



Innovate Reconciliation Action Plan

August 2026–August 2028



Acknowledgement

The Australian Education Research Organisation (AERO) acknowledges the Traditional Custodians of the lands, waterways, skies, islands and sea country across Australia. We pay our deepest respects to First Nations cultures and Elders past and present. We endeavour to continually value and learn from First Nations knowledges and educational practices.

Artist acknowledgement

Artist's statement

The artwork represents the journey of life and our connection to language, spirituality, food, shelter, plants and water. It tells the story of the universe.

In the centre is the cabbage palm, ma peal, which is central to our lives. My knowledge of ma peal comes from the bush classroom, taught to me by my mother, grandmother and great-grandmother, who understood the interconnectivity of their surroundings.

This artwork is a declaration of my Country and illustrates my rights to its ownership, to its freshwater and saltwater estates, and all the land from Staaten to Nassau River and east to Staaten River National Park.



Artist biography

Ma Wanjibung Pukun (English name, Shaun Edwards)

Wanjibung is a Traditional Owner and leader of the Kokoberrin peoples of western Cape York Peninsular. He is an established visual and cultural artist and the founder of Wildbarra clothing company.

Wanjibung's art is about his homeland, its creation and its story. His work is featured in such collections as the Art Gallery of NSW, ANU, Cairns Regional Art Gallery, and many private institutions.

Wanjibung was the Director of Opposition Research of the Give us a Go Campaign, the founder of the Kowanyama Baby Festival, and co-founder and spokesperson for the Indigenous Environment Foundation. In 2020, he received a cultural award as part of the Australia Day acknowledgements. He holds a Master of Philosophy in Public Health (University of Sydney) and is completing a Ph.D. Visual Anthropology.

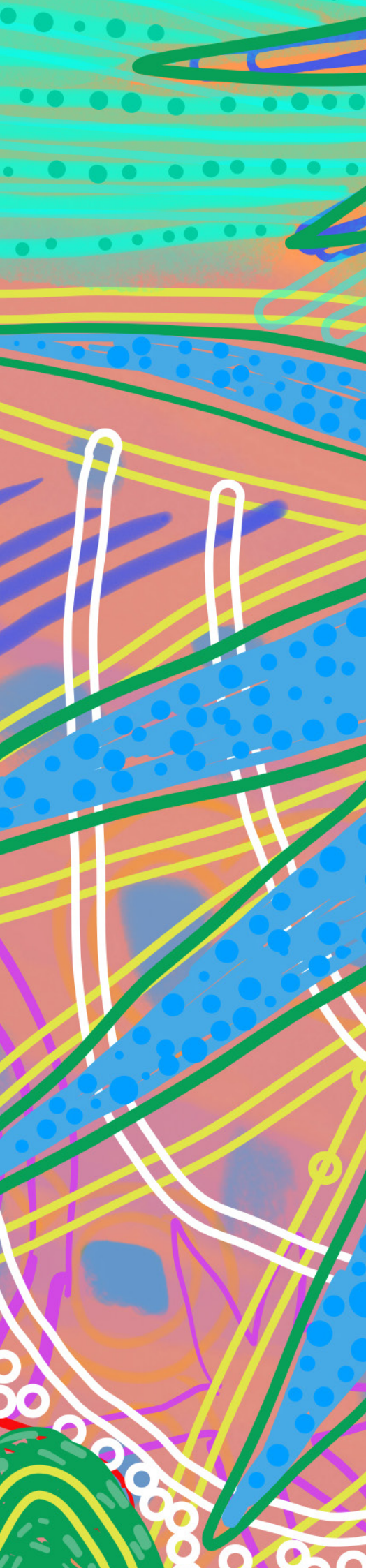


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Message from our CEO

I'm proud to introduce AERO's Innovate Reconciliation Action Plan (RAP). This RAP marks the next step in our efforts to strengthen our contribution to reconciliation and to the educational success of First Nations children and young people.

Since our first RAP, we've deepened our understanding of what genuine partnership means. We've listened, learned and worked alongside First Nations colleagues, communities and leaders. Our commitment is reflected in the actions we take every day – embedding First Nations perspectives in our research, building respectful relationships and striving to create a culturally safe and responsive organisation.

We know that reconciliation is an ongoing process that requires us to challenge ourselves, to reflect on our history and to ensure that our work enables rather than marginalises. Through our First Nations Charter and the leadership of our First Nations team, we're building strong foundations for lasting change.

This Innovate RAP sets out practical steps to amplify our impact. It builds on what we've learned so far, and it reflects the voices and aspirations of our First Nations partners. We're committed to creating opportunities for First Nations staff, consolidating our relationships and ensuring that our research and advice are shaped by First Nations knowledge and leadership.

I'm grateful to everyone who has contributed to this RAP, particularly our First Nations leaders and our First Nations Expert Reference Group. I invite all members of the AERO community to engage with this plan, to continue listening and learning and to join us in advancing reconciliation.

Together, we can help create an education system where every child and young person can thrive.



Dr Jenny Donovan
Chief Executive Officer

Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Australian Education Research Organisation (AERO) 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 AERO 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, AERO 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. AERO 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 AERO'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 AERO on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



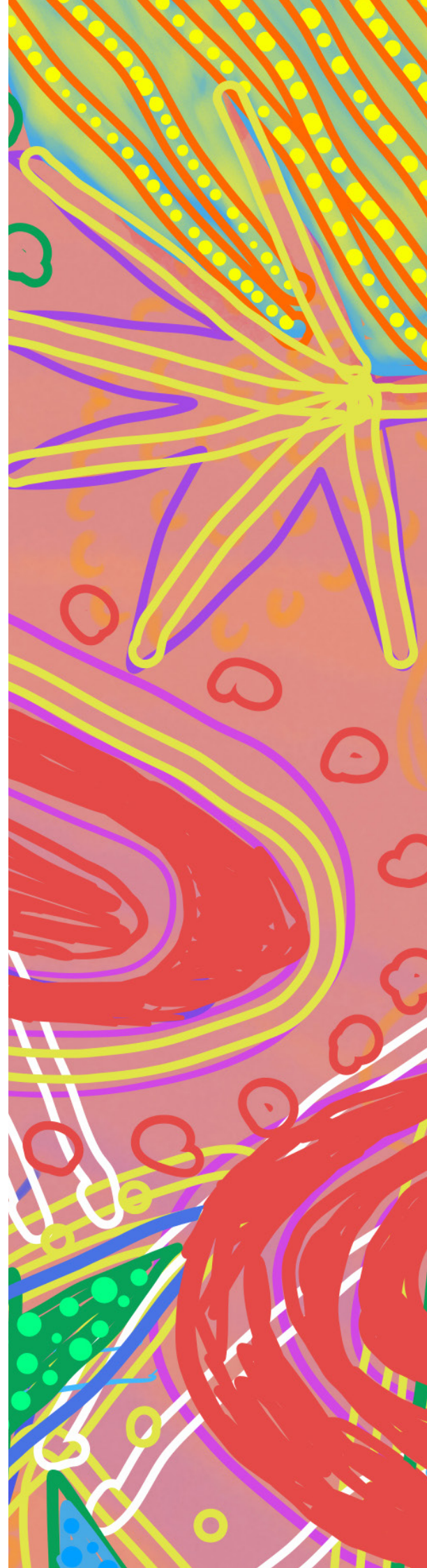
Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

AERO's commitment to reconciliation centres on our ambition to make a positive contribution to the success of First Nations children and young people through quality education.

We recognise that reconciliation is a continuous process that requires deep listening, genuine partnership and a willingness to challenge ourselves and the systems we work within. We aspire to be an organisation where First Nations cultures, traditions and knowledge systems are honoured and celebrated. Representing First Nations perspectives and leadership is central to our work – shaping the evidence we generate, the advice we provide and the impact we seek across Australia's education landscape.

We believe that reconciliation is realised through action: by nurturing a culturally responsive and safe workplace; embedding First Nations voices in our governance and research; and building strong, respectful relationships with First Nations communities and organisations. Our commitment is formalised through our First Nations Charter and the work of our dedicated First Nations team, but it's lived every day in the way we collaborate, learn and strive for change across the organisation and in the broader education community. Through our Innovate Reconciliation Action Plan (RAP), we aim to set a benchmark for cultural responsiveness and inclusion, ensuring that our work not only benefits from First Nations guidance, but also contributes to a more just and equitable education system for all.



Our organisation

Established by Education Ministers in 2021, AERO is Australia's independent education evidence body.

Our vision is for Australia to achieve excellent and equitable education outcomes through effective use of evidence. By helping educators and policymakers use high-quality evidence, we aim to improve learning for all children and young people. Achieving excellent and equitable outcomes for First Nations children and young people is central to our vision.

Our work focuses on 3 core functions:

- generating high-quality evidence
- presenting high-quality evidence that's relevant, accessible and useable
- promoting the adoption and effective implementation of evidence in practice and policy.

Evidence matters because it helps educators and policymakers make decisions that are grounded in what works, rather than assumptions or trends. When evidence is used well, it can improve teaching practice, inform policy and ultimately lead to better learning outcomes, including for First Nations children and young people.

AERO employs around 150 people across Australia. Our team brings together researchers, policy analysts and specialists in early childhood and school education, alongside professionals from diverse sectors and disciplines. Since our establishment, we've embedded First Nations leadership and perspectives into our governance and operations. Emeritus Professor Colleen Hayward AM, a senior Noongar woman, has served as Deputy Chair of our Board since 2021. In 2022, we appointed a senior First Nations advisor role. This role was elevated to an Executive-level position in 2025 – Chief Strategy, Improvement and First Nations Advisor.

We also maintain a Principal Advisor, First Nations role, which is supported by a dedicated 5-person First Nations team. At least 5 AERO staff members identify as Aboriginal and/or Torres Strait Islander people.

We are a national, remote-first organisation with staff living and working in cities, regional centres and rural communities. We maintain a co-working space on the lands of the Wurundjeri Woi-wurrung people of the Kulin Nation in Naarm (Melbourne). In 2025, AERO staff were working on over 35 First Nations Countries, in every state and territory.

Our 2026 Research Agenda topics include increasing understanding of effective education approaches for First Nations students as a priority area. The Research Agenda also commits AERO to ensuring that all our research benefits from the guidance of our First Nations team and our [First Nations Expert Reference Group \(ERG\)](#).

Outside our own organisation, we maintain strong relationships with national and state First Nations education bodies, including the National Aboriginal and Torres Strait Islander Education Corporation (NATSIEC), and participate in interagency working groups to strengthen culturally grounded partnerships.

Through co-designed ethical frameworks and governance policies, AERO is helping shape expectations for First Nations-aligned research and data practices. Our pilots on Indigenous Data Sovereignty and Governance have sparked external conversations about ethical data use, consent, and control in education research. Similarly, our First Nations ERG is emerging as a credible model for cultural governance, with potential to positively influence how First Nations perspectives are embedded in system-level education reforms.

Our RAP

In developing this RAP, AERO acknowledges the complex and often harmful history of education and research in Australia in relation to First Nations Peoples.

We recognise that these systems have historically acted as instruments of colonial control, shaping societal perceptions of First Nations Peoples in ways that perpetuated inequality. We also acknowledge that the impacts of this history remain evident today in systems, structures and narratives that influence how society views and treats First Nations children and young people, and in the ongoing trauma and distrust experienced by First Nations families and communities.

Our RAP represents a deliberate and practical response to this legacy by embedding reconciliation into our work and ensuring that First Nations voices, priorities and aspirations are central to everything we do. It reflects our responsibility to contribute to a future where education and research enable – rather than marginalise – First Nations Peoples.

Our response is articulated in our [First Nations Charter](#), which establishes strong foundations and clear mechanisms that embed the representation and inclusion of First Nations Peoples, communities and organisations across our work and the operations that enable it. Our Innovate RAP builds on our Charter as one of the most significant of these mechanisms. To drive this work, AERO will establish a RAP Working Group (RWG) led by the Chief Strategy, Improvement and First Nations Advisor (Chair and RAP Champion). Membership of the RWG will also include the Principal Advisor, First Nations, one other senior staff member and up to 4 other staff members, with preference given to First Nations staff who nominate to participate.

The RWG works closely with AERO's First Nations team, which plays a pivotal role in embedding First Nations priorities and aspirations in the work of all our teams. The First Nations team coordinates AERO's Indigenous Data Sovereignty and Governance work, delivers cultural responsiveness and reflexivity training to staff and manages our First Nations ERG. The team's focus is to ensure the sustainability of First Nations initiatives at AERO, and contribute to broader impact by setting a benchmark for cultural responsiveness and inclusion within the education sector and beyond.

The First Nations ERG is a select group of approximately 250 specialists committed to advancing First Nations education through their extensive experience and expertise. Representing 12 key specialty areas – including First Nations education research, teachers, not-for-profit sector engagement, early childhood education and care, and curriculum development – the First Nations ERG ensures diverse voices from remote, regional and urban First Nations communities are heard. Members collaborate with AERO's teams to guide research, shape policy and promote effective educational practices tailored to the needs of First Nations communities. The First Nations ERG strengthens AERO's work and models good practice for others in our sphere of influence.

Our progress so far

AERO implemented its Reflect Reconciliation Action Plan between July 2023 and June 2024. In September 2025, we published our First Nations Charter and launched a dedicated [First Nations at AERO](#) section of our website to publicly share our commitment to strengthening our culturally responsive research and organisational practices, including our support for Indigenous Data Sovereignty and Indigenous Data Governance. We've made a public commitment to [4 ways of working](#) to support this: listening and learning, creating space for First Nations leadership, adapting how we work, and ensuring mutual value.

This period marked significant progress in building the structures, relationships and practices that will sustain our commitment.

Highlights include:

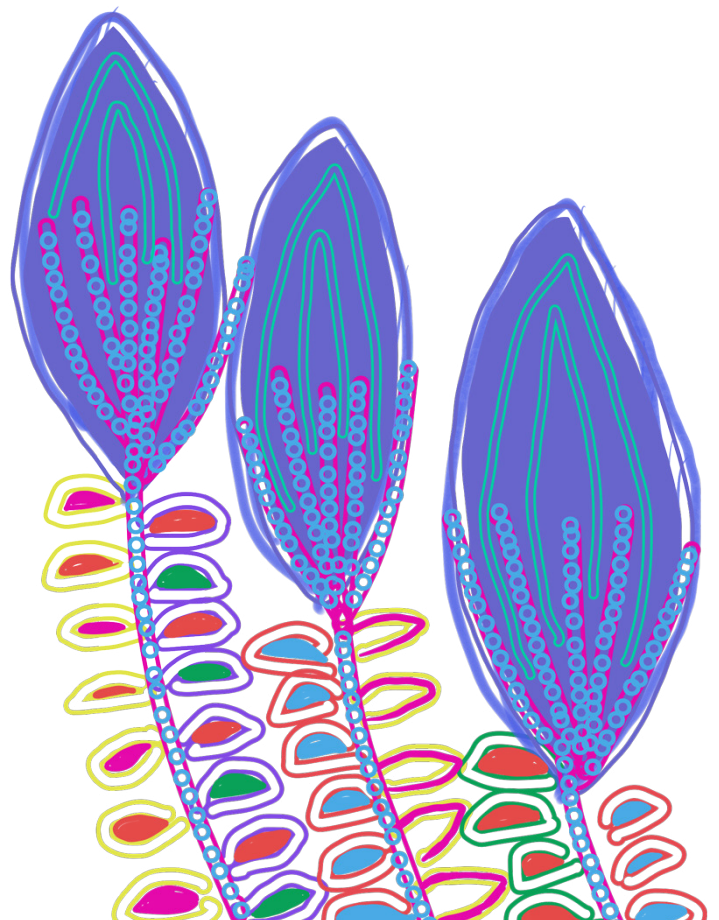
- **establishing our First Nations ERG**, to strengthen our own work and model good practice to our partners. [Examples](#) of how our First Nations ERG has contributed to our research are outlined on our website
- **strengthening our internal First Nations team**, ensuring dedicated leadership and expertise to guide cultural responsiveness and inclusion in our work
- **delivering externally sourced and adapted cultural safety training for all staff**, and commencing tailored workshops on cultural responsiveness and reflexivity, delivered by our internal First Nations team
- **achieving strong staff engagement**, with over 80% of staff participating in National Reconciliation Week and NAIDOC Week events
- **enhancing Acknowledgment of Country practices** – our First Nations team supports staff to include authentic, personal reflections in Acknowledgements at each all-staff meeting
- **publishing our 4 ways of working to support Indigenous Data Sovereignty and Governance** – listening and learning, creating space for First Nations leadership, adapting how we work, and ensuring mutual value
- **developing a Research Ethics and Governance Framework** that embeds best practice principles for engagement with First Nations Peoples into AERO's policies, procedures and resources
- **contributing to revision of the national application form for education research** in Australia, strengthening requirements for alignment with best practice principles for work on First Nations priorities
- **publishing an [evidence review](#) on culturally responsive teaching**. The review identified many examples of promising teacher, school and system approaches developed and strongly supported by First Nations communities. There are encouraging signs that these approaches create culturally safe learning environments and improve outcomes for students. However, it's not yet possible to point to a clear, evidence-based set of culturally responsive practices that consistently deliver these outcomes. More rigorous research – ideally First Nations-led and conducted in consultation with community – is needed.

Implementing our Reflect RAP also surfaced important learnings that inform the focus of this Innovate RAP. A key insight was that while early efforts successfully established governance structures and delivered planned actions, reconciliation wasn't yet consistently embedded in everyday practice across all teams. Initial implementation relied heavily on a small number of leaders. In response, this Innovate RAP prioritises shared responsibility and capability-building across the organisation. We will continue to strengthen cultural responsiveness and reflexivity training, embed reconciliation within core systems and processes and support non-First Nations staff to take greater ownership of culturally respectful practice.

The expansion of AERO's First Nations work also highlighted the need to better manage cultural load. As demand for cultural advice and review increased, there was a risk of placing disproportionate pressure on our First Nations team. We're now taking a more deliberate approach to planning, sequencing and resourcing this work to ensure sustainability and to actively monitor workload and cultural fatigue. Our focus is on embedding enduring systems and organisational capability, rather than relying on ad hoc effort, to support meaningful and long-term impact.

AERO is proud of its progress but recognises that we're still learning. As a non-First Nations organisation, AERO has a responsibility to work in ways that don't assume control over First Nations data or decision-making. Instead, our role is to support First Nations Peoples to lead, ensure their priorities guide our work and be transparent and accountable in how we use data and knowledge. We're committed to building a deeper understanding of First Nations knowledges, experiences and expectations. This includes both practising reflexivity and ongoing reflection on our roles, assumptions and practices – individually and as an organisation.

Our progress so far lays the groundwork for our Innovate RAP, which will deepen and extend our commitments.



Deliverables and actions



Relationships

Strong relationships between First Nations Peoples and the services, schools and organisations responsible for education in Australia are essential for improving experiences and outcomes for First Nations children and young people. When we listen and work in genuine partnership, our research and advice reflect lived experience and cultural knowledge, helping to create an education system where every child can thrive.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Dec (annually)	Manager Stakeholder Engagement – First Nations
	Maintain engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec (annually)	Manager Stakeholder Engagement – First Nations
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 June (annually)	Director Strategic Communications
	Promote Reconciliation Australia's NRW resources on our social media and in our external newsletter.	27 May – 3 June (annually)	Director Strategic Communications
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June (annually)	Chair, RWG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June (annually)	CEO
	Organise at least one NRW event each year.	27 May – 3 June (annually)	Director Strategic Communications
	Register all our NRW events on Reconciliation Australia's NRW website .	27 May – 3 June (annually)	Director Strategic Communications

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Continue to implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Aug 2027	Chief Strategy, Improvement and First Nations Advisor
	Communicate our commitment to reconciliation publicly in corporate documents and by maintaining our First Nations at AERO webpages .	Aug 2027	Director Strategic Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes by promoting our First Nations research and resources.	Dec (annually)	Executive Director, Evidence Adoption & Implementation
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation by actively participating in the Education RAP Network for all bodies within the national education architecture.	Dec (annually)	Chair, RWG
4. Promote positive race relations through anti-discrimination strategies.	Monitor HR policies and procedures to ensure existing anti-discrimination provisions and future needs are met.	Feb (annually)	Director People & Culture
	Continue to implement, communicate and review our anti-discrimination policy.	Feb (annually)	Director People & Culture
	Engage with First Nations staff and/or our First Nations ERG to consult on our anti-discrimination policy.	Feb (annually)	Director People & Culture
	Educate senior leaders on the effects of racism.	Dec (annually)	Director People & Culture
5. Champion an approach that delivers shared, responsible and respectful research practices.	Embed First Nations research rationale that emphasises responsible and respectful ways to engage in First Nations education research.	Dec (annually)	Chief Strategy, Improvement and First Nations Advisor
	Embed a 'shared approach' to research governance and ethics, and data and information management.	Apr (annually)	Chief Strategy, Improvement and First Nations Advisor



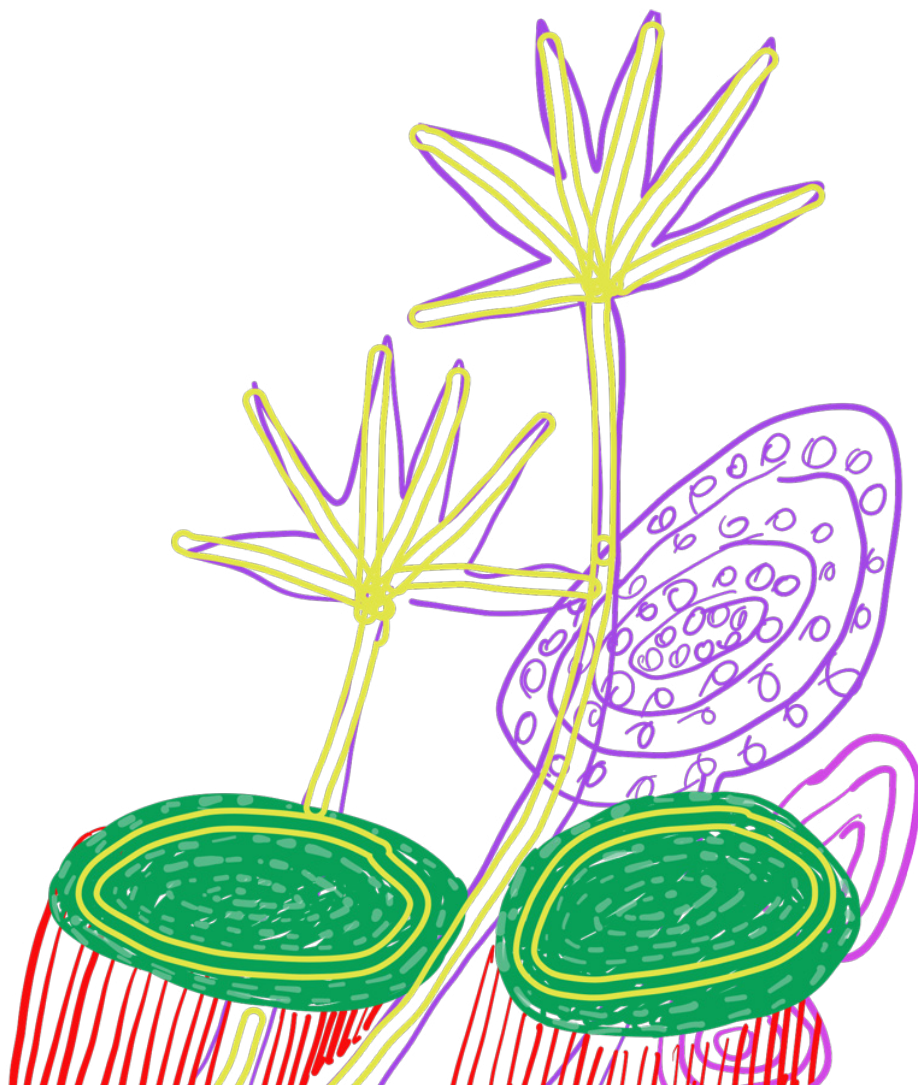
Respect

Respect for First Nations cultures, perspectives and histories is fundamental to creating an education system that is culturally safe and inclusive for everyone. When respect is embedded in research, policy and practice, it honours the educational experiences of First Nations families and acknowledges the impact of history on education today. Respect ensures our work reflects the voices and aspirations of First Nations Peoples and supports culturally safe environments where First Nations children and young people can learn with confidence and pride.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Continue to monitor cultural learning needs within our organisation.	Feb (annually)	Chief Strategy, Improvement and First Nations Advisor
	Expand Cultural Responsiveness and Reflexivity Framework.	Feb (annually)	Chief Strategy, Improvement and First Nations Advisor
	Consult our First Nations ERG and other First Nations contacts to inform our cultural learning strategy.	Feb (annually)	Chief Strategy, Improvement and First Nations Advisor
	Continue to implement and communicate mechanisms to support cultural learning for our staff.	Dec (annually)	Chief Strategy, Improvement and First Nations Advisor
	Continue our tailored cultural responsiveness and reflexivity training for all staff, including senior leaders.	Dec (annually)	Chief Strategy, Improvement and First Nations Advisor
	Evaluate effectiveness of cultural responsiveness training.	Jan 2027	Chief Strategy, Improvement and First Nations Advisor

Action	Deliverable	Timeline	Responsibility
7. 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.	Dec (annually)	Chief Strategy, Improvement and First Nations Advisor
	Revise and reshare cultural protocol documents, including protocols for Welcome to Country and Acknowledgement of Country.	Dec (annually)	Chief Strategy, Improvement and First Nations Advisor
	Invite a local Traditional Owner or Custodian to deliver a Welcome to Country when appropriate and encourage staff to attend a Smoking Ceremony or Welcome to Country in their local community where possible.	June (annually)	Chief Strategy, Improvement and First Nations Advisor
	Continue including an Acknowledgement of Country by staff at the start of every AERO all-staff meeting.	Dec (annually)	Chief Strategy, Improvement and First Nations Advisor
	Continue to provide staff with personal support from the Principal Advisor, First Nations to ensure their Acknowledgement of Country at staff meetings demonstrates respect, understanding and cultural integrity.	Dec (annually)	Chief Strategy, Improvement and First Nations Advisor
	Continue education to ensure an Acknowledgement of Country or other appropriate protocol occurs at the commencement of important meetings.	Dec (annually)	Chief Strategy, Improvement and First Nations Advisor
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July (annually)	Chair, RWG
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2027	Director People & Culture
	Promote and encourage participation in external NAIDOC Week events to all staff.	First week in July (annually)	CEO

Action	Deliverable	Timeline	Responsibility
9. Ensure AERO's work and publications respect First Nations knowledge and cultures.	Maintain First Nations content approval process for all publications.	Dec (annually)	Chief Strategy, Improvement and First Nations Advisor
	Promote facilitation guide and continue training for teams engaging with the First Nations ERG.	Dec (annually)	Chief Strategy, Improvement and First Nations Advisor
10. Apply principles of Indigenous Data Sovereignty to AERO data and information management policies and practices.	Continue to embed Indigenous Data Sovereignty principles in accompanying AERO Data Management and Procedures manual.	Dec (annually)	Principal Advisor First Nations
	Ensure implementation across AERO of the 4 ways of working per the Indigenous Data Sovereignty and Governance explainer .	Dec (annually)	Principal Advisor First Nations





Opportunities

Education influences every opportunity in life. Ensuring First Nations children and young people have access to high-quality, culturally responsive education is critical to fostering equity across health, employment and wellbeing. Through our research and partnerships, AERO works to influence systems so that education becomes a pathway to broader social and economic justice.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Maintain understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June (annually)	Director People & Culture
	Offer opportunities for Aboriginal and Torres Strait Islander staff to participate in consultation on our recruitment, retention and professional development strategy.	June (annually)	Director People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Feb 2027	Director People & Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June (annually)	Director People & Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Feb 2027	Director People & Culture
	Continue to implement First Nations employment policy.	June (annually)	Director People & Culture
	Complete pilot of cadetship program for undergraduate First Nations students.	Jan 2027	Chief Strategy, Improvement and First Nations Advisor

Action	Deliverable	Timeline	Responsibility
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Aug 2027	Manager Strategic Procurement
	Maintain Supply Nation membership.	Sep (annually)	Manager Strategic Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Sep 2027	Manager Strategic Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Sep 2027	Manager Strategic Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Sep 2027	Manager Strategic Procurement
13. Maintain our commitment to research into educational approaches that support First Nations children and young people to achieve their education goals.	Continue to embed a dedicated First Nations theme within our annual Research Agenda.	Dec (annually)	CEO
	Continue to use our research and engagement activities to share knowledge about effective approaches to support improved learning outcomes for First Nations children and young people.	Dec (annually)	CEO



Governance

Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Nov (annually)	Chair, RWG
	Review and maintain the Terms of Reference for the RWG.	Sep 2026	Chair, RWG
	Meet at least 4 times per year to drive and monitor RAP implementation.	Feb, May, Aug, Nov (annually)	Chair, RWG
15. Continue implementing our First Nations Charter.	Maintain dedicated First Nations team.	June (annually)	CEO
	Maintain operation of First Nations ERG.	June (annually)	Chief Strategy, Improvement and First Nations Advisor
	Review First Nations Charter.	June (annually)	Chief Strategy, Improvement and First Nations Advisor
16. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Sep 2026	Director Strategic Priorities
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Nov (annually)	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Nov 2026	Director Strategic Priorities
	Appoint and maintain an internal RAP Champion from senior management.	Aug 2026	CEO

Action	Deliverable	Timeline	Responsibility
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June (annually)	Director Strategic Priorities
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep (annually)	Director Strategic Priorities
	Report RAP progress to all staff and senior leaders quarterly.	Feb, May, Aug, Nov (annually)	Chair, RWG
	Publicly report our RAP achievements, challenges and learnings, annually.	Feb (annually)	Director Strategic Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2028	Director Strategic Priorities
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Sep 2028	Director Strategic Priorities
18. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Feb 2028	Director Strategic Priorities



Contact details

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