**Innovate Reconciliation Action Plan (RAP) template**

**Instructions and guidance**

**About the Innovate RAP**

An Innovate RAP is used to develop, test and establish the best approach for advancing reconciliation in your workplace. Implementing the actions and deliverables in an Innovate RAP helps to provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing economic equity and supporting First Nations self-determination.

An Innovate RAP is a public commitment published on [Reconciliation Australia’s website](https://www.reconciliation.org.au/reconciliation-action-plans/who-has-a-rap/). An Innovate RAP has a two-year duration, commencing after the RAP has been endorsed by Reconciliation Australia.

**Before you start, read and understand the following:**

To support a smooth review of your RAP, please review the following resources and adhere to best practice guidance when developing your RAP.

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| [The RAP framework](https://www.reconciliation.org.au/wp-content/uploads/2025/03/The-RAP-framework.pdf)  | Understand the purpose of a RAP and its three core pillars and foundation of governance |
| Develop a unique [vision for reconciliation](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Developing-a-vision-for-reconciliation.pdf)  | Provides our definitions and expectations for setting a strong vision to guide your RAP |
| Define your [sphere of influence](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Your-sphere-of-influence.pdf) | Use this guide and tool to map your internal and external stakeholders  |
| [Guide to developing a SMART RAP](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Developing-a-S.M.A.R.T.-RAP.pdf) | Utilising the S.M.A.R.T. principles: Specific, Measurable, Achievable, Relevant and Time-bound. This guide details standards for setting timelines, responsibilities and sustaining your reconciliation commitments |
| [Demonstrating inclusive and respectful language guide](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Demonstrating-inclusive-and-respectful-language.pdf) | Using respectful and inclusive language and terminology is an essential part of reconciliation and strengthening relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community.  |
| [Establish and maintain an effective RAP Working Group](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Establishing-an-effective-RAP-Working-Group.pdf)  | Provides our expectations for the governance of your RAP |
| [Working with Aboriginal or Torres Strait Islander artists](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Working-with-Aboriginal-and-Torres-Strait-Islander-Artists.pdf) | Should you choose to work with an Aboriginal and/or Torres Strait Islander artist for the design of your RAP. This guide provides important information about doing so in a genuine and respectful way. |

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**How to use this RAP template**

The template has various sections and prompts that must be addressed. Below is a snapshot of each section included and what to expect.

|  |  |
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| **Sections** | **What to expect** |
| * Our vision for reconciliation
* Our Business
* Our reconciliation journey
* Our RAP
* Relationships pillar
* Respect pillar
* Opportunities pillar
* Governance
 | Fill in each section addressing the *italicised guidance and prompts*. Ensure it is written to be understood by an external reader who has no prior knowledge of your industry area or organisation. Each pillar is pre-filled with all required actions and deliverables that workplaces must commit to, in order to receive Reconciliation Australia’s endorsement. You may customise the deliverables that are included in this template, however any changes will need Reconciliation Australia’s approval. Your organisation is also expected to demonstrate strategic thinking and an impact focused approach by including additional actions and deliverables tailored to your core business and [sphere of influence](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Your-sphere-of-influence.pdf). At minimum an Innovate RAP should include at least one unique action and associated deliverables.Delete all *italic prompts* when you have finished filling out each section of the template. |

**Submitting your draft RAP**

Use this MS-Word template to complete your draft RAP and submit for review using the [RAP Submission Portal](https://rap.reconciliation.org.au/s/submit). To submit your draft, you will need the email address of your RAP’s primary contact and your unique RAP - ID. Draft RAP versions can only be submitted in MS-Word format.

**RAP review process**

A RAP Officer will provide tailored feedback and advice within four weeks of the draft submission. Expect a **minimum of three (3)** **rounds** of feedback before your Innovate RAP is ready to progress to the next stage. Save time by providing a complete draft in your first submission and address all essential feedback after each review round.

**RAP endorsement process**

Once your RAP meets Reconciliation Australia’s requirements for endorsement, it is provided in two stages.

* **Conditional Endorsement –** approval of the written content of your RAP (MS-Word format only). At this stage, Reconciliation Australia will provide you with a statement from our CEO (as well as a photo), the Innovate RAP logo, assets and guides to include in the design of your RAP. There should be no further written changes after this stage.
* **Formal Endorsement –** approval and publication of your RAP on the Reconciliation Australia Website. A final designed document should be submitted using the [RAP Submission Portal](https://rap.reconciliation.org.au/s/submit). This will need to be in a PDF format less than 4MB in size. It should be saved in a web safe colour format that includes the conditionally endorsed content, and appropriate captions and credits for any photographs or artworks included (read [Working with Aboriginal or Torres Strait Islander artists](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Working-with-Aboriginal-and-Torres-Strait-Islander-Artists.pdf)).

***The guidance and instructions provided above should be removed prior to draft submission***

*Cover page placeholder*

*[Your Organisation Name]*

**Innovate Reconciliation Action Plan**

*[start month, 20\_\_] – [end month, 20\_\_]*

***Advice on setting your RAP duration:***

*An Innovate RAP has a two-year implementation period. Please ensure your projected start and end dates taking into consideration Reconciliation Australia’s review timeframe. The start date should be aligned with Reconciliation Australia’s endorsement. There are typically three (3) rounds of feedback before a Innovate RAP is endorsed by Reconciliation Australia. Each draft takes up to 4 weeks to review. Then also take into consideration the turnaround time on your end and calculate this into the expected endorsement.*

**A statement from your senior leader**

**A statement from CEO of Reconciliation Australia**

**Our vision for reconciliation**

*State your organisation’s* [*vision for reconciliation*](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Developing-a-vision-for-reconciliation.pdf) *and how it relates to your business.*

**Our business**

*Use the following prompts to build a story about your business. The purpose of this section is to provide external readers as well as staff and stakeholders with context about your workplace and its sphere of influence. 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?*
* *What is your organisation’s geographic reach (regional, national, or global)?*
* *What is your organisation’s sphere of influence (internal and external stakeholders)? Refer to the Engaging your* [*sphere of influence*](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Your-sphere-of-influence.pdf) *document for guidance*
* *How many office locations does your workplace have in Australia and where are they?*

**Our reconciliation journey**

*Describe your organisation’s engagement with reconciliation and Aboriginal and Torres Strait Islander peoples to date.* ***In paragraphs****, describe any formal or informal partnerships you may have or current reconciliation activities you have in place.*

*If your workplace has progressed through a previous RAP, also include a* ***summary of the key learnings, challenges, achievements or most significant changes in your organisation resulting from RAP implementation****. You can use different formats such as case studies, staff testimonials or a timeline of events in this section.*

**Our RAP**

*In this section, provide readers with the reasons and purpose your workplace has for implementing a RAP. Describe your organisation’s interest in reconciliation and how you developed your RAP with your RAP Working Group****. In paragraphs****, address the following questions as a minimum.*

* *Why is your workplace developing a RAP?*
* *How was the RAP developed (e.g. internal and external consultation, input from senior leadership, input from Aboriginal and Torres Strait Islander stakeholders)?*
* *Who from your senior leadership will champion your RAP?*
* *Who internally and externally is involved in your RAP Working Group (please use job titles). Refer to* [*Establish and maintain an effective RAP Working Group*](https://www.reconciliation.org.au/wp-content/uploads/2025/03/Establishing-an-effective-RAP-Working-Group.pdf) *for guidance.*
* *How many Aboriginal and Torres Strait Islander people are represented on your RAP Working Group?*
* *Optional: Does your organisation have an external Aboriginal and Torres Strait Islander Advisory Group?*

***Delete all italic prompts when you have finished filling out each section of the template.***

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| **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 the Relationships pillar 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 develop guiding principles for future engagement.
 | *[Month, year]* | *[Job title]* |
| * Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.
 |  |  |
| 1. Build relationships through celebrating National Reconciliation Week (NRW).
 | * Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.
 |  |  |
| * RAP Working Group members to participate in an external NRW event.
 | 27 May- 3 June, [Years] |  |
| * Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.
 | 27 May- 3 June, [Years] |  |
| * Organise at least one 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/).
 | May [Years] |  |
| 1. Promote reconciliation through our sphere of influence.
 | * Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.
 |  |  |
| * Communicate our commitment to reconciliation publicly.
 |  |  |
| * Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.
 |  |  |
| * Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.
 |  |  |
| 1. Promote positive race relations through anti-discrimination strategies.
 | * Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.
 |  |  |
| * Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy
 |  |  |
| * Develop, implement, and communicate an anti-discrimination policy for our organisation.
 |  |  |
| * Educate senior leaders on the effects of racism.
 |  |  |
| *[Include any additional unique Relationship actions to support your reconciliation journey.]* | *[List the deliverables that are required in order to meet the objective of the Action.]* |  |  |

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| **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 to inform our cultural learning strategy.
 |  |  |
| * Develop, implement, and communicate a cultural learning strategy document for our staff.
 |  |  |
| * Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural 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.
 |  |  |
| * 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.
 |  |  |
| 1. 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, *[Years]* |  |
| * 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.
 | First week in July, *[Years]* |  |
| *[Include any additional unique Respect actions to support your reconciliation journey.]* | *[List the deliverables that are required in order to meet the objective of the Action.]* |  |  |

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| **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:** *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.
 | * Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.
 | *[Month, year]* | *[Job title]* |
| * 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.
 |  |  |
| 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.
 |  |  |
| * Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.
 |  |  |
| *[Include any additional unique Opportunities actions to support your reconciliation journey.]* | *[List the deliverables that are required in order to meet the objective of the Action.]* |  |  |

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| **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.
 | *[review dates should coincide with RWG meeting dates]* | *[Job title]* |
| * Establish and apply a Terms of Reference for the RWG.
 |  |  |
| * Meet at least four times per year to drive and monitor RAP implementation.
 | *[Months, Years]* |  |
| 1. Provide appropriate support for effective implementation of RAP commitments.
 | * 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.
 |  |  |
| 1. 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 |  |
| * Complete and submit the annual RAP Impact Survey to Reconciliation Australia.
 | 30 September, annually |  |
| * Report RAP progress to all staff and senior leaders quarterly.
 |  |  |
| * Publicly report our RAP achievements, challenges and learnings, annually.
 |  |  |
| * Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.
 |  |  |
| * Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.
 |  |  |
| 1. Continue our reconciliation journey by developing our next RAP.
 | * Register via Reconciliation Australia’s [website](https://rap.reconciliation.org.au/s/registration) to begin developing our next RAP.
 | *[six months prior to RAP expiry date]* |  |
| *[Include any additional unique Governance actions to support your reconciliation journey.]* | *[List the deliverables that are required in order to meet the objective of the Action.]* |  |  |

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