



Stretch Reconciliation Action Plan

July 2024 - June 2027

Acknowledgement of Country

Kurna miyurna ngadlu Kurna yarta tampinhi.
Yaintya miyurna ngadlu, ngaitalya.
Kurna people we acknowledge, Kurna land we recognise.
All Aboriginal and Zenadth Kes peoples we acknowledge with our respect.

We also acknowledge Ngangkipurka and Purka (Elders) that were, are and will be. Our organisation welcomes all Aboriginal and Zenadth Kes peoples, acknowledging they are the traditional owners and custodians of the unceded land and waterways throughout our Country.

About the Artwork

Gowrie SA is located next to Karrawirra Pari. We offer early education and care, professional learning, parenting and inclusion programs.

In the top left of the artwork, we have the spirit world keeping an eye on us. In the middle of the artwork, we have the 2 collaborators, Tamaru and David Booth on Kurna Yarta-ana. There are 3 grass trees in the middle which are our favourite plant. On the very bottom we are representing children aged from birth to 3, with little feet, coming into our Children's Programs and leaving as 5 year olds, with big feet. On the top right, we have Tarnta with the 7 entry points from around Australia to Kurna Yarta.



Artwork by Kurna Elder Uncle Tamaru and Warumunga/Yuggera Artist David Booth



Reconciliation Australia CEO Message

On behalf of Reconciliation Australia, I congratulate Gowrie SA on its formal commitment to reconciliation, as it implements its third Stretch Reconciliation Action Plan (RAP), its sixth RAP in total.

Formed around the pillars of *relationships, respect, and opportunities*, the RAP program helps organisations to fulfill the role they can play in driving reconciliation across their work and area of expertise.

Gowrie SA is an organisation dedicated to educating and providing services for our youngest citizens, and over its long reconciliation journey it has thoughtfully brought reconciliation into early learning by highlighting and paying respect to Aboriginal and Torres Strait Islander cultures.

Reflecting on the achievements of its previous plans, Gowrie SA has demonstrated a willingness to overcome challenges through innovation. The creation of a knowledge hub on its internal app to centralise its reconciliation information exemplifies the organisation's commitment to ensuring that all its staff have access to education and resources. Additionally, the employment of a Kurna emerging Elder to support its employees to bring the Kurna language into their work shows the organisation cultivating a culture that respects and celebrates local Kurna knowledge and expertise.

Building on these achievements, Gowrie SA resumes its impressive work in its new Stretch RAP. The organisation continues to focus on what it can learn from the Aboriginal and Torres Strait Islander people in its community, with plans to maintain five formal two-way partnerships with First Nations organisations to foster shared goals, mutual benefits, and cross-cultural understanding. Further, Gowrie SA will develop an information letter on its Reconciliation Program for families to explain what it teaches, what its intent is and why reconciliation is important. This initiative shows that Gowrie SA understands its sphere of influence, and the importance of contributing to broader community awareness and engagement through its work.

This new Stretch RAP underscores Gowrie SA's continued commitment to creating culturally safe and inclusive early learning environments through respectful partnerships. On behalf of Reconciliation Australia, I commend Gowrie SA on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
CEO, Reconciliation Australia

Our Vision for Reconciliation

Gowrie SA believes reconciliation is walking side by side together with Aboriginal and Zenadh Kes (formerly known as Torres Strait Islander) communities. We believe all children have the right to be fully connected with their cultures and heritage, as well as the 60,000 years of cultures and heritage of this Country. Gowrie SA continues to lead and prioritise reconciliation and reconciliation activities as a core part of our philosophy. We believe that everyone thrives when they grow up and live in communities that work together for our society. We strive for cultural responsiveness embedded in holistic ways to provide children, families and educators with a cultural lens to learn about Aboriginal and Zenadh Kes beliefs, histories, peoples and practices. Reconciliation is the right thing to do and together we can make a difference.



Our Business

Gowrie SA opened in 1940 as an integrated early childhood service providing education and care for children from birth to school age and programs for parents. Today we offer an early learning program that includes kindergarten and long day care at 2 early education sites on Kurna Country in Adelaide. Gowrie SA is the Australian Government-funded Inclusion Agency for South Australia, delivering free inclusion support services under the government's Inclusion Support Program. Our Professional Learning Program offers professional development and learning opportunities to build capacity of educators throughout South Australia to work with children from early to middle childhood. Our main office is located in Thebarton. We have staff located throughout South Australia including Ngadjuri (Jamestown), Meru (Riverland), Boandik (Mt Gambier) and Barngarla (Whyalla). Gowrie SA employs 80 (FTE) staff (including 4 Aboriginal and/or Zenadh Kes staff) in a multi-disciplinary team including education, health, welfare and disability. Our work involves participation in key state and national networks. Gowrie SA is part of a consortium of Gowrie organisations located in each state.

environments that contribute to broader national objectives such as Closing the Gap. We receive continual feedback from Aboriginal and Zenadh Kes Peoples that they feel safe and welcome in our environments that have Kurna language, artefacts and cultural learning embedded throughout.

Inclusion Agency for SA

Gowrie SA is the Inclusion Agency for South Australia with funding from the Australian Department of Education under the Inclusion Support Program (ISP). As the Inclusion Agency, Gowrie SA provides inclusion support to over 800 education and care services (offering long day care, family day care and out of school hours care) to mentor and coach educators in their role to assist children's inclusion. This program also supports education and care services to understand how to support the inclusion of Aboriginal and Zenadh Kes children and their families.

Early Childhood Program

Our Children's Program is central to our core work, learning and research. In our Children's Program, we educate young children thereby contributing to learning across future generations. We offer 2 integrated long day care and kindergarten programs arranged into 2 age groupings - infants to 3 year olds, and 3 year olds to school age, with 150 children attending across 9 rooms. Our philosophy utilises primary caregiving practices that aim to foster secure attachment relationships between educators and children. This enables children to flourish in social groups, supports children's emotional development and enhances learning and development through the use of culturally responsive pedagogical practices. We have established learning environments that support children to connect to nature and natural environments and materials, where open exploration and learning encourage children's decision-making and developmental growth. Since our first Reconciliation Action Plan in 2011, our Children's Program connects strongly with learning about Aboriginal and Zenadh Kes Peoples and histories, including learning Kurna language, and cultural perspectives are woven into the program. A priority over many years has been to implement cultural learning, perspectives and pedagogies delivered by qualified educators through a high quality program, thereby creating culturally safe and responsive

Professional Learning Program

The Gowrie SA Professional Learning Program is available to all early childhood and children's services in South Australia and provides a calendar of workshops as well as intensive, customised in-service and consultancy services. These professional development programs include a suite of Aboriginal and Zenadh Kes cultural programs co-designed with local Elders and Aboriginal staff.

Parenting Program

We offer parenting courses and customised parenting programs to support families in local communities. These are currently offered in 2 metropolitan areas and one regional location in SA. The goal of our parenting program is to offer support and modelling to families, working together to support children's development and learning.

Our RAP



As an early learning organisation, we recognise the importance of creating culturally safe and inclusive environments for children and their families. When we began our reconciliation journey in 2010, we understood that genuine relationships with local Aboriginal and Zenadth Kes communities could bring more meaning to our experiences and support children and families to understand the importance of this work for us all. Developing strong relationships with Elders, and the Aboriginal and Zenadth Kes community was, and still is, a key commitment for Gowrie SA. Through these relationships, we have discovered the value of reciprocity, where we learn and teach together and support each other.

Gowrie SA is fortunate to be situated on Kurna Yarta. It is a beautiful Country with a rich history. The Kurna people are the only Native Title Rights holders of a capital city in Australia. Both of our children's program sites are close to Karrowirra Pari (Red Gum Forest River – River Torrens), which we know as a place of great significance for Kurna people. This river was used for many purposes, including as a key food and water source, transport and trade route, and for seasonal movement, ceremony, communities and family groups. We continue to strive to learn more about our local history in order to understand our responsibilities towards community and Aboriginal and Zenadth Kes Peoples as the custodians of Country. Developing understanding of and appreciation for the world's oldest living culture is a key focus of our reconciliation work.

Our first RAP involved a small committee with representation from Aboriginal and Zenadth Kes parents and staff across the organisation. Since then we have been able to form meaningful

connections and relationships with local Elders and others within the Aboriginal and Zenadth Kes community, who have become integral to Gowrie SA and its programs. The trust and respect between Gowrie SA and the Aboriginal and Zenadth Kes community are reflected in the continued growth of our 2-way partnerships and reciprocal exchanges as we walk side by side together. We are proud to hear that 'our work is not going unnoticed in community', an acknowledgement of the authentic and truly integrated approach we take to reconciliation. Our previous RAP was launched with a moving video that shares the story of our reconciliation journey. We have shared this video on social media and have made it readily accessible on YouTube in the hope that it inspires others to take action for reconciliation.

"Give children a cultural lens that allows them to see things differently, to understand it. They will have that for the rest of their lives" – Ivan-Tiwu Copley, Kurna and Peramangk man, member of the Aboriginal and Zenadth Kes Reference Group and regular consultant to Gowrie SA programs.

This, our 6th RAP and 3rd Stretch RAP, was developed on the precipice of significant change in the social and political landscape. The Uluru Statement from the Heart reinforces our commitment to reconciliation and our role as a leader in the sector to model the importance of reconciliation in early learning settings. We have a responsibility to engage in truth-telling about the histories of Aboriginal and Zenadth Kes Peoples and the impact of

colonisation; and in the sharing and understanding of cultures and knowledges and the contribution of these to society.

The changing landscape requires a dynamic approach to how we raise awareness of reconciliation both internally and externally. A focus of this RAP is to ensure we promote reconciliation in a way that has high visibility, broad reach, and resonates with others. There is an ongoing risk that a knowledge divide will grow between newer staff members, and the long-serving staff who have a high degree of familiarity with our reconciliation journey and knowledge of our achievements. Our commitment to ongoing learning about cultures, histories and the importance of reconciliation remains strong and we need to ensure our organisation's activities continue to align with the actions and deliverables we have set out in our RAP. Additional effort will be put towards ensuring that reconciliation is made more visible for staff so they can see and make the connection between their work and the actions and deliverables of the RAP. We will share our progress more explicitly and seek frequent feedback from staff to identify how engaged they are with the organisation's reconciliation journey and that of their own.

We actively seek the advice of the Aboriginal and Zenadth Kes Reference Group (referred to as the Reference Group). We have worked closely with the Reference Group to develop ideas for this RAP, and with their advice, are mindful of our choice of language to ensure we are consistent in its use. In this RAP, we write Aboriginal and Zenadth Kes rather than Indigenous or First Nations, giving respect to the wishes of the Reference Group. The consistent use of language will also be extended to all aspects of our organisation. The Reference Group has provided us with an immense amount of cultural advice and guidance since it was formed in 2019.

Aboriginal and Zenadth Kes Reference group members:

- Ivan-Tiwu Copley
- Karri Tamaru Smith (*Internal Aboriginal Consultant*)
- Eddie Peters
- Alex Houthuysen
- Nicole Gollan
- Rodney Welch

We engage with Rosemary Wanganeen as part of Gowrie SA Employee Assistance Program.

Our 2022-23 RAP Working Group has also provided input into the development of this RAP. The RAP WG has expanded to include a greater representation of staff across all Gowrie SA programs:

- Rachel Jose, *Convenor Team Leader – Aboriginal and Zenadth Kes representative - 2022-23*
- Mary Scales, *Convenor Program Leader - ongoing*
- Lynne Rutherford, *Chief Executive Officer - ongoing*
- Sandra Greco, *Finance Officer - ongoing*
- Amy Arcangeli, *HR Advisor - 2022-23*
- Lyndsay Healy, *Director - ongoing*
- Krystal Kimble, *Director - ongoing*
- Cecilia Fragnito, *Team Leader - ongoing*
- Jade Martin, *Convenor, Inclusion Agency Team Leader – Aboriginal and Zenadth Kes representative - ongoing*
- Claire Sampson, *Teacher*

Mary, the Professional Learning Program Leader, has been our RAP Champion since our first RAP. This role was shared with the RAP co-convenor Rachel. Mary and Rachel led by example, being active and present in key internal and external reconciliation-related events and in mentoring and supporting other organisations in their RAP journeys. They had strong support and involvement from the Gowrie SA CEO. All senior staff are active advocates for reconciliation.

Our Challenges

The complexities created by the COVID pandemic significantly challenged our ability to meet the deliverables set out in our last RAP. The restrictions imposed by governments to manage the public health emergency meant visits to our programs were limited, or non-existent, which interrupted the depth of learning offered by visiting Elders and community members. Our focus turned to implementing protective measures for Elders to ensure their health and safety. This also prevented us from holding some of the public events we were planning in collaboration with other organisations and for our families.

Staff turnover has added complexity to maintaining the momentum of reconciliation actions. Staff turnover is not uncommon in a sector that is in the midst of a workforce crisis. New staff require time to embrace the philosophy of the organisation and to learn about their own identity, influence and contributions. Coordinating meetings to suit staff is challenging due to existing commitments and roles, and with some staff working from home due to the pandemic we have needed to find flexible ways to meet and ensure the same depth of discussion and action. During 2023 we had 2 Aboriginal staff resign, one to return to her community at the completion of her traineeship, and the other to move to a government program supporting family reconciliation.

Our Key Learnings

One of the key actions in the previous RAP was to explore and map sites of significance within our local Kurna community. In planning this project, interviews were arranged with Kurna Elders and recorded. It became evident that recording oral histories and preserving them for future generations is crucial for curating cultural knowledge. Another way we have done this is by recording the work Elders do within the different programs to ensure the learning is documented and held in esteem.

Over the past 3 years we have focused on increasing our individual and organisational participation and contribution to community. With this has come a deeper appreciation of the importance of 2-way reciprocity and ensuring our relationships have mutual benefit. This has led to some wonderful opportunities such as supporting Eddie Peters, a Zenadth Kes Elder, in hosting 3 Adelaide Fringe events for the community. We have also made a concerted effort to share our work with both the broader community and the sector in order to increase the influence and ripple effect of these commitments. This has included presenting at the Early Childhood Australia national conference, an article in the Torres News and a biannual newsletter that highlights our reconciliation work and achievements.

Our recruitment processes have evolved to reflect our learning over the course of the previous RAP. We began thinking deeply about effective methods to attract potential Aboriginal and Zenadth Kes employees to our organisation, and how to ensure cultural safety in the interview process. As such, we have changed the way we promote vacant positions by being more proactive in promoting these positions with our networks and community and include an Elder within the recruitment process when we have an Aboriginal and Zenadth Kes applicant.

Our Achievements

We engaged an Aboriginal consultant to comprehensively review key organisational documents with a cultural lens, such as Gowrie SA policies, cultural protocols, the Children's Program handbook, induction materials and style guide. The review checked for language consistency, opportunities to incorporate contemporary perspectives, cultural risk and safety concerns, and inclusivity and appropriateness. We have successfully implemented the feedback and recommendations made into Gowrie SA's documents and processes.

A Kurna Elder has been employed as an Aboriginal Consultant to teach us Kurna language. This has provided further opportunity to carefully examine how we use language, and ensure it is used appropriately and consistently. We commenced Kurna language lessons to support staff to use Kurna language in their everyday conversations and learning. With permission, senior staff have begun learning an Acknowledgement of Country in language and provide an Acknowledgement of Country both internally and externally on behalf of the organisation. Our language learning has included learning the history of the Kurna language, the story of its revival and appropriate resources to draw on.

To address the challenge of having ready access to good and reliable reconciliation information, we have made use of our internal online communication app to connect staff with our reconciliation work. This app has a knowledge hub with a feature on reconciliation. In the hub are links to the organisation's key documents such as the current RAP plan, RAP launch video, significant dates and the RAP WG and Aboriginal and Zenadth Kes Reference Group members. It also features a section on Aboriginal and Zenadth Kes businesses and suppliers from publicly available lists including Supply Nation and others we have curated over time. The app is used to share information on our actions and progress towards meeting RAP deliverables and is a key communication method across our organisation. Information about events both within Gowrie SA and in the community are shared to encourage participation and there is a library that has a suite of learning resources including Kurna language, dreaming stories, songs, stories and symbols.

Kurna Elder involvement in the Children's Program increased significantly in 2023. We are fortunate to have the guidance and knowledge of different Elders and community members who spend valuable time in our Children's Program, including



Original Reconciliation Artwork by
Yorta Yorta Artist Karen Briggs

our Aboriginal Consultant. The knowledge they share is always relevant to current areas of inquiry the children are engaging in and adds a cultural lens to their learning and thinking. The children have the opportunity to develop strong relationships with Elders and share the learning with their families. In each entrance to the Children's Program there is now an opportunity to post a question to visiting Elders; families, staff and children can write questions and have them answered. Elders are also instrumental in informing the learning and thinking across other parts of our organisation. They visit internal cultural circles created to explore aspects of reconciliation and culture, they co-facilitate professional learning sessions for the sector and approve the content of the sessions that are about culture and inclusion. Their involvement in wider learning for the sector culminated in a joint conference presentation for the Early Childhood Australia national conference in both 2022 and 2023.

Staff at Gowrie SA have been much more active in their involvement and participation in wider community events and networks. Regular involvement by senior staff in Reconciliation Australia and SA advocacy and education groups has provided invaluable connections and impetus for our thinking and progress of our RAP commitments. Word has travelled in community about the work we are doing and this has promoted more involvement and interest from the wider community. As noted by one of the Elders, "when you are strengthening the relationships between Aboriginal and non-Aboriginal community and create an environment where people feel comfortable – this opens other doors" (Gowrie SA Launch Video August, 2021).



Relationships

It is important for us to support reconciliation activities and building relationships is core to this. The Gowrie SA philosophy, which has relationships as a central feature, applies across all aspects of our organisation. The scope of our relationships includes children, families, Elders, Aboriginal and Zenadh Kes Peoples and community, staff, and stakeholders. We have a role in building, nurturing and sustaining all these relationships. We understand the importance of giving back in relationships so there is reciprocity and mutual benefit. Building relationships with Aboriginal and Zenadh Kes Peoples leads to increased knowledge and the ability to create culturally informed and relevant programs and pedagogies. Relationships require deep listening on our part, the time to listen and understand, and the time to show respect. We need to listen with our whole self, listen to support healing and truth-telling, and listen in holistic ways. We

need to listen to learn, not to respond. We need to work together to support our learning, using less 'buts', and more 'ands'. We believe that we have a role in reducing cultural load by doing our own research and learning, rather than relying only on Aboriginal and Zenadh Kes Peoples for this knowledge. In developing these practices, our relationships will be respectful, consistent and safe.

When we prioritise relationships, we will prioritise the governance systems and necessary resources that support relationships, communication, engagement and partnerships in an ongoing way. Developing sustained and reciprocal relationships connects our hearts and heads in ways that support deep learning, social justice and positive change within society, particularly focusing on the impacts of children as citizens who will influence societal equity and change.

Case Study 1

We supported Zenadh Kes Elder Eddie Peters to provide Adelaide Fringe events for the community in 2022 and 2023. In 2022, the free event 'Island Night' was held in Iparrityi (Whitmore Square) and attracted a crowd of 100+ attendees. The event showcased Kurna and Zenadh Kes musicians and dancers in a family friendly picnic style event. In 2023 the Adelaide Fringe event 'Zenadh Kes' was held in collaboration with Southern Cultural Immersion at Warriparinga (the Living Kurna Cultural Centre) as a ticketed event. The Adelaide Fringe generously provided a large number of community tickets to make the event accessible. This event featured Kurna and Zenadh Kes artists in the culturally significant Warriparinga grounds, with market stalls and food/drinks for purchase. Both Adelaide Fringe events involved staff from Gowrie SA as volunteer support, including a team of volunteers named #teameddie. Gowrie SA support entailed project management, funding application, auspicing and acquittal of funding, event promotion, coordination of meetings and event coordination. The Zenadh Kes event was featured in the Torres News and we received very positive feedback from community members about the event's success and the need for more events such as this that provide the opportunity to share and connect with culture.

Case Study 2

The history mapping project has been a highlight of our previous RAP. We were fortunate to secure a small grant from the City of West Torrens to engage Ivan-Tiwu Copley to lead this project. The project aims to enhance our knowledge of our local Kurna area and sites of significance on Kurna Country. A project brief was created and Uncle Ivan and our CEO interviewed senior Kurna Elders to hear their historical knowledge and perspectives. These interviews involved deep listening, the sharing of stories and truth-telling opportunities. Previously unknown stories, artefacts and maps were shared in these interviews. All the oral histories have been recorded and transcribed and we are looking forward to the next phase of this project, which we have built into this RAP. In this phase, we will work together to corroborate these stories with relevant historical records, including state archives and libraries. Our goal is to identify the most historically significant locations and recommend them for the placement of historical markers. The work of this project has strengthened relationships between Gowrie SA and the Kurna community and has provided an opportunity to give back to community in an active way.



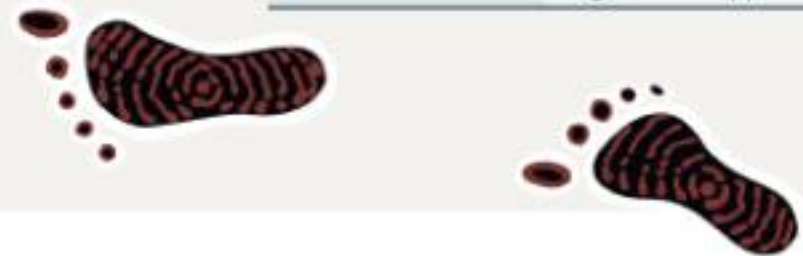
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Zenadh Kes stakeholders and organisations.	Meet with local Aboriginal and Zenadh Kes stakeholders and organisations to continuously improve guiding principles for engagement. - Develop guiding principles with the Aboriginal and Zenadh Kes Reference Group on engagement with other organisations - Develop a Charter with a senior Kurna Elder - From the Charter, develop an Aboriginal and Zenadh Kes partnership walking side-by-side agreement.	Jul 2024	CEO
	Review, update and implement an engagement plan to work with Aboriginal and Zenadh Kes stakeholders.	Apr 2025, 2026, 2027	Project Officer
	Establish and/or maintain 5 formal 2-way partnerships by agreeing to shared goals, mutual benefits and ways of working together with Aboriginal and Zenadh Kes communities or organisations including: - Reference Group - Deadly Mob (Aboriginal organisation) - Turkindi Network Inc SA (Aboriginal Community Controlled Association) - Nik & Co Consultancy (Aboriginal organisation) - Wynbring Jida Child Care Centre (Aboriginal organisation) - APY Art Gallery (Aboriginal organisation) - Centre for Griefology (Aboriginal organisation) - Tal-Kin-Jeri (Aboriginal organisation) - Aboriginal Family Support Services - Tauondi College - South Australian Aboriginal Secondary Training Academy	Aug 2024	CEO/RAP Convenors
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	Apr 2025, 2026, 2027	RAP WG, Convenors
	RAP WG members to participate in 3 external NRW events including: - Reconciliation in the West - Lowitja O'Donoghue Oration - NRW breakfast	27 May - 3 June, 2025, 2026, 2027	RAP WG
	Encourage and support staff and senior leaders to participate in 3 external events to recognise and celebrate NRW. - Reconciliation in the West - Lowitja O'Donoghue Oration - NRW breakfast	27 May- 3 June, 2025, 2026, 2027	CEO
	Organise 11 internal NRW events, including at least one organisation-wide NRW event, each year. - Reconciliation Walk hosted by an Elder for families and staff - Networking event for Reference Group members and staff - Each Children's Program room to host a program activity during NRW.	27 May- 3 June, 2025, 2026, 2027	RAP WG, Convenors
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026, 2027	RAP WG, Convenors



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. <ul style="list-style-type: none"> Update RAP commitments and progress through the internal communication app and biannual reconciliation newsletter Pulse surveys to focus on staff actions to advance reconciliation and planning Utilising internal communication app to develop centralised core reconciliation information and documents. 	Sept 2024 Apr, Sept 2025 Apr, Sept 2026 Apr 2027	Project Officer
	Communicate our commitment to reconciliation publicly. <ul style="list-style-type: none"> Review website content and restructure for better visibility of reconciliation activities Include list of current RAP actions/foci on website Promote links to website using social media Reconciliation section in Board and AGM reports. 	Oct 2024, 2025, 2026	CEO, Program Leaders, Project Officer
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes. <ul style="list-style-type: none"> Utilise our social media platforms to promote community events and reconciliation initiatives to stakeholders Promotion of Narragunnawali and RAP development processes Using our Professional Learning Program to engage South Australian education and care services in cultural learning, events, projects and engagement with Elders. 	July 2024, 2025, 2026	PL Program Leader, Project Officer
	Collaborate with 8 RAP and other like-minded organisations to implement innovative approaches to advance reconciliation, including: <ul style="list-style-type: none"> Community Children's Centres SA Inclusion Agency of SA Yitpi Yartapuultiku Cultural Centre APY art gallery Reconciliation Australia RAP Networking Groups Reconciliation SA and the Education Network Group St Johns Youth Deadly Mob Turkindi Network Inc SA Workabout Centre, Department for Education Nik & Co Consultancy City of West Torrens Gowrie Australia 	July 2024, 2025, 2026	CEO, Program Leaders
	Gowrie SA intends to engage all staff in its reconciliation journey by: <ul style="list-style-type: none"> Holding a whole organisation RAP focus in annual closure day Ensuring staff induction includes an overview of organisation reconciliation journey and RAP as well as scheduled time with the Aboriginal Consultant Engaging Elders and community members to work with staff across all our programs quarterly Seeking grant funding to further Kurna language learning across the organisation, including with families and clients. 	Aug 2024, 2025, 2026 June, Sept, Dec 2024, 2025, 2026, Mar 2027	CEO, Program Leaders, Aboriginal Consultant
	Gowrie SA intends to engage external stakeholders in its reconciliation journey by: <ul style="list-style-type: none"> Developing a Walking Together agreement in consultation with Aboriginal Consultant and Reference Group Developing a charter to guide our work with other individuals/organisations Collaborating with other like-minded organisations to maintain strong connections by <ul style="list-style-type: none"> Co-hosting meetings with Turkindi Network Inc SA and Reconciliation SA Speaking an Acknowledgement in Kurna language at external meetings with permission of the host Using Kurna language to introduce self at meetings. 	Sept 2024, 2025, 2026	CEO, Program Leaders
	Attend and participate in at least 2 RAP leadership gatherings each year: <ul style="list-style-type: none"> Reconciliation SA – Reconciliation Industry Network Group Reconciliation Australia – RAP network 	July, Nov 2024, 2025, 2026	CEO



Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures concerned with anti-discrimination. <ul style="list-style-type: none"> Develop structured consultation schedule for policy review that includes RAP WG, Reference Group, and Aboriginal and Zenadth Kes families Policy and cultural protocols review by Nik&Co Nik&Co to develop a resource for staff to include what anti-discrimination look like in practice and internal or external responses Induction for all new staff to include time with Aboriginal Consultant. 	Oct 2024, 2025, 2026	HR Advisor, Aboriginal Consultant
	Engage with Aboriginal and Zenadth Kes staff and/or Aboriginal and Zenadth Kes advisors to continuously improve our anti-discrimination policy. <ul style="list-style-type: none"> Structured review process for policies and protocols with Reference Group, Nik&Co, Aboriginal and Zenadth Kes families and staff. 	Nov 2024, 2025	CEO, RAP WG
	Review, implement, and communicate an anti-discrimination policy for our organisation and circulate annually.	Nov 2024	HR Advisor
	Provide ongoing education to senior leaders and managers on the effects of racism. <ul style="list-style-type: none"> Nik&Co to facilitate program leader discussion to focus on anti-discrimination and strategies. Program leaders to bring examples to the meeting of attitudes, comments, real stories to develop potential responses and to understand the effect or racism. Senior staff to attend cultural respect and safety training once in the term of the RAP as a minimum. 	Aug 2024, 2026	CEO, Program Leaders
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism. <ul style="list-style-type: none"> Ensure 'Racism: It Stops With Me' and similar campaigns including the video clips are in the policy and shared annually via the internal communication app and social media. Engage ActNow for a whole organisation staff session to explore attitudes, racism and its impact and how to be an ally. 	Aug 2024	Program Leaders
	5. Reach out to Zenadth Kes Peoples and organisations to support deeper learning about Zenadth Kes history and culture.	Continue to build on the knowledge exchange program with communities in Zenadth Kes and Queensland. <ul style="list-style-type: none"> Maintain a connection with the Gowrie Queensland Aboriginal and Zenadth Kes staff and site located on Thursday Island. Source Zenadth Kes toys and artefacts to use in the Children's Program. 	Mar 2025, 2026, 2027
6. Creating local community connections.	Invite Uncle Eddie to the child centre every school holidays to share language, music and culture. <ul style="list-style-type: none"> Work with Uncle Eddie to source a female Zenadth Kes Elder. Invite Uncle Eddie to host one meeting each year to teach Zenadth Kes phrases to staff. 	Dec 2024, 2025, 2026	CEO, Children's Program Directors
	Connect with Adelaide City Council Reconciliation Officer to plan shared activities.	Mar 2025	CEO
	Source a female Kurna Elder to work across our Children's Program.	Dec 2025	Aboriginal Consultant, Children's Program Directors
	Ensure relationships are reciprocal with Reference Group members and ensure that Gowrie SA offer provision of fee free or reduced cost RRHAN-EC training and other negotiated support.	Dec 2024, 2025, 2026	Senior Leaders



Respect

Our organisation is located on Kurna Yarta, and it is our responsibility to learn about the history, cultural practices and protocols of this Land. We learn this through developing strong relationships and engaging with the custodians of the Land, including Native Title holders, Elders and Aboriginal community members. We show respect in different ways. This involves actively participating in and commemorating events, respecting and acknowledging cultural signs and artefacts, and

incorporating Kurna language into our daily interactions and programs. It is also essential to listen to Aboriginal community members and staff, avoid making assumptions, and prioritise building reciprocal relationships. We recognise that different regions have unique Aboriginal and Zenadth Kes groups with varying processes and protocols, and that creating awareness through learning and sharing this learning within, and external to our organisation, is important to ensure cultural safety.

Action	Deliverable	Timeline	Responsibility
7. Increase understanding, value and recognition of Aboriginal and Zenadth Kes cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation. - Use Workplace RAP Barometer as part of annual planning - Consult with the Reference Group to identify and plan for staff cultural learning needs - Utilise staff pulse surveys to inform planning in an ongoing way.	Nov 2024, 2025, 2026	CEO, Program Leaders
	Consult local Traditional Owners and/or Aboriginal and Zenadth Kes advisors on the implementation of a cultural learning strategy. - Reference Group consultation to plan for the cultural learning delivery and facilitation.	Nov 2024, 2025, 2026	CEO, Reference Group
	Implement and communicate a cultural learning strategy for our staff. - Publish annual strategy on internal communication app and by email - Report on cultural learning strategy through biannual newsletters - HR advisor to track participation on spreadsheet.	Feb 2025, 2026, 2027	CEO, HR Advisor, Project Officer
	Commit all RAP WG, HR and senior executive group, and all new staff to undertake formal and structured cultural learning. - Kurna language learning with Kurna Elder - One program leader meeting per annum with Reference Group members - New staff to undertake Share Our Pride online learning in paid work time.	July 2024, 2025, 2026	CEO, Senior Leaders
	100% of staff undertake formal and structured cultural learning. - One all organisation staff professional learning session per annum, with content informed by the Reference Group, delivered online and face to face - One minimum half day training session held as the organisation closure day per annum delivered face to face with content driven by the results of the Gowrie SA Workplace Barometer Report - One 2-day workshop 'Cultural respect and safety - engaging respectfully with Aboriginal Australians', facilitated by external provider Beyond... Kathleen Stacey and Associates, delivered face to face annually to all new employees, as well as being offered to employees a second time if they participated 5 or more years ago - One external workshop facilitated by ActNow Theatre Company to deliver the interactive face to face performance 'Tackling Racism (Workplace)' to educate a minimum of 50% of staff on anti-racism strategies once during the period of the RAP for metropolitan staff.	Dec 2024, 2025, 2026	CEO, Program Leaders
	Aug 2026		
	Mar 2025, 2026, 2027	IA Program Leaders	
	Seek local cultural learning and engagement opportunities for staff in regional areas.		

Action	Deliverable	Timeline	Responsibility
8. Demonstrate respect to Aboriginal and Zenadth Kes peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgement of Country protocols by: - Working closely with Kurna Elders to deliver knowledge sessions with staff including: - Acknowledgement of Country in Kurna language - Native Title Rights and Determinations - Understanding and enacting cultural protocols - Creating Kurna language protocols to add to the existing Aboriginal protocol document, and review - Updating Acknowledgement to include Native Title Rights for the different nations that we are working on - Reviewing and updating the wording of Acknowledgement used with children in each room to include in their individual learning portfolios - Working with the Aboriginal Consultant to update email signatures to incorporate Kurna language, and individual cultural learning into personal acknowledgements.	Oct 2024, 2025, 2026 Nov 2024	CEO, Reference Group, Aboriginal Consultant
	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 by: - Reviewing the Cultural Protocol document to include the role of Gowrie SA in walking side-by-side with community - Contextualising protocols document for all regions where we have offices, and access local Aboriginal people for information and review.	May 2025, 2026	CEO, IA Program Leaders
	Engage Kurna Elder for Welcome to Country or other appropriate cultural protocol at all significant events each year, including: - Annual General Meeting - Closure days - Professional learning special events with guest presenters - NAIDOC event - Annual Reconciliation Walk - Reconciliation Action Plan launch - Registered Training Organisation (RTO) graduation ceremonies - Professional learning or Inclusion Agency expo - Reference Group meetings - End of year events.	July 2024, 2025, 2026	Program Leaders
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of meetings. Where possible these will be given in Kurna language when on Kurna land: - RAP WG - Team leader meetings - Program leader meetings - Whole staff professional learning meetings - Board meetings - Professional learning team meetings - Inclusion Agency team meetings - Gathering times with children - Source an appropriate Acknowledgement when travelling on different lands.	July 2024, 2025, 2026	Senior Leaders
	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events. These will be spoken in Kurna language. Display 5 Acknowledgement of Country plaques in our office/s or on our buildings: - Source or create regional Acknowledgement signs in regional language - In Kurna language, collaboratively plan an Acknowledgement plaque with Kurna Elders.	July 2024, 2025, 2026 Oct 2025	Program Leaders, Aboriginal Consultant



Action	Deliverable	Timeline	Responsibility
9. Refine and expand cultural protocols to guide the organisation.	Review of the Cultural Protocol document to include the role of Gowrie SA in walking side-by-side with community. This process includes consultation with the Aboriginal and Zenadth Kes people we work with and staff, families and stakeholders.	Mar 2025	Aboriginal Consultant, RAP WG
	Develop protocols for the Aboriginal Consultant role and review these at least annually.	Aug 2024, 2025, 2026	CEO, Aboriginal Consultant
	Procuring and use of cultural tools, native flora and other materials in the Children's Program and exploring their history, importance and appropriate use.	Feb 2026	Aboriginal Consultant
	Develop protocols for the appropriate use of tools and artefacts.		
	Develop a protocol for communicating with Aboriginal and Zenadth Kes families about the cultural experiences provided in the programs and any considerations that need to be made regarding their child's participation.	June 2025	Aboriginal Consultant, Children's Program Directors
	Recognising that Kangaroo Island has significant history and meaning for Aboriginal peoples across South Australia. We will create a protocol for smoking staff on their return from any visits to the Island.	Aug 2024	Aboriginal Consultant
10. Engage with Aboriginal and Zenadth Kes cultures and histories by celebrating NAIDOC Week.	RAP WG to participate in an external NAIDOC Week event.	First week in July 2024, 2025, 2026	RAP WG
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week by: - Reviewing and update HR policy to include a section on NAIDOC week participation in qualifications and learning policy - Consulting with Aboriginal staff regarding barriers - Adding a question regarding barriers to attending NAIDOC week in exit interviews	Mar 2025, 2026, 2027	CEO, HR Advisor
	Support all staff to participate in NAIDOC Week events in our local area, including: - Fire pit cook-up at Gowrie SA - NAIDOC March - NAIDOC Family Fun Day - NAIDOC in the Mall - Regional staff to research and participate in regional NAIDOC events.	First week in July 2025, 2026, 2027	Program Leaders
	In consultation with Aboriginal and Zenadth Kes stakeholders, support external NAIDOC Week events each year, including: - Lord Mayor's NAIDOC Morning Tea (by invitation) - Provide funding to at least 2 Aboriginal early childhood education and care services to host a NAIDOC community event to the value of \$3,000 - Promote events using social media platforms - Workabout Centre NAIDOC event	July 2024, 2025, 2026	PL Program Leader
	Celebrating and highlighting Aboriginal and Zenadth Kes role models as part of NAIDOC celebrations.	July 2024, 2025, 2026	Program Leaders
11. Preserve and honour the history of Kurna Elders and community knowledge through truth-telling.	Undertake second phase of Kurna history mapping project. Use funding from local council to review historical archives to verify male and female Elders' oral histories undertaken in first phase, and use the information to work with council to create public recognition of significant Kurna sites that may be identified.	July 2024	Aboriginal Consultant, CEO
	Recording Elders' oral history stories to enable truth-telling and preservation of significant cultural histories.	Aug 2025	Aboriginal Consultant, CEO
	Increase the visibility of the Reference Group members, including displays of visual maps showing their community group links, adding their photos to website and internal communication app (with their permission).	Dec 2024	CEO, RAP Convenors
	Work with Reference Group members to design and create at least 2 Kurna artefacts for Gowrie SA (for example, a Coolamon and a Shield).	Aug 2025	Reference Group, Aboriginal Consultant
	Create a staff collaborative art piece/s that can be added to over time.		
	Promote City of Port Adelaide Enfield Nunga Week and participation in this week for staff and families and sector.	Oct 2024, 2025, 2026	RAP WG, Convenors

Action	Deliverable	Timeline	Responsibility
12. Maintain strong governance over our programs in partnership with Aboriginal Elders, staff, and key Aboriginal Peoples.	Work in partnership with Kurna Elders and Aboriginal staff to ensure a cultural lens is evident in all our programs and inquiry projects, and making explicit links to culturally responsive pedagogy.	July 2024, 2025, 2026	Aboriginal Consultant, Children's Program Directors
	Document our learning with Aboriginal and Zenadth Kes Elders to highlight their contributions and influence in our programs and explore ways to share this externally while ensuring protocols are followed.	Dec 2026	Program Leaders
13. Use truth-telling to explore historical and contemporary Aboriginal and Zenadth Kes voices and perspectives.	Engage in truth telling about dates of national significance including: - Promote information about ANZAC day events where Aboriginal and Zenadth memorials are located, as well as Aboriginal and Zenadth Kes People's involvement - Harmony Week - NAIDOC Week - Gather resources, books and fact sheets for the staff library and appropriate resources for the children's library.	Apr 2025, 2026, 2027	Project Officer
	One whole organisation staff professional learning session about barriers experienced by Aboriginal children and their families and understanding cultural burden.	June 2025	Senior Leaders, Aboriginal Consultant
14. Creating culturally enriching programs to strengthen children's experiences.	Develop an information letter that introduces the Reconciliation Program for children with families and explains what we are going to teach, what our intent is and why it is important. This will become part of the Reconciliation Program to embed its use.	Mar 2025, 2026, 2027	Aboriginal Consultant, Children's Program Directors and Teachers
	Procuring and using cultural tools, native flora and other materials in the Children's Program and exploring their history, importance and appropriate use.	Dec 2025	Aboriginal Consultant, RAP WG
	Increase the number of native Kurna plants in our extensive gardens and include plants required for Kurna Smoking Ceremonies. Apply for grant funding available (i.e. Green Adelaide).	Dec 2024	Aboriginal Consultant, Program Leaders
	Expand the bush/city kindy programs to create Pari (river) kindy program.	July 2025	Aboriginal Consultant, Children's Programs Directors
15. Contribute to the revitalisation of Kurna language.	Connect with teacher in Pipalyatjara to share videos and stories about connection to and caring for Country.	Dec 2024	Children's Programs Directors
	Review style guide and focus on consistency in language, as well as opportunities for critical reflection about Kurna language use and spelling.	Apr 2026	Aboriginal Consultant, Program Leaders
	Work with Aboriginal Consultant to source and seek permission to use Kurna names for the office spaces.	Mar 2027	CEO, Aboriginal Consultant, Reference Group
	Creation of updated signage with visuals and Acknowledgement in Kurna language for all buildings.	July 2025	CEO, Aboriginal Consultant

Opportunities



We believe in seeking guidance from, and working with, local communities to ensure self-determination and to give community and Reference Group members a voice in our organisation. We strive to implement deeper listening and actions that reflect this in our organisation. We also aim to provide opportunities for learning and teaching, as we recognise that knowledge goes both ways. To better support our Aboriginal and Zenadth Kes staff, we have established different structures such as a women's group and staff groups. We acknowledge the importance of supporting Aboriginal and Zenadth Kes businesses through procurement practices and

priorities. In order to support opportunities for Aboriginal and Zenadth Kes peoples, we believe in using both our heart and head to accomplish this, rather than relying solely on linear thinking. We seek to challenge the traditional white ways of doing things, such as interview processes, and instead, involve an Elder to create stronger cultural safety. We recognise the complexities of walking 2 worlds and we understand that employment and procurement strategies are pathways to self-determination and economic security, and through the sharing of information we strive to ensure all staff know the why and how of these processes.

Action	Deliverable	Timeline	Responsibility
16. Improve employment outcomes by increasing Aboriginal and Zenadth Kes recruitment, retention and professional development.	Engage with Aboriginal and Zenadth Kes staff to consult on the effectiveness of our recruitment, retention and professional development strategy by: - Meeting with Aboriginal and Zenadth Kes staff annually to review our recruitment, retention and professional development strategy.	Aug 2024, 2025	HR Advisor, RAP WG, Co-Convenor
	Review and update an Aboriginal and Zenadth Kes recruitment, retention, and professional development strategy.	Sept 2025	HR Advisor, RAP WG, Co-Convenor
	Advertise job vacancies to effectively reach Aboriginal and Zenadth Kes stakeholders by: - Accessing Aboriginal community members and stakeholder networks such as Turkindi Network Inc SA and Aboriginal newspapers - Promotion of opportunities to include reference to the organisation's commitment to reconciliation and Stretch Reconciliation Action Plan.	July 2024, 2025, 2026	HR Advisor
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Zenadth Kes participation in our workplace. - Include a question in post-induction survey regarding barriers experienced and update procedures accordingly.	Oct 2024, 2025, 2026	HR Advisor
	Aboriginal and Zenadth Kes employees to be supported to take on management and senior level positions through: - Co-convening role RAP WG - Expansion of the cultural practitioner roles with annual work plans - Inclusion Agency Cultural Circles led by Aboriginal and Zenadth Kes staff, including a salary loading to recognise additional planning and cultural load	July 2024, 2025, 2026	CEO and IA Program Leaders
	4.5% target for increasing Aboriginal and Zenadth Kes employment in our workforce.	Dec 2026	Program Leaders
	Supporting Aboriginal and Zenadth Kes staff to connect with an Elder every quarter to access mentoring and support.	Oct, Dec 2024 Mar, Jun, Oct, Dec 2025, 2026 Mar 2027	CEO

Action	Deliverable	Timeline	Responsibility	
17. Increase Aboriginal and Zenadth Kes supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Zenadth Kes procurement strategy. - Review and update existing strategy on Aboriginal and Zenadth Kes procurement in consultation with the Reference Group.	Nov 2024, 2025	CEO, Finance Officer and Program Leaders	
	Utilise Supply Nation through: - Continuing membership with Supply Nation - Maintaining contact with relationship manager - Attending Supply Nation events held in Adelaide.	Feb 2025, 2026, 2027	Finance Officer	
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Zenadth Kes businesses to staff through: - Elder review of procurement list and style guide and provide recommendations for all areas of the organisation - Adding procurement list and Business Directory to the internal communication app - Ensuring Finance Officer regularly shares procurement and business directory and progress towards targets - Adding Aboriginal Elder/persons payment schedule to protocols document. Check currency of these payment rates annually.	Apr 2025, 2026, 2027	Finance Officer	
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Zenadth Kes businesses by: - Identifying 1st and 2nd tier Aboriginal business and providers, if not able to secure 1st or 2nd then access 3rd tier business - Sending quarterly reminders to staff regarding procurement targets and practices.	Sept 2024, 2025, 2026 Mar, June, Oct, Dec 2024, 2025, 2026	Finance Officer	
	Maintain 10 commercial relationships with Aboriginal and/or Zenadth Kes businesses, including: - Deadly Mob, Something Wild, Print Junction, Uncle Ivan-Tiwu Copley, Uncle Eddie Peters, Beyond...Kathleen Stacey and Associates, Pitjantjatjara Yankunytjatjara Education Committee, Kura Yerlo Mens' Shed, Providence Nursery, Footside Farms.	Oct 2024, 2025, 2026	Senior Leaders	
	Meet our target of 25% annual procurement from Aboriginal and Zenadth Kes businesses.	July 2024, 2025, 2026	Finance Officer	
	Educate staff about Supply Nation and procurement opportunities and targets using meeting platforms such as team leaders, program leaders and internal communication app.	Dec 2024, 2025, 2026	Finance Officer	
	18. Support access to cultural education for the local early education sector.	Supporting other organisations in their reconciliation journeys through the Professional Learning Program by offering 4 cultural sessions per year with Aboriginal and/or Zenadth Kes facilitators.	Nov 2025	PL Program Leader
		Develop 2 new cultural sessions in collaboration with Kaurna Elders for the early education sector.	Nov 2025	Aboriginal Consultant, PL Program Leader
		Working with Reconciliation Australia and Reconciliation SA to present and promote the Narragunnawali platform including sessions for staff and sector. Ensure all Gowrie SA staff have information about Narragunnawali and create their login so they can use it as a resource and promote the platform through their role.	June 2025, 2026, 2027 June 2025, 2026, 2027	Program Leaders Program Leaders
Promote Kaurna language resources using social media and in professional learning sessions, for example Kaurna Warra Pintyanthi, YouTube language videos.		June 2025, 2026, 2027	Aboriginal Consultant, PL Program Leaders	
	Create early childhood-specific Kaurna resources with oral recordings with Elders for use with Gowrie SA staff and shared more broadly in the early childhood sector and follow protocols for sharing.	May 2026	Aboriginal Consultant, CEO	
	Collaborate with Elders to share Gowrie SA work in reconciliation. - Develop an abstract to be submitted to the SNAICC conference committee on the Kaurna language work, and support a Kaurna Elder and up to 2 educators to present - Developing one conference presentation with an Elder.	Oct 2025 Feb 2026	Program Leaders	



Governance



Action	Deliverable	Timeline	Responsibility
19. Work together with local community and Elders on supporting community events.	At least 2 program leaders will assist Elders in the planning of Fringe events. (Planning early around existing commitments)	Mar 2025	CEO, Program Leaders
	At least 3 program leaders will identify, promote, attend and strongly encourage staff to attend Aboriginal and Zenadth Kes Fringe and other community events.	Mar 2025	Aboriginal Consultant, CEO, Program Leaders
20. Work together with Aboriginal Elders/ community members to support cultural planning and professional learning.	Ensure the regular presence of Kurna Elders/community members in our programs to support Kurna language learning, and guide cultural authenticity and authority across our program areas.	Oct, Dec 2024 Mar, June, Oct, Dec 2025, 2026	CEO
	Set up annual collaborative meeting to discuss and plan upcoming professional learning with Aboriginal Consultant and/or Reference Group members as appropriate.	Nov 2024, 2025, 2026	Program Leaders, Aboriginal Consultant

Action	Deliverable	Timeline	Responsibility
21. Establish and maintain an effective RAP WG to drive governance of the RAP.	Maintain Aboriginal and Zenadth Kes representation on the RAP WG and invite Aboriginal and Zenadth Kes staff within their probation period.	Sept, Dec 2024 Mar, June, Sept, Dec 2025, 2026	RAP WG, Co-Convenors
	Review and update the Terms of Reference for our RAP WG.	Feb 2025, 2026, 2027	RAP WG, Co-Convenors
	Meet at least 4 times per year to drive and monitor RAP implementation.	Sept, Dec 2024, Mar, June, Sept, Dec 2025, 2026, Mar, June 2027	RAP WG, Co-Convenors
22. Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation by ensuring: - An annual budget approved by the Board to be increased by 3% per annum.	Apr 2025, 2026, 2027	Board, CEO
	Embed key RAP actions in performance expectations of senior management and all staff by: - Reviewing job and person specifications to include key performance indicator for Reconciliation Action Plan implementation - Ensuring appraisal review and goal setting to include a reconciliation personal goal for each staff member.	Mar 2025, 2026, 2027	HR Advisor, Senior Leaders
	Embed appropriate systems and capability to track, measure and report on RAP commitments by: - Maintaining traffic light reporting system as part of excel spreadsheet tracking document. - Each program developing program specific actions and tracking.	Aug 2024, 2025, 2026	Program Leaders, Project Officer
	Maintain an internal RAP Champion from senior management.	Feb 2025, 2026, 2027	CEO, RAP WG Co-Convenors
	Include our RAP as a standing agenda item at senior management meetings.	Feb 2025, 2026, 2027	Senior Leaders
23. 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.	July 2024, 2025, 2026	CEO, RAP WG Co-Convenors
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1st Aug 2024, 2025, 2026	CEO
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30th Sept 2024, 2025, 2026	CEO, RAP WG Co-Convenors
	Report RAP progress to all staff and senior leaders quarterly.	Sept, Dec 2024, Mar, June, Sept, Dec 2025, 2026, Mar, June 2027	CEO, RAP WG Co-Convenors
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Nov 2024, 2025, 2026	CEO, Program Leaders
24. Continue our reconciliation journey by developing our next RAP.	Participate in Reconciliation Australia's biennial Workplace RAP Barometer. - Continue to participate and use this to inform the review of policies, protocols, and professional learning planning - Share results with staff/stakeholders.	Aug 2024, 2026	CEO, Project Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP and: - Traffic light annual report to be shared internally and as part of AGM.	June 2027	CEO, RAP WG, Co-Convenor
25. Ensure shared vision and leadership of RAP WG.	Register via Reconciliation Australia's website to begin developing our next RAP, and: - Consult with Aboriginal and Zenadth Kes staff and families, Reference Group and RAP WG about the actions/intentions for the next plan.	Jan 2027	CEO, RAP WG, Co-Convenor
	Ensure co-convenor of the RAP WG and/or RAP Champion is Aboriginal and/or Zenadth Kes.	Sept, Dec 2024, Mar, June, Sept, Dec 2025, 2026, Mar, June 2027	CEO, RAP WG, Co-Convenor

