



Innovate Reconciliation Action Plan

October 2024 – October 2026



MULTICULTURAL
AUSTRALIA
it's who we are



RECONCILIATION
ACTION PLAN
INNOVATE



ACKNOWLEDGEMENT OF COUNTRY



Multicultural Australia acknowledges the traditional custodians of all the lands on which we meet, work and live. We recognise that this land has always been Aboriginal and Torres Strait Islander land and always will be.

We pay our respects to Aboriginal and Torres Strait Islander Elders—past, present and emerging—and recognise the immense cultural and linguistic strength and diversity that has existed on this land for tens of thousands of years.

Every day, we work to welcome new Australians from across the world. As we do this, we acknowledge the history and current realities of our First Nations people and understand our individual and collective responsibility towards the achievement of justice, equality and reconciliation.

Multicultural Australia and the multicultural communities we work closely with realise that understanding the past helps us shape a better future for all. We commit to learning from the knowledge, traditions, stories, spirituality and experiences of Aboriginal and Torres Strait Islander peoples.

We, who come from many places, acknowledge the welcome offered to us by the traditional custodians of this land, the world's oldest living culture. We express our desire for deeper connection with Australia's First Nations people, as we learn to live on their land.

Multicultural Australia respects and values Australia's First Nations peoples' enormous resilience, courage, determination and often unrecognised contributions to the country's social and economic development. We walk together in solidarity, in the pain of the past and in the shared hope for the future.

Cover artwork: Journey of Cultures by Gunggari Elder, Aunty Peggy Tidyman



Pictured: Gunggari Elder, Aunty Peggy Tidyman, with Multicultural Australia CEO, Christine Castley, at Multicultural Australia's Logan office launch in September 2023.



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Our vision

Multicultural Australia's vision for reconciliation is an Australia that accepts the truth of our shared history, recognises Aboriginal and Torres Strait Islander people as the First Peoples of this country, and listens deeply to, values, celebrates, and learns from First Nations cultures and knowledge. It is a vision in which all Australians are unified in solidarity with each other not just during significant dates but all year round, and in which Aboriginal and Torres Strait Islander peoples' rights and dignity are upheld.

In the context of our organisation, this will be reflected by:

- Recognising the sovereignty of and acting in solidarity with Aboriginal and Torres Strait Islander people at all times;
- Acknowledging and amplifying the truth of our shared history, the current reality of First Nations peoples in this country, and the significant value that Aboriginal and Torres Strait Islander peoples and cultures bring to our nation;
- Engaging in deep thought, reflection, and conversation around the ways and programs in which we work directly with Aboriginal and Torres Strait Islander people, despite potential discomfort;
- Building genuine relationships within the First Nations communities in which we practice;
- Listening to the complex and diverse perspectives and experiences of First Nations peoples and communities;
- Committing to a culture of belonging within our organisation and the communities in which we work that is inclusive and welcoming for people from all cultures and backgrounds, including Aboriginal and Torres Strait Islander peoples, and where everyone has a voice; and,
- Dedication in working towards equality and eliminating racial discrimination, superiority, and hatred, in accordance with international human rights principles.

Our story



Multicultural Australia emerged from a community-based social movement to advance multiculturalism and build communities where everyone belongs. Since 1998, we have welcomed thousands of individuals from refugee, asylum-seeker, international student, and migrant backgrounds – with the goal of creating a more equitable and prosperous society. Today, we are a multicultural for-purpose organisation and settlement provider with a strong and connected physical presence across metropolitan and regional Queensland.

Our clients and community are at the heart of everything we do, and we are passionate about providing care and services in person-centred and compassionate ways. We are also playing our part in influencing the multicultural landscape across Australia.

Multicultural Australia services communities across Queensland, with offices in Brisbane, Ipswich, Logan, Rockhampton, Townsville, and Toowoomba, and our programs also provide outreach support to schools, community hubs, and other areas.

Our journey over the past 25 years has been driven by our unwavering commitment to creating welcome, promoting inclusion, and fostering belonging for all. We achieve this

through client service delivery, community development, advocacy, building cultural capability and community events, working with people, community, business, and government. We are proud of the difference we make, and we are committed to delivering real impact.

In the coming decades, we seek to build on our strong foundations by working in evidence-based, collaborative, and innovative ways to create a more inclusive, equitable, and prosperous society for all.

Multicultural Australia employs 281 permanent/ fixed-term employees across Queensland, with 22 of those employees identifying as Aboriginal and/ or Torres Strait Islander people.



25
years



281
employees

Our purpose

We create spaces for new and established Australians to feel included and empowered to thrive in the community. We passionately promote positive conversations about inclusion and belonging for everyone.



Our values

● **WELCOME**

We nurture and promote belonging, trust, and hope, to unite all communities to create a welcoming, safe, and inclusive place for everyone.

● **COMMIT**

We strive to create impact and work for justice, driven by our compassion and commitment to our people, community, and future generations.

● **CONNECT**

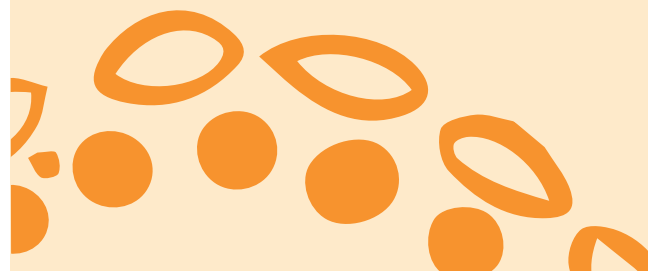
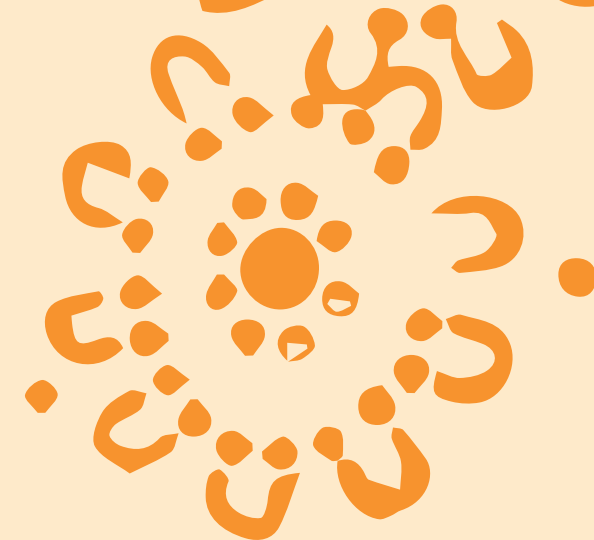
We create a flourishing community that is connected, empowered, and culturally rich.

● **RESPECT**

We build on our deep respect for our people and cultures of our community, and advocate for dignity, diversity, and equality.

● **EMPOWER**

We empower our people, our clients, and our community to amplify their voice through intentional and collaborative actions.



Our plan

At Multicultural Australia we work alongside clients, colleagues, and communities with a diverse range of backgrounds, identities, and perspectives. Our Reconciliation Action Plan (RAP) provides us with a framework through which to implement a coordinated organisational journey towards reconciliation, in solidarity with First Nations clients, colleagues, and members of the communities on whose lands we work, meet, and live. A RAP is important not only for Multicultural Australia staff, but also for the people we work with, the volunteers who accompany us in our work, and the broader communities that we engage with.



Although Multicultural Australia has previously developed a conditionally endorsed Reflect RAP, this will be our first fully endorsed, launched, and implemented RAP.

In 2016, through the coordinated effort of the Reconciliation and Solidarity (RAS) Working Group, Multicultural Australia began to review its existing actions towards reconciliation. It became apparent that while actions were taking place across pockets in the organisation, these were not informed by a unified framework. After substantial gap analysis and consultation within the organisation, we decided to undertake the development and implementation of a Reconciliation Action Plan in the hope that it would provide us with a structured, unified framework to support across-organisation work towards and advocacy for reconciliation.

In an effort to bring the entire organisation on our journey towards reconciliation, the Reconciliation and Solidarity Working Group determined that we first needed to establish a unified understanding of reconciliation and the historical and current contexts of Aboriginal and Torres Strait Islander peoples in the communities in which we work. This meant that, while our decision to pursue a Reconciliation Action Plan was first made in 2016, the Reconciliation and Solidarity Working Group first focussed on building an understanding of its context and importance across the organisation and our work. It started with a yarning circle amongst our staff, and has since included engaging our staff, clients, stakeholders, and communities in education, training, consultation, workshops, brave conversations, and deep listening and learning.

After two years of coming together and exploring what the journey towards reconciliation means to us, in 2018 we finally felt ready as an organisation to start drafting our very own Reflect Reconciliation Action Plan. Accompanied and guided by the generosity and patience of Aboriginal and Torres Strait

Islander Elders, community members, and members of the cultural communities we work with, we were supported to recognise and prepare to take on the challenges and opportunities ahead of us. We are and will always be to be grateful for their contributions and their graciousness in helping us to learn as we continue on this journey.

Multicultural Australia's original 2018 RAP draft has since been through many iterations, and has progressed alongside our organisation as we have continued to change and respond to our environment and the unpredictable contexts in which we work. In 2019 our Reflect RAP was conditionally endorsed, but did not progress to final endorsement due to the onset of COVID-19, which disrupted a significant number

It has been important to Multicultural Australia that we ensure our RAP is well understood and embedded across our organisation, programs, and regions.

of planned projects across the organisation as we responded to unprecedented client and organisational needs. Resulting changes in key personnel leading the RAP development and process meant that once we were able to recommence the RAP process, the timeline for our original RAP was due to be renewed, and our original RAP no longer accurately reflected the vast variety of programs and communities in which we now work. So, in 2023, with our new Strategic Plan in hand, we went back to the drawing board and began consulting on and drafting our RAP anew.



Pictured: Nunukul Yuggera
Welcome to Country performers at
Multicultural Australia's
MOSAIC Festival in 2022



2018

*We started drafting
our very own Reflect
Reconciliation Action Plan*

2016

*Multicultural Australia
began to review its
existing actions
towards reconciliation.*

2023

*With a new Strategic
Plan, we began
consulting on and
drafting our RAP anew.*

2024

*Launch of our
Innovate RAP*

Since first deciding to embark on our RAP journey and unify our organisational approach to reconciliation way back in 2016, it has been important to Multicultural Australia that we ensure our RAP is well understood and embedded across our organisation, programs, and regions, and this commitment has been evident across the many drafts and iterations of our RAP. The organisation has been through and will continue to experience significant challenges and changes, and throughout it all we have continued on a coordinated journey towards reconciliation, bolstered by the unwavering support of the Executive Leadership Team, the Multicultural Australia Leadership Team, and the Reconciliation and Solidarity Working Group.

Multicultural Australia's journey up to now has been a challenging and eye-opening one, exploring what reconciliation means for us as a country, as an organisation, and as individuals. In recognition of the ongoing progress of the organisation and the Reconciliation and Solidarity Working Group until this point, our first fully launched and implemented Reconciliation Action Plan will be an Innovate RAP.

This work has been supported, accompanied, and guided by the generosity and patience of Aboriginal and Torres Strait Islander Elders and community members, and community leaders and members of the cultural communities that we work with. They have helped us to take time, slow down, and appreciate the role of deep listening in this process, and have guided us in identifying and tackling some of the key challenges and opportunities that are ahead of us on this journey. We would like to thank each of these individuals for their wisdom, patience, insight, honesty, and willingness to be a part of this journey with us. We would also like to recognise each of the current and former members of the Reconciliation and Solidarity Working Group for their contribution to the organisation's journey towards reconciliation – we would not be at the point without your hard work.

Our Reconciliation Action Plan is championed by our Reconciliation and Solidarity (RAS) Working Group, with executive sponsorship from the Chief Client Officer. The RAS Working Group consists of Aboriginal and Torres Strait Islander and non-Indigenous employees, with representative members from across programs and regions within the organisation, and the group includes staff with a range of backgrounds, identities, and perspectives.

Our Reconciliation and Solidarity Working Group is open to all staff, and membership currently consists of:

Executive Sponsor Rose Dash, Chief Client Officer

Secretary Elliott Drew, Senior Audit & Accreditation Officer

Members Ellen Walker, HSP Case Manager

Peoples Hayley Langton, proud Aboriginal woman from the Quandamooka Nation (North Stradbroke Island) and Koa (Winton area), ParentsNext Officer

Jill Armstrong, Regional Development Manager

Kalpalata Iyer, Research & Advocacy Manager

Kelly Buckingham, Regional Manager – Toowoomba & South West Region Manager

Kerrie Woodrow, Team Leader – Community Development

Oksana Zelenko, Research & Strategy Lead

Philippa Murray, Director of People

Sharon Chevis, proud Ngarabal woman (Glen Innes Highlands area), Facilities Manager & Workplace Health & Safety Representative





Relationships

Our relationships with clients, communities, and stakeholders, as well as relationships between these groups, are a key part of Multicultural Australia's work towards achieving our vision. Multicultural Australia is committed to fostering and maintaining strong, meaningful, and reciprocal relationships with and amongst the communities in which we work. We seek to support a flourishing community that is connected, empowered, and culturally rich. We strive to empower our people, clients, and community to amplify their voices through intentional and collaborative actions. In all our work, we nurture and promote belonging, trust, and hope, to unite our community and create a welcoming, safe, and inclusive Queensland for everyone.

Multicultural Australia works directly with First Nations people through our Employment and Community Development programs across Queensland. We are committed to building and maintaining relationships with the people we serve that are authentic, collaborative partnerships, and ensuring that we deliver services that are meaningful, holistic, person-centred, and culturally safe.

Multicultural Australia also supports the successful settlement of people from refugee and asylum-seeker backgrounds, and facilitating the development of open, understanding, and respectful relationships between Aboriginal and Torres Strait Islander communities and communities newly settling in Queensland is an organisational priority.

Action	Deliverable	Timeline	Responsibility
01. 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 across the regions in which we operate to develop guiding principles for future engagement.	February 2025	Senior Manager – Strategic Growth
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders, organisations, and clients.	March 2025	Senior Manager – Strategic Growth
	Incorporate this engagement plan into the Partnerships, Alliances, and Sponsorships Framework.	March 2025	Senior Manager – Strategic Growth
	Incorporate this engagement plan into the Practice Framework.	March 2025	Practice & Advocacy Manager
02. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff, clients, and communities.	27 May - 3 June 2025-2026	Chief Client Officer
	RAS Working Group members to participate in an external NRW event	27 May - 3 June 2025-2026	Senior Audit & Accreditation Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025-2026	Chief Client Officer
	Organise at least one NRW event each year, with the aim of engaging Multicultural Australia employees in reflection, learning, and conversation around the annual theme.	27 May - 3 June 2025-2026	Senior Audit & Accreditation Officer
	Register all our NRW events on Reconciliation Australia's NRW website .	27 May - 3 June 2025-2026	Senior Audit & Accreditation Officer
	Post NRW-related content to our social media channels and on our reception TVs that links the annual theme to our organisation's work, the people we serve, and our vision for reconciliation.	27 May - 3 June 2025-2026	Communications & Marketing Manager
03. Promote reconciliation through our sphere of influence.	Develop and launch an internal guide to messaging around Multicultural Australia's reconciliation and solidarity initiatives, to ensure consistency of messaging in writing reports, tender and grant applications, social media posts etc.	December 2025	Research & Advocacy Manager

Action	Deliverable	Timeline	Responsibility
	Use this guide to inform and develop a process for responding to current events and community context.	December 2024	Research & Advocacy Manager
	Communicate our commitment to reconciliation publicly, including by: <ul style="list-style-type: none"> Sharing the launch of our RAP Recognising dates of significance 	December 2024	Communications & Marketing Manager
	Highlight RAP and other Multicultural Australia reconciliation and solidarity principles, deliverables, and achievements in tender applications, prospectuses, and other external stakeholder messaging	January 2025	Senior Manager – Strategic Growth
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2024-2026	Chief Development Officer
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2024-2026	Chief Development Officer
	Develop and implement a staff engagement strategy to engage Multicultural Australia employees in reconciliation and solidarity activities across the regions in which we work and in their local communities.	June 2025	Director of People
	Coordinate the promotion of dates of significance and community events through our social media channels, TV screens in reception areas, and office noticeboards.	June 2025	Communications & Marketing Manager
	Continue to support and share key advocacy initiatives within our sphere of influence such as Uluru Statement from the Heart, Raise the Age, and Passing the Message Stick.	June 2025	Research & Advocacy Manager
04. Promote positive race relations through anti-discrimination strategies.	Engage Multicultural Australia Leadership Team (MALT), Executive Leadership Team (ELT), and other people leaders at Multicultural Australia in anti-racism training.	May 2025	Director of People
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2025	Director of People
	Consult with relevant internal stakeholders, First Nations employees / consultants / advisors / organisations, and review best practice from key peak bodies to inform review, and identify recommended actions for improvement.	August 2025	Director of People

Action	Deliverable	Timeline	Responsibility
	Embed these recommendations in the Access and Equity, Workplace Behaviour, and Diversity and Inclusion Policies.	August 2025	Director of People
	Develop, implement, and communicate an anti-discrimination policy for Multicultural Australia.	August 2025	Director of People
	Develop / source an anti-racism training module to incorporate into induction training for all employees.	October 2025	Director of People
05. Provide opportunities to build relationships between First Nations and culturally and linguistically diverse communities.	Facilitate attendance of Elders at Multicultural Australia Community Leaders Gatherings to support connection and relationship-building with Community Leaders.	December 2025	Community Development Team Leader
	Work with local Aboriginal and Torres Strait Islander organisations and Elders to coordinate connection opportunities with newly settling communities in their local areas, such as attending events of significance.	December 2025	Community Development Team Leader



Pictured: Tribal Experiences Welcome to Country performers, Tommy and Jono, at a Multicultural Australia Changing the Conversation event in 2024.



Respect

Respect is one of Multicultural Australia's foundational values, informing the ways in which we work alongside our clients, colleagues, and communities. In our practice we strive to continue to build on our deep respect for the people and cultures of our community, and advocate in solidarity to uphold dignity and equality for all Queenslanders.

It is important to Multicultural Australia that we especially acknowledge and reflect on the programs and contexts in which we work directly with First Nations people. Respect

means examining the structural and historical context in which these programs operate, our role in structural advocacy, and how we can amplify client voices and support self-determination. Respecting our First Nations clients means that we must reflect on our own context and the environments and programs under which we operate, and understand our role in advocating for First Nations justice and self-determination within those.



Action	Deliverable	Timeline	Responsibility
06. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct an audit of training completion to ensure all current employees have completed the mandatory induction module on cultural appreciation.	December 2024	Quality & Risk Manager
	Implement a monitoring and reminder process for training compliance to ensure employees continue to receive up to date and relevant training regularly.	December 2024	Director of People
	Conduct a review of cultural learning needs within our organisation via staff survey, assessing cultural awareness, knowledge of policy and procedure, and understanding of history and context.	December 2024	Senior Audit & Accreditation Officer
	Conduct a review of the current induction module on cultural appreciation, comparing with staff learning needs identified in survey, and provide recommendations to PC&S team.	January 2025	Senior Audit & Accreditation Officer
	Develop specific strategies to ensure that all newly arrived clients are appropriately oriented to Aboriginal and Torres Strait Islander cultures, histories, and current context throughout their settlement journey.	March 2025	HSP Senior Manager
	Explore opportunities for Life Skills learning on Country.	March 2025	HSP Senior Manager
	Establish a Reconciliation and Solidarity resource / learning hub for all employees that includes key events and dates, campaigns and activism opportunities, PD opportunities, best practice guides, information and articles.	March 2025	Community Development Team Leader
	Consult local Traditional Owners and / or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	August 2025	Director of People
	Develop a cultural learning strategy for Multicultural Australia employees in partnership with local First Nations Elders / advisors, informed by cultural learning needs identified in staff survey.	August 2025	Director of People
	Communicate and implement this strategy across the organisation.	August 2025	Director of People
	Continue to subscribe to and provide Koori Mail copies for all office locations.	August 2025 - 2026	Chief Operations Officer
	Incorporate cultural learning strategy into the People and Culture Strategy.	November 2026	Director of People

Action	Deliverable	Timeline	Responsibility
	Provide opportunities for RAS Working Group members, PC&S leaders, regional leaders, and other key leadership staff to participate in formal and structured cultural learning.	July 2025	Chief Client Officer
	Coordinate two Courageous Conversation activities for Multicultural Australia employees annually.	March & September 2025-2026	Chief Client Officer
	Provide opportunities for employee learning and conversation around Aboriginal and Torres Strait Islander histories, cultures, and experiences for all employees to improve their cultural awareness (including Reconciliation Australia's Share our Pride cultural learning program).	March 2025-2026	Chief Client Officer
07. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Incorporate Multicultural Australia's Acknowledgement of Country into all employee email signatures.	November 2024	Director of Technology
	Record Multicultural Australia's Acknowledgement of Country in a variety of languages, for use at events and in presentations.	November 2024	Communications & Marketing Manager
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by ensuring relevant information is incorporated into Multicultural Australia's Inclusive Language Guide.	December 2024	Senior Audit & Accreditation Officer
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by developing a cultural protocol guide	April 2025	Research & Advocacy Manager
	Coordinate all office locations to: <ul style="list-style-type: none"> Display Aboriginal and Torres Strait Islander flags in reception areas Display National Apology in reception areas Display Multicultural Australia's Acknowledgement of Country in reception areas 	May 2025	Facilities Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, ensuring they are remunerated appropriately.	April 2025-2026 (review)	Chief Client Officer
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, including all-staff meetings, team meetings, and meetings with internal and external stakeholders.	April 2025-2026 (review)	Chief Client Officer

Action	Deliverable	Timeline	Responsibility
	Ensure the Cultural Protocol Guide and Inclusive Language Guide are reviewed annually to align with best practice and advice from First Nations staff, advisors, and peak bodies.	August 2025-2026 (review)	Senior Audit & Accreditation Officer
08. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Ensure RAS Working Group participate in an external NAIDOC Week event.	First week in July 2025-2026	Senior Audit & Accreditation Officer
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025-2026	Chief Client Officer
	Review HR policies and procedures to remove barriers to staff participating in significant events such as NRW, and NAIDOC Week, and identify alternatives / options for staff around the January 26 public holiday.	March 2025	Director of People
	Raise awareness and share information amongst staff about the significance of NAIDOC Week and other key dates including National Sorry Day, Mabo Day, and International Day of the Worlds Indigenous Peoples.	February 2025-2026 (review)	Chief Client Officer
	Promote and encourage participation in other external, local community events to all staff.	May 2025-2026 (review)	Chief Client Officer
	Provide opportunities for staff to share information about local events happening in their communities.	November 2024-2025 (review)	Communications & Marketing Manager
	Coordinate the promotion of dates of significance and community events through social media, TV screens in reception areas, and office noticeboards.	November 2024	Communications & Marketing Manager



Opportunities

Multicultural Australia recognises that creating belonging stems from the ability to generate opportunities and build collaborative communities. If we can continue to support and develop targeted, meaningful opportunities for our clients, colleagues, and communities, we can support their self-reliance, and empower them to flourish and prosper.



Action	Deliverable	Timeline	Responsibility
09. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Engage with Aboriginal and Torres Strait Islander staff / advisors / peak bodies to ensure that our volunteering strategy and opportunities are appropriate for Aboriginal and Torres Strait Islander stakeholders.	September 2025	Manager – Volunteer Program
	Advertise volunteering vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2025	Manager – Volunteer Program
	Advertise job vacancies and employment opportunities to effectively reach Aboriginal and Torres Strait Islander stakeholders.	February 2026	Director of People
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2026	Director of People
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2026	Director of People
	Engage with Aboriginal and Torres Strait Islander staff / advisors / peak bodies to consult on our recruitment, retention and professional development strategy.	July 2026	Director of People
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2026	Director of People
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	October 2026	Director of People
	Review current Procurement Policy and Procedure to understand Multicultural Australia's current procurement practices.	June 2025	Chief Operations Officer
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update procurement processes to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2025	Chief Operations Officer
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2025	Chief Operations Officer
	Continue to maintain Supply Nation membership.	May 2025-2026 (review)	Chief Operations Officer

Action	Deliverable	Timeline	Responsibility
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2025-2026 (review)	Chief Operations Officer
	Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2025-2026 (review)	Chief Operations Officer



Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective Reconciliation and Solidarity (RAS) Working Group to drive governance of the RAP.	Add RAP implementation as a standing item in the Reconciliation and Solidarity Working Group agenda.	November 2024-2026 (review)	Senior Audit & Accreditation Officer
	Invite deliverable owners to relevant RAS Working Group meetings to monitor progress and support actions.	November 2024-2026 (review)	Senior Audit & Accreditation Officer
	Ensure RAS Working Group continue to meet monthly to drive and monitor RAP implementation, discuss learnings, and pursue additional initiatives.	November 2024-2026 (review)	Senior Audit & Accreditation Officer
	Establish and implement a governance framework for the Reconciliation and Solidarity Working Group to ensure group sustainability and support action, including the achievement of key deliverables outlined in the RAP.	November 2024	Senior Audit & Accreditation Officer
	Establish and implement a monitoring / reporting framework for the Reconciliation and Solidarity Working Group.	December 2024	Senior Audit & Accreditation Officer
	Report progress against the RAP and any learnings to ELT in annual management review.	November 2024-2026	Quality & Risk Manager
	Continue to invite staff membership on the RAS Working Group biannually.	January & August 2025-2026	Senior Audit & Accreditation Officer
	Maintain Aboriginal and Torres Strait Islander representation on the RAS Working Group.	January & August 2025-2026	Chief Client Officer
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2024	Chief Client Officer
	Provide an overview of achievements, challenges, and learnings relating to meeting RAP deliverables in the Multicultural Australia Annual Report.	December 2024-2025	Senior Audit & Accreditation Officer
	Appoint and maintain an internal RAP Champion from senior management in each business area, ensuring representation from each regional location in which Multicultural Australia operates.	April 2025	Chief Client Officer
	Establish a system to ensure connection, sharing of information, and collaboration between RAP Champions.	April 2025	Senior Audit & Accreditation Officer
	Engage our senior leaders in the delivery of RAP commitments through quarterly updates in Multicultural Australia Leadership Team (MALT) meetings	Feb, May, Aug, Nov 2025-2026	Chief Client Officer

Action	Deliverable	Timeline	Responsibility
	Engage all staff in delivery of RAP commitments through regular updates and invitations for contribution in the staff newsletter and all-staff meetings.	Feb, May, Aug, Nov 2025-2026	Chief Client Officer
	Continue to track, measure, and revise RAP implementation and resource requirements, and advocate where additional resource needs are identified.	June 2025-2026 (review)	Chief Client Officer
13. Ensure any and all Aboriginal and Torres Strait Islander people called upon for advice or consultation in the work of carrying out this RAP are appropriately remunerated.	Ensure expectations of remuneration / reciprocal exchange are outlined in guiding principles for engaging with Aboriginal and Torres Strait Islander stakeholders, communities, and organisations, and in the PAS Framework.	March 2025	Senior Manager – Strategic Growth
	Explore approaches to identifying and resourcing key business areas with active roles in reconciliation and solidarity initiatives.	September 2025	Chief Operations Officer
14. 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 2025-2026	Senior Audit & Accreditation Officer
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August 2025-2026	Senior Audit & Accreditation Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025-2026	Senior Audit & Accreditation Officer
	Report RAP progress throughout the year through updates in Multicultural Australia Leadership Team (MALT) and all-staff meetings.	Feb, May, Aug, Nov 2025-2026	Chief Client Officer
	Provide an overview of achievements, challenges, and learnings relating to RAP deliverables in the Multicultural Australia Annual Report	December 2024-2026	Senior Audit & Accreditation Officer
	Publicly report our RAP achievements, challenges and learnings, annually in the Annual Report	December 2024-2026	Communications & Marketing Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2025, 2026	Senior Audit & Accreditation Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2026	Senior Audit & Accreditation Officer

Action	Deliverable	Timeline	Responsibility
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2026	Senior Audit & Accreditation Officer
	Conduct reflection and analysis on achievements / work completed against current RAP deliverables and begin to identify goals for next RAP.	May 2026	Chief Client Officer



**MULTICULTURAL
AUSTRALIA**
it's who we are



www.multiculturalaustralia.org.au

For more information, please contact
Reconciliation & Solidarity Working Group
RAPWorkingGroup@mcaus.org.au

