

Required actions and deliverables

Each type of RAP outlines a set of actions and deliverables that workplaces are required to commit to in order to receive Reconciliation Australia's endorsement and unique RAP logo. The following table provides a list of required actions and deliverables workplaces must commit to for each type.

RELATIONSHIPS			
ACTION	REFLECT DELIVERABLES	INNOVATE DELIVERABLES	STRETCH DELIVERABLES
<p>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement. Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders. Establish and maintain <i>[number]</i> formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations, including <i>[list organisations]</i>: <i>(Either set measurable target AND/OR list organisation names)</i>
<p>Build relationships through celebrating National Reconciliation Week (NRW).</p>	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff. RAP Working Group members to participate in an external NRW event. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff. RAP Working Group members to participate in an external NRW event. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW Organise at least one NRW event each year. Register all our NRW events on Reconciliation Australia's NRW website. 	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff. RAP Working Group members to participate in an external NRW event. Encourage and support staff and senior leaders to participate in <i>[number]</i> external events to recognise and celebrate NRW, including <i>[list events]</i>: <i>(Either set measurable target AND/OR list events)</i> Organise <i>[number]</i> internal NRW events, including at least one organisation-wide NRW event, each year.

			<ul style="list-style-type: none"> • Register all our NRW events on Reconciliation Australia's NRW website.
<p>Promote reconciliation through our sphere of influence.</p>	<ul style="list-style-type: none"> • Communicate our commitment to reconciliation to all staff. • Identify external stakeholders that our organisation can engage with on our reconciliation journey. • Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	<ul style="list-style-type: none"> • Implement strategies to engage our staff in reconciliation. • Communicate our commitment to reconciliation publically. • Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. • Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. 	<ul style="list-style-type: none"> • 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 <i>[number]</i> RAP and other like-minded organisations to implement ways to advance reconciliation, including <i>[list organisations]</i>: (Either set measurable target AND/OR list organisation names)
<p>Promote positive race relations through anti-discrimination strategies.</p>	<ul style="list-style-type: none"> • Research best practice and policies in areas of race relations and anti-discrimination. • Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	<ul style="list-style-type: none"> • Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. • Develop, implement and communicate an anti-discrimination policy for our organisation. • Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. • Educate senior leaders and managers on the effects of racism. 	<ul style="list-style-type: none"> • 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.

RESPECT			
ACTION	REFLECT DELIVERABLES	INNOVATE DELIVERABLES	STRETCH DELIVERABLES
<p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<ul style="list-style-type: none"> • Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. • Conduct a review of cultural learning needs within our organisation. 	<ul style="list-style-type: none"> • Conduct a review of cultural learning needs within our organisation. • Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. • Develop, implement and communicate a cultural learning strategy for all staff. • Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	<ul style="list-style-type: none"> • Conduct a review of cultural learning needs within our organisation. • Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and 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 to undertake formal and structured cultural learning.
<p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<ul style="list-style-type: none"> • Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. • Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country 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. • Develop, implement and communicate a cultural protocol document, 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 significant events each year. • Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	<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. • 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.

			<ul style="list-style-type: none"> • Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events. • Display an Acknowledgment of Country plaque or other appropriate protocols in our office/s or on our buildings.
<p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> • Raise awareness and share information amongst staff about the meaning of NAIDOC Week. • Introduce staff to NAIDOC Week by promoting external events in our local area. • RAP Working Group to participate in an external NAIDOC Week event. 	<ul style="list-style-type: none"> • RAP Working Group to participate in an external NAIDOC Week event. • Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. • Promote and encourage participation in external NAIDOC events to all staff. 	<ul style="list-style-type: none"> • RAP Working Group to participate in an external NAIDOC Week event. • Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. • Support all staff to participate in <i>[number]</i> external NAIDOC Week events in our local area, including <i>[list events]</i>: <i>(Either set measurable target AND/OR list events)</i> • In consultation with Aboriginal and Torres Strait Islander stakeholders, support <i>[number]</i> external NAIDOC Week events each year, including <i>[list events]</i>: <i>(Either set measurable target AND/OR list events)</i>

OPPORTUNITIES			
ACTION	REFLECT DELIVERABLES	INNOVATE DELIVERABLES	STRETCH DELIVERABLES
<p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<ul style="list-style-type: none"> • Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. • Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	<ul style="list-style-type: none"> • Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. • Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. • Develop and implement 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. • Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	<ul style="list-style-type: none"> • Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. • Develop and implement 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. • Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce from [%] to [%].
<p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> • Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. • Investigate Supply Nation membership. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.

- Develop commercial relationships with Aboriginal and/or 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).
- Increase our overall spend on goods and services purchased each year with Aboriginal and Torres Strait Islander owned businesses from *[%]* to *[%]*.
- Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.

GOVERNANCE			
ACTION	REFLECT	INNOVATE	STRETCH
<p>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</p>	<ul style="list-style-type: none"> Form a RWG to govern RAP implementation. Draft a Terms of Reference for the RWG. Establish Aboriginal and Torres Strait Islander representation on the RWG. 	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. Establish and apply a Terms of Reference for the RWG. RWG meet at least four times per year to drive and monitor RAP implementation. 	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. Apply a Terms of Reference for the RWG. RWG meet at least four times per year to drive and monitor RAP implementation.
<p>Provide appropriate support for effective implementation of RAP commitments.</p>	<ul style="list-style-type: none"> Define resource needs for RAP implementation. Engage senior leaders in the delivery of RAP commitments. Define appropriate systems and capability to track, measure and report on RAP commitments. 	<ul style="list-style-type: none"> Define resource needs for RAP implementation. Engage senior leaders and other staff in the delivery of RAP commitments. Define and maintain appropriate systems and capability to track, measure and report on RAP commitments. Appoint and maintain an internal RAP Champion from senior management. 	<ul style="list-style-type: none"> 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.
<p>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. Report RAP progress to all staff and senior leaders quarterly. Publically report our RAP achievements, challenges and learnings, annually. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 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.
<p>Continue our reconciliation journey by developing our next RAP.</p>	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP.