**STRETCH**

**Reconciliation Action Plan (RAP) template**

**Stretch RAP:**

A Stretch RAP is used to embed reconciliation activities within your workplace and expand your impact within your sphere of influence. A Stretch RAP is a public commitment published on [Reconciliation Australia’s website](https://www.reconciliation.org.au/reconciliation-action-plans/who-has-a-rap/). It should take approximately 6 - 12 months to develop a Stretch RAP and 2 - 3 years to implement.

**Before you start:**

Before you commit to developing a RAP, it is important that you read and understand the [RAP framework](https://www.reconciliation.org.au/wp-content/uploads/2018/09/rap-framework.pdf), consisting of the three core pillars ([Relationships, Respect and Opportunities](https://www.reconciliation.org.au/wp-content/uploads/2018/05/relationships-respect-opportunities-1.pdf)), four RAP types (Reflect, Innovate, Stretch and Elevate) and mandatory actions and deliverables that guide the development of RAPs. It is also important to read and understand the [RAP development, review and endorsement process](https://www.reconciliation.org.au/wp-content/uploads/2018/05/rap-development-process-1.pdf), starting with assessing whether a RAP is right for your organisation.

**How to use this RAP template:**

The StretchRAP template is designed to commit organisations to tailored, specific and measurable targets toward achieving defined outcomes in line with their unique [vision for reconciliation](https://www.reconciliation.org.au/wp-content/uploads/2018/05/vision-for-reconciliation.pdf) and the [five dimensions of reconciliation](https://www.reconciliation.org.au/what-is-reconciliation/). It is also designed to guide the RAP development process through maintaining an effective [RAP Working Group](https://www.reconciliation.org.au/wp-content/uploads/2018/05/rap-working-group-1.pdf).

The StretchRAP template outlines the mandatory actions and deliverables that your workplace needs to develop commitments in line with in order to receive Reconciliation Australia’s endorsement. In addition, your workplace is expected to demonstrate strategic, outcomes-focused thinking by including additional actions and deliverables. Please complete the template by addressing the questions outlined in the ‘Our Vision’, ‘Our Business’ and ‘Our RAP’ sections, outlining your workplace’s unique additional actions and deliverables (including measurable targets), and assigning a responsibility and timeline to deliverables.

Throughout this template, all *italicised* font is instructional only, whilst regular font indicates fixed text you need to include in your RAP. Please review the following resources for good practice guidance on completing RAP templates.

* [Developing a S.M.A.R.T. RAP](https://www.reconciliation.org.au/wp-content/uploads/2018/05/developing-a-smart-rap-1.pdf).
* [Demonstrating inclusive and respectful language](https://www.reconciliation.org.au/wp-content/uploads/2018/05/language-guide-1.pdf).

**RAP review and endorsement process:**

Once you have completed your first draft RAP, please [submit for review](https://www.reconciliation.org.au/reconciliation-action-plans/submit-your-rap/) to Reconciliation Australia’s website. A RAP team member will be in touch to provide feedback and tailored assistance within three weeks. Once Reconciliation Australia is satisfied your RAP meets requirements for endorsement, you will be provided endorsement in two stages.

1. **Conditional Endorsement –** Reconciliation Australia will provide in-principle endorsement of your RAP (content only) allowing you to seek internal sign-off from your senior leadership with confidence. Reconciliation Australia will also provide you with the RAP logo and branding to include in final design of your RAP.

**NB:** RAP logos are trademarked through IP Australia, and must not be used publically until you have received Reconciliation Australia’s final endorsement.

1. **Final Endorsement –** Reconciliation Australia will check your final designed document includes the conditionally endorsed content and the RAP logo and branding before providing final endorsement.

***[Organisation Name]***

**Stretch Reconciliation Action Plan *[month, 20\_\_] – [month, 20\_\_]***

|  |
| --- |
| **Our vision for reconciliation** *State your organisation’s* [*vision for reconciliation*](https://www.reconciliation.org.au/wp-content/uploads/2018/05/vision-for-reconciliation.pdf) *and how it relates to your business and the wider community.* |
| **Our business**  *The purpose of this section is to provide staff and stakeholders with context about your workplace. In paragraphs, address the following questions as a minimum.*   * *What is your core business?* * *How many people does your workplace employ in Australia?* * *How many Aboriginal and Torres Strait Islander staff does your workplace currently employ (if known)?* * *What is your organisation’s geographic reach (regional, national, or global)?* * *What is our organisation’s sphere of influence (internal and external stakeholders)?* * *How many office locations does your workplace have in Australia and where are they?* |
| **Our RAP**  *The purpose of this section is to provide staff and stakeholders with background about your workplace’s interest in reconciliation and demonstrate your workplace’s engagement with reconciliation and Aboriginal and Torres Strait Islander peoples to date. In paragraphs, address the following questions as minimum.*   * *Why is your organisation developing a RAP (e.g. the outcomes you are trying to achieve, relevant to your vision and the five dimensions of reconciliation)?* * *How was the RAP developed (e.g. internal and external consultation, input from senior leadership, input from Aboriginal and Torres Strait Islander stakeholders)?* * *Who champions your RAP internally?* * *Who internally and externally is involved in your* [*RAP Working Group*](https://www.reconciliation.org.au/wp-content/uploads/2018/05/rap-working-group-1.pdf) *(job titles)?* * *How have you embedded Aboriginal and Torres Strait Islander representation in your* [*RAP Working Group*](https://www.reconciliation.org.au/wp-content/uploads/2018/05/rap-working-group-1.pdf)*?* * *Optional: Does your organisation have an external Aboriginal and Torres Strait Islander Advisory Group?*   *Please also include the following to demonstrate your commitment to reconciliation so far:*   * *An outline of your reconciliation journey since your previous RAP(s), including a summary of the key learnings, challenges and achievements.* * *Consider including brief 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:** *Optional: What key strategic direction of your business does Relationships align to?* | | | | |
| **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 continuously improve guiding principles for engagement. | *[Month(s), year(s)]* | *[Job title]* |
| * Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders. |  |  |
| * Establish and maintain *[number]* formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations. including *[list organisations]:*   *(Either set measurable target AND/OR list organisation names)* |  |  |
| 1. Build relationships through celebrating National Reconciliation Week (NRW). | * Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all staff. |  |  |
| * RAP Working Group members to participate in [number] external NRW events. | 27 May- 3 June, *[Years]* |  |
| * Encourage and support staff and senior leaders to participate in *[number]* external events to recognise and celebrate NRW, including *[list events]:*   *(Either set measurable target AND/OR list events)* | 27 May- 3 June, *[Years]* |  |
| * Organise *[number]* internal NRW events, including at least one organisation-wide NRW event, each year. | 27 May- 3 June, *[Years]* |  |
| * Register all our NRW events on Reconciliation Australia’s [NRW website](https://www.reconciliation.org.au/national-reconciliation-week/). |  |  |
| 1. Promote reconciliation through our sphere of influence. | * Implement strategies to engage all staff to drive reconciliation outcomes. |  |  |
| * Communicate our commitment to reconciliation publically. |  |  |
| * Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes. |  |  |
| * Collaborate with *[number]* RAP and other like-minded organisations to implement ways to advance reconciliation, including *[list organisations]:*   *(Either set measurable target AND/OR list organisation names)* |  |  |
| * [Include deliverables/activities outlining how your organisation intends to engage all staff in its reconciliation journey] |  |  |
| * [Include deliverables/activities outlining how your organisation intends to engage external stakeholders in its reconciliation journey] |  |  |
| 1. Promote positive race relations through anti-discrimination strategies. | * Continuously improve HR policies and procedures concerned with anti-discrimination. |  |  |
| * Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy. |  |  |
| * Implement and communicate an anti-discrimination policy for our organisation. |  |  |
| * Provide ongoing education opportunities for senior leaders and managers on the effects of racism. |  |  |
| * Senior leaders to publically support anti-discrimination campaigns, initiatives or stances against racism. |  |  |
| *[Include additional unique Relationship actions to support your reconciliation journey.]* | *[List the activities that are required in order to meet the objective of the action.]* |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Respect** | | | | |
| *[Tell us why respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge 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:** *Optional: What key strategic direction of your business does Respect align to?* | | | | |
| **Action** | **Deliverable** | **Timeline** | **Responsibility** |
| 1. 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. | *[Month, year]* | *[Job title]* |
| * Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy. |  |  |
| * Implement and communicate a cultural learning strategy for our staff. |  |  |
| * Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning. |  |  |
| * *[%]* all staff undertake formal and structured cultural learning.   *(Set measureable targets for online and face-to-face learning)* |  |  |
| 1. 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. |  |  |
| * Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country. |  |  |
| * Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at *[number]* significant events each year, including *[list events]:*   *(Either set measurable target AND/OR list events)* |  |  |
| * Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. |  |  |
| * Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events. |  |  |
| * Display [number] Acknowledgment of Country plaques in our office/s or on our buildings. |  |  |
| 1. 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, *[Years]* |  |
| * Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. |  |  |
| * Support all staff to participate in *[number]* NAIDOC Week events in our local area, including *[list events]:*   *(Either set measurable target AND/OR list events)* | First week in July, *[Years]* |  |
| * In consultation with Aboriginal and Torres Strait Islander stakeholders, support *[number]* external NAIDOC Week events each year, including *[list events]:*   *(Either set measurable target AND/OR list events)* |  |  |
| *[Include additional unique Respect actions to support your reconciliation journey.]* | *[List the activities that are required in order to meet the objective of the action.]* |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **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, access to systems and processes.]* | | | | |
| **Focus area:** *Optional: What key strategic direction of your business does Opportunities align to?* | | | | |
| **Action** | **Deliverable** | **Timeline** | **Responsibility** |
| 1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | * Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. | *[Month, year]* | *[Job title]* |
| * Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. |  |  |
| * Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. |  |  |
| * Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. |  |  |
| * Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions. |  |  |
| * [Set targets for increasing Aboriginal and Torres Strait Islander employment] |  |  |
| 1. 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. |  |  |
| * Investigate Supply Nation membership. |  |  |
| * Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. |  |  |
| * Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. |  |  |
| * Maintain commercial relationships with *[number]* Aboriginal and/or Torres Strait Islander businesses, including *[list businesses]:*   *(Either set measurable target AND/OR list business names).* |  |  |
| * [Set targets for annual procurement from Aboriginal and Torres Strait Islander businesses] |  |  |
| * Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation. |  |  |
| 1. *[Include additional unique Opportunities actions to support your reconciliation journey.]* | *[List the activities that are required in order to meet the objective of the action.]* |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **Governance** | | | |
| **Action** | **Deliverable** | **Timeline** | **Responsibility** |
| 1. 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. | *[Month, years]* | *[Job title]* |
| * Apply a Terms of Reference for the RWG. |  |  |
| * Meet at least four times per year to drive and monitor RAP implementation. |  |  |
| 1. Provide appropriate support for effective implementation of RAP commitments. | * Embed resource needs for RAP implementation. |  |  |
| * Embed key RAP actions in performance expectations of senior management and all staff. |  |  |
| * Embed appropriate systems and capability to track, measure and report on RAP commitments. |  |  |
| * Maintain an internal RAP Champion from senior management. |  |  |
| * Include our RAP as a standing agenda item at senior management meetings. |  |  |
| 1. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | * Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | 30 September, *[Years]* |  |
| * Report RAP progress to all staff and senior leaders quarterly. |  |  |
| * Publically report against our RAP commitments annually, outlining achievements, challenges and learnings. |  |  |
| * Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer. |  |  |
| 1. Continue our reconciliation journey by developing our next RAP. | * Register via Reconciliation Australia’s [website](https://www.reconciliation.org.au/reconciliation-action-plans/submit-your-rap/) to begin developing our next RAP. | *[six months prior to RAP expiry date]* |  |
| 1. *[Include additional unique Governance to support your reconciliation journey.]* | *[List the activities that are required in order to meet the objective of the action.]* |  |  |

|  |
| --- |
| **Contact details** *Include contact details (job title, phone and email) for public enquiries about your RAP*  *Name:*  *Position:*  *Phone:*  *Email:* |