

INNOVATE

Reconciliation Action Plan (RAP) template

Innovate RAP:

An Innovate RAP has a 2-year duration, which commences when the RAP is formally endorsed by Reconciliation Australia.

Template layout:

This RAP template sets out your organisation's commitment to reconciliation under the headings of relationships, respect and opportunities.

Action column: Broad action that includes the objective your organisation will focus on achieving. Try to use plain language and avoid organisation specific jargon or acronyms.

Deliverable column: Deliverables should be activities/initiatives that will achieve the objective in the action column. Deliverables should be written as a prospective activity.

Responsibility column: Responsibility of commitments within the RAP should be distributed across the organisation, to promote shared ownership of the RAP. Ensure the responsibility is all relevant areas of your organisation have actions specific to their knowledge area. Responsibilities should be allocated to specific employees, to increase accountability.

Timeline column: Specific dates should be allocated to each deliverable throughout the RAP life. Please use a month(s)/year(s) format (e.g. July 2017). If the action is ongoing, include the date that you will review the action for effectiveness or when you expect to have achieved milestones.

Minimum requirements:

The actions included in this template, as well as those deliverables listed under 'required', are minimum elements and must be included in your RAP in order for it to be endorsed by Reconciliation Australia. Organisations are encouraged to include additional actions/deliverables relevant to your core business and sphere of influence.

RAP review process:

Please ensure that first draft is submitted to Reconciliation Australia for review, at least 4 months prior to the expected endorsement date.

Once you have completed your first draft RAP, please submit it for review to Reconciliation Australia in Microsoft Word format. You can submit the first draft by completing the form on our [RAP Online Hub](#) or submit directly to your RAP Officer. The RAP Officer will then work in partnership with you to develop and review the RAP in readiness for formal endorsement by Reconciliation Australia.

The review process involves about **four to five** rounds of feedback from Reconciliation Australia before a RAP is ready for endorsement. The RAP review process can take three to six months, from when we receive your first draft. Although these timeframes may vary.

Formal endorsement by Reconciliation Australia:

There are two stages of RAP endorsement.

1. Conditional Endorsement

When the RAP has been finalised and is ready for endorsement, it will be sent to the RAP Manager at Reconciliation Australia for approval. Once the content has been approved, the RAP will be conditionally endorsed.

2. Final Endorsement

When the RAP is ready to be published (internally or externally), the RAP is to be submitted to Reconciliation Australia for a final review before it can be published. The RAP will be reviewed to ensure the document contains the endorsed content and the RAP logo is displayed correctly.

Once the RAP has been formally endorsed by Reconciliation Australia, the content should not be altered throughout the duration of the RAP, unless approved by Reconciliation Australia.

Important NOTE:

The RAP program is a unique and highly valued service of Reconciliation Australia. Reconciliation Australia has worked extensively with its partners to develop and build the RAP program. To maintain the integrity of our programs, the Reconciliation Australia logo is Trade Marked through IP Australia. We are proud to share our Trade Marked logo with organisations that have worked with us to develop a RAP that meets our requirements and quality assurance processes. Organisations that choose not to be a part of the RAP program should not use the words 'Reconciliation Action Plan', 'RAP', or the Reconciliation Australia Logo on websites or documents, as to publicly 'pass off' as being part of the program.

[Organisation Name]

Innovate Reconciliation Action Plan [month, 20__] – [month, 20__]

Our vision for reconciliation

State your organisation's vision for reconciliation and how it relates to your business.

Our business

Address the following questions using paragraphs:

- *What is your core business?*
- *How many people does your organisation employ?*
- *How many Aboriginal and Torres Strait Islander staff does your organisation currently employ?*
- *What is your organisation's geographic reach (is your organisation state-focused or national)?*
- *How many office locations does your organisation have?*

Our RAP

Address the following questions using paragraphs:

- *Why is your organisation developing a RAP?*
- *Who champions your RAP internally?*
- *Who internally and externally is involved in your RAP Working Group (Job titles)?*
- *Who from the Aboriginal and Torres Strait Islander community is part of your RAP Working Group?*
- *Optional: Does your organisation have an external Aboriginal and Torres Strait Islander Advisory Group?*

If your organisation has progressed through a previous RAP, also include:

- *An outline of your reconciliation journey since developing your first RAP, including a summary of the key learnings or most significant changes.*
- *Optional: Provide case studies or staff profiles which reflect the positive progress your organisation has made.*

Relationships			
[Tell us why building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to your organisation and its core business activities—themes include connecting people, sharing experiences, governance, communication, engagement and partnerships.]			
Focus area: <i>Optional: What key strategic direction of your business does Relationships align to?</i>			
Action	Deliverable	Timeline	Responsibility
1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	<p>Required:</p> <ul style="list-style-type: none"> • RWG oversees the development, endorsement and launch of the RAP. • Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. • Meet at least twice per year to monitor and report on RAP implementation. • Establish Terms of Reference for the RWG. <p><i>Optional:</i></p> <ul style="list-style-type: none"> • <i>Develop and distribute an expression of interest to join the RWG to key Aboriginal and Torres Strait Islander peoples within our sphere of influence.</i> • <i>Establish an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance.</i> 	[month, year]	[job title]
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	<p>Required:</p> <ul style="list-style-type: none"> • Organise at least one internal event for NRW each year. • Register all NRW events via Reconciliation Australia's NRW website. • Support an external NRW event. • Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. <p><i>Optional:</i></p> <ul style="list-style-type: none"> • <i>Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.</i> • <i>Encourage staff to participate in external events to recognise and celebrate NRW.</i> 	27 May- 3 June,	

	<ul style="list-style-type: none"> • <i>Host NRW events across the areas in which you operate.</i> • <i>Download Reconciliation Australia's NRW resources and circulate to staff.</i> 		
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	<p>Required:</p> <ul style="list-style-type: none"> • Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. • Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. <p>Optional:</p> <ul style="list-style-type: none"> • <i>Develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities.</i> 		
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	<p>Required:</p> <ul style="list-style-type: none"> • Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. • Promote reconciliation through ongoing active engagement with all stakeholders. 		
5. <i>Include other unique relationships actions and targets related to your core business and vision for reconciliation.</i>	<p>Suggestions:</p> <ul style="list-style-type: none"> • <i>Explore opportunities to support the Recognise campaign.</i> • <i>Support Reconciliation Australia and your state/territory based reconciliation council.</i> 		

Respect			
[Tell us why respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights are important to your organisation and its core business activities—themes include pride in cultures and histories, understanding, appreciation, acknowledgment, learning, success and celebration.]			
Focus area: <i>Optional: What key strategic direction of your business does Respect align to?</i>			
Action	Deliverable	Timeline	Responsibility
6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	<p>Required:</p> <ul style="list-style-type: none"> • Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion). • Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. • Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. <p><i>Optional:</i></p> <ul style="list-style-type: none"> • <i>Identify cultural learning requirements specific to our staff's training need.</i> • <i>Promote the Reconciliation Australia's Share Our Pride online tool to all staff.</i> • <i>Investigate local cultural experiences and immersion opportunities.</i> 		
7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	<p>Required:</p> <ul style="list-style-type: none"> • Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. • Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. • Invite a Traditional Owner to provide a Welcome to Country at significant events, including [insert at least one event]. 		

	<ul style="list-style-type: none"> • Include an Acknowledgement of Country at the commencement of all important internal and external meetings. • Encourage staff to include an Acknowledgement of Country at the commencement of all meetings. <p>Optional:</p> <ul style="list-style-type: none"> • <i>Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country.</i> • <i>Organise and display an Acknowledgment of Country plaque in our office/s or on our office building.</i> 		
8. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	<p>Required:</p> <ul style="list-style-type: none"> • Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. • Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. <p>Optional:</p> <ul style="list-style-type: none"> • <i>Provide opportunities for all staff to participate in NAIDOC Week activities.</i> • <i>Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event.</i> • <i>Support an external NAIDOC Week community event.</i> • <i>Contact our local NAIDOC Week Committee to discover events in our community.</i> 	First week in July	
9. <i>Include other unique actions related to your core business and vision for reconciliation.</i>	<p>Suggestions:</p> <ul style="list-style-type: none"> • <i>Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.</i> 		

Opportunities			
[Tell us why opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to your organisation and its core business activities—themes include employment, procurement, professional development, retention, enabling access to systems and processes.]			
Focus area: <i>Optional: What key strategic direction of your business does Opportunities align to?</i>			
Action	Deliverable	Timeline	Responsibility
10. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	<p>Required:</p> <ul style="list-style-type: none"> • Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. • Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy. • Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. • Advertise all vacancies in Aboriginal and Torres Strait Islander media. • Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. <p><i>Optional:</i></p> <ul style="list-style-type: none"> • <i>Develop an Aboriginal and Torres Strait Islander professional development strategy.</i> • <i>Include Aboriginal and/or Torres Strait Islander representation on recruitment and selection panels.</i> • <i>Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.'</i> • <i>Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development.</i> • <i>Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships).</i> 		

<p>11. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</p>	<p>Required:</p> <ul style="list-style-type: none"> • Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. • Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. • Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. • Investigate Supply Nation membership. <p>Optional:</p> <ul style="list-style-type: none"> • <i>Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy.</i> • <i>Investigate opportunities to partner with your local Indigenous Chamber of Commerce.</i> 		
<p>12. <i>Include other unique opportunities actions related to your core business and vision for reconciliation.</i></p>	<p>Suggestions:</p> <ul style="list-style-type: none"> • <i>Recruit an Aboriginal and Torres Strait Islander RAP Manager</i> • <i>Recruit an Aboriginal and Torres Strait Islander HR advisor</i> • <i>Develop an Aboriginal and Torres Strait Islander professional mentoring network.</i> • <i>Develop a cultural mentoring network for existing staff and managers.</i> • <i>Investigate opportunities to increase pro bono activities.</i> • <i>Support scholarships for Aboriginal and Torres Strait Islander students.</i> • <i>Support Aboriginal and Torres Strait Islander leadership.</i> 		

Governance, tracking progress and reporting			
Action	Deliverable	Timeline	Responsibility
13. Report RAP achievements, challenges and learnings to Reconciliation Australia	Required: <ul style="list-style-type: none"> • Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. • Investigate participating in the RAP Barometer. Optional: <ul style="list-style-type: none"> • <i>Develop and implement systems and capability needs to track, measure and report on RAP activities.</i> 	30 September, [Biennially]	
14. Report RAP achievements, challenges and learnings internally and externally	Required: <ul style="list-style-type: none"> • Publically report our RAP achievements, challenges and learnings. 		
15. Review, refresh and update RAP	Required: <ul style="list-style-type: none"> • Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. • Send draft RAP to Reconciliation Australia for review and feedback. • Submit draft RAP to Reconciliation Australia for formal endorsement. 	[six months prior to RAP expiry date]	
16. <i>Include other actions related to tracking progress and reporting.</i>			

<p>Contact details <i>Include contact details (job title, phone and email) for public enquiries about your RAP</i></p> <p>Name:</p> <p>Position:</p> <p>Phone:</p> <p>Email:</p>
