deliverable	Timelines	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and/or Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2025	Client Services & HR Manager
	• Engage with Aboriginal and/or Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	November 2024	Client Services & HR Manager
	• Develop and implement an Aboriginal and/or Torres Strait Islander recruitment, retention and professional development strategy.	January 2025	Client Services & HR Manager
	• Advertise job vacancies to effectively reach Aboriginal and/or Torres Strait Islander stakeholders.	December 2024	Client Services & HR Manager
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and/or Torres Strait Islander participation in our workplace.	December 2024	Client Services & HR Manager



Action	Deliverable	Timelines	Responsibility
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and/or Torres Strait Islander procurement strategy. 	June 2025	RAP Champion
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	January 2025	Finance & Admin Manager
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and/or Torres Strait Islander businesses to staff. 	June 2025	Finance & Admin Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses. 	June 2025	Finance & Admin Manager
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	November 2024	Director and Business Development Manager
3. Ensure that Strategic Grants meets the needs of Aboriginal and Torres Strait Islander people including clients and client stakeholders.	<ul style="list-style-type: none"> Develop and implement internal process and guidelines that supports engagement with Aboriginal and/or Torres Strait Islander clients, and their stakeholders. 	June 2025	RAP Champion
	<ul style="list-style-type: none"> Train staff on new process and ensure it's easily accessible via Employee Handbook. 	June 2025	Consultancy Services Managers



Action	Deliverable	Timelines	Responsibility
4. Provide opportunities for employees to improve confidence and engagement skills with Aboriginal and Torres Strait Islander peoples including clients.	<ul style="list-style-type: none">Consolidate and share cultural learnings from RWG activities with employees.	June 2025	RAP Champion
	<ul style="list-style-type: none">Increase knowledge and skills in culturally sensitive engagement practices through training – improving employee confidence to engage with Aboriginal and/or Torres Strait Islander peoples.	April 2025 and 2026	Client Services & HR Manager

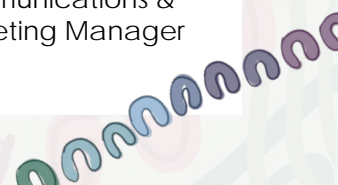
Governance

Strategic Grants supports a cultural of continuous learning and improvement. We look forward to setting clear goals and tangible outcomes for our RWG and working together with First Nations consultants to keep our RWG, and entire Strategic Grants team, accountable for the deliverables outlined in this RAP.

Action	Deliverable	Timelines	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> First Nations Consultant Maria Watson-Trudgett to attend quarterly RWG meetings. 	December 2024	RAP Champion
		March, June, September, December 2025	
2. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. Meet monthly to drive and monitor RAP implementation. Define resource needs for RAP implementation. Engage our senior leaders and other staff in the delivery of RAP commitments. Define and maintain appropriate systems to track, measure and report on RAP commitments. Appoint and maintain an internal RAP Champion from senior management. Prepare Business Case for expenditure over the financial year 2025-2026 and 2026-2027, to ensure the organisation's financial commitment to ongoing implementation of the RAP. 	January 2025	RAP Champion
		Commencing November 2024	RAP Champion
		November 2024	RAP Champion
		November 2024	RAP Champion
		June 2025	Consultancy Services Managers
		November 2024	Director
		February 2024	RAP Champion



Action	Deliverable	Timelines	Responsibility
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Identify professional development opportunities for RWG members to further strengthen knowledge and skills in RAP implementation. 	February 2025	Client Services & HR Manager
	<ul style="list-style-type: none"> 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 2025, 2026	Communications & Marketing Manager
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 August 2025, 2026	Communications & Marketing Manager
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September, 2025, 2026	Communications & Marketing Manager
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	January, April, July, October (annually)	RAP Champion
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	May 2025, 2026 (to align with NRW activities)	Communications & Marketing Manager
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2026	RAP Champion
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	August 2026	Communications & Marketing Manager
4. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	August 2026	Communications & Marketing Manager





For more information on our Reconciliation Action Plan,
please get in touch:

Jenn Cowman

Communications & Marketing Manager and
Strategic Grants RAP Champion

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