



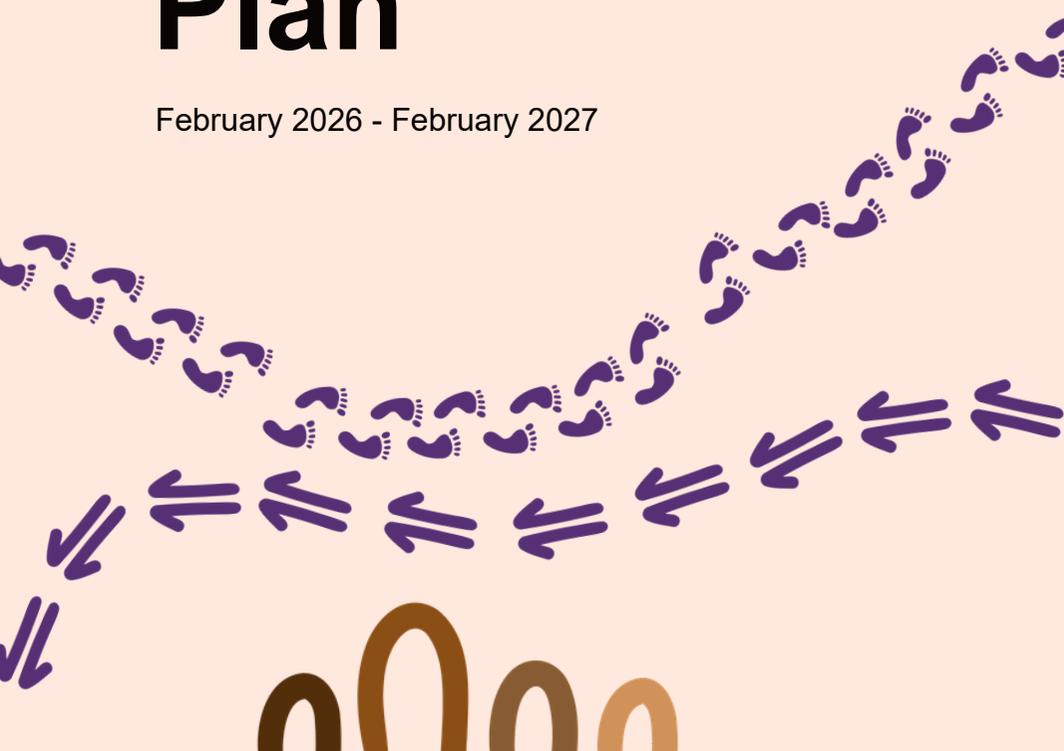
RECONCILIATION  
ACTION PLAN

REFLECT

the  
FrontProject

# Reconciliation Action Plan

February 2026 - February 2027





As a whole, the artwork tells the story of connection, strength, relationships, moving forward with Reconciliation, and listening to First Nations' voices.

The name of the artwork, Bawurra, means red kangaroo in my (Gamilaraay) language. I chose this name because the red kangaroo is a symbol of great strength and resilience. The kangaroo prints in the artwork represent marching ever forward into progress and this artwork represents the many steps forward that you must take on the road to Reconciliation.

After meeting with Aunty Merle and Yarning about the goals of the Reconciliation Action Plan I had several key takeaways that I have made into key themes throughout this artwork.

1. The importance of Songlines in telling First Nations' stories. Including First Nations' voices in research about Mob and Cultural education.
2. Including the colours of both the Aboriginal and Torres Strait Islander flags.
3. The people figures in many skin tones to represent the diversity of First Nations' peoples and all peoples who support reconciliation. They also represent the role of society in raising and supporting children.
4. Creating safe environments that charter the rights for children. This is shown by the layers of people figures, footprints, kangaroo prints, and the red ochre surrounding the Songlines.
5. Highlighting the need for progress in supporting the rights and needs of First Nations' peoples. This is seen through the footprints and the kangaroo prints.

**Bawurra- red kangaroo | Gamilaraay language**  
**Artist: Kamilaroi Bundjalung woman, Katie Bugden Art**

## Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes The Front Project to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Front Project joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables The Front Project to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations The Front Project, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**

## Statement from CEO of The Front Project

I am deeply proud to mark this significant milestone in our organisation's cultural journey with the endorsement of our inaugural Reflect Reconciliation Action Plan (RAP).

The Front Project's vision is for every child in Australia to have access to quality early learning. We recognise the pivotal role that early learning plays in shaping children's understanding of identity, belonging and community, and that reconciliation must be embedded in the way we lead and act as an organisation.

Developing our Reconciliation Action Plan has been an energising process. It has provided space for our team to listen, learn and reflect on our responsibilities and sphere of influence. It's strengthened our understanding of the histories and enduring cultures of Aboriginal and Torres Strait Islander peoples and challenged us to consider how we can contribute meaningfully to a more unified Australia through our work.

Our Reflect RAP lays important foundations for the future. It signals our commitment to building respectful relationships, deepening cultural understanding and identifying opportunities to embed reconciliation into our governance, partnerships and policy influence. We are committed to contributing to the five dimensions of reconciliation — race relations, equality and equity, institutional integrity, unity and historical acceptance — in ways that are authentic and sustained.

We approach this next chapter with humility and determination. We know that reconciliation is a long-term journey that requires consistency, accountability and care. We are grateful for the opportunity to be part of the RAP community and to learn alongside organisations across the country who share this commitment.

This Reflect RAP is an important step for The Front Project. We look forward to continuing to grow, to listen and to walk respectfully alongside Aboriginal and Torres Strait Islander peoples as we contribute to Australia's reconciliation journey.

**Dr Caroline Croser-Barlow**  
**Chief Executive Officer**  
**The Front Project**

## **The Front Project**

The Front Project works across the early learning system, connecting with people who can potentially effect change and remove barriers which disadvantage children and families. This systems change approach looks at the big picture to find out what we can do to ensure our ECEC system becomes the best it can be today and for generations to come. For short term outcomes, we prioritise influencing key decision makers (politicians, bureaucrats, across different levels of government and different portfolios). For longer-term outcomes, we support and amplify those coalitions who will continue the long and patient work of building toward the system we wish to see. Our work takes place and has influence nationally.

The Front Project's team of fourteen people are located across Wurundjeri Woi Wurrung Country (Naarm in Victoria) upon which the organisation's single Head Office is located, as well as Kaurna Country (South Australia) and Kabi Kabi, Jinibara, and Yuggera / Juggera and Turrbal Country (Queensland).

The Front Project currently employs an Elder in Residence, Quandamooka and Kaanju woman Aunty Merle Cashman, who brings Early Childhood Education and Care, Primary and Secondary Education expertise and a cultural lens to her role in guiding the work of the Reconciliation Working Group and the development and activities of the Reconciliation Action Plan.

## **The Front Project's Journey towards Reconciliation**

### **RAP Champion, Elder in Residence & Working Group**

The Front Project recognises the importance of properly resourcing a Reconciliation Action Plan. In March 2025, The Front Project appointed a RAP Project Manager as the RAP Champion, who will lead the ongoing implementation of the RAP and ensure that cultural awareness and learning, aligned with the RAP, is embedded within the infrastructure of the organisation. Aunty Merle Cashman, Elder in Residence, will play a critical role in ensuring RAP activities are guided with a cultural lens and that perspectives are embedded in a meaningful and culturally appropriate way, as well as also engaging with the team to deliver cultural learning.

The RAP Champion and the Elder in Residence roles will work with the RAP working group and the broader team to plan and execute the RAP activities.

## Meeting Structures

The Front Project quarterly meetings invite all team members to the Naarm office for in person connection and learning. At each quarterly, time is allocated to engage with RAP actions and cultural learning.

At every All-Staff Meeting, time is assigned to provide the team with an update of RAP progress and engage in Cultural Learning or a reflective discussion about their journey towards allyship and reconciliation. The broader team are also invited to contribute to the discussion by making suggestions, sharing stories about their learning and electing to be responsible for an action.

Team learning as part of the RAP will continue take to be embedded within:

- Quarterly Gatherings and Bi-monthly All Staff Meetings
- Weekly WIP meetings
- Lunchtime Learns; activities, conversations, excursions, screenings,
- Resource sharing via slack and email; articles, videos,
- Whole group professional development or activity

## Current learning and reconciliation activities

The development of this Reconciliation Action Plan marks the beginning of The Front Project's formally documented reconciliation work, however to this date the team has engaged in various learning opportunities in relation to Aboriginal and Torres Strait Islander cultures, histories & truth telling, cultural capability and action in support of the Uluru Statement from the Heart. The perspectives of Aboriginal and Torres Strait Islander organisations, children and families and communities have often been sought to inform our work, however there is opportunity for processes around this, within each team and area of work, to be strengthened.

### The Apiary Fellowship

The Apiary Fellowship is a leadership development initiative that brings together early childhood development professionals who are passionate about transforming the sector. Fellows collaborate to envision changes that directly benefit all children, families, and communities, now and in the future. The Apiary was born out of an identified need to counter dominant mindsets, often 'Western', that exist in Australian approaches to education, barriers to collaboration and inclusion, re-examine existing frames and structures and surface the unsaid competing commitments and agendas that drive sector fragmentation.

A key characteristic of this program is to invite Fellows to think differently about the Early Learning system and the challenges that exist within it, which includes centring perspectives that may often be missed or overlooked when identifying ways to shift the system, such as those belonging to Aboriginal and Torres Strait Islander children, families and communities. Frameworks utilised include systems leadership, deep collaboration, adaptive leadership, systems healing, and human centred design.

To guide the initiative through our Reconciliation and allyship journey, the Apiary Fellows developed and unanimously endorsed a Vision for Reconciliation Statement in 2021. This vision has been at the heart of the fellows' commitment to centring children in collective action and guided our recruitment and the conditions we set around inclusion. There are currently 15 Aboriginal or Torres Strait Islander fellows in the Apiary community. This number has increased year on year due to the development of our recruitment practices, including Aboriginal and Torres Strait Islander fellows having self-determination over the recruitment process, and personal connections & referrals amongst fellows.

The Apiary has engaged First Nations experts in early childhood, Jackie Bennett, and Systems Change, Mark Yettica-Paulson at various points of our Cultural journey, and in 2023 this evolved into, Lisa Walker, a 2020 fellow of the Apiary joining the Apiary Design Team as a Cultural Facilitator to ensure the design of the Apiary Convenings include the perspectives of First Nations and Torres Strait Islander peoples. The role aims to ensure cultural safety for First Nations and Torres Strait Islander fellows in the Apiary as they undertake the learning year in the program as well as a safe space for sharing, truth telling and collaboration across their cohort.

Lisa is a First Nations woman who comes from the East Coast peoples of the Bundjalung, Gubbi Gubbi, Yaegl and Yuin Nations. She joined The Front Project in 2024 through her Apiary journey. Lisa has experience in ECEC sector. Although Lisa has worked in various roles over the years, her priority has always been to provide a voice for her people, promote cultural responsiveness and advocate for a more equitable future where First Nations jarjum (children) can thrive in all aspects of their lives too.

## **Cultural Immersion**

For the in-person convenings that take place, Apiary organisers engage the Traditional Owners of the Country for a Welcome to Country and Smoking Ceremony and cultural learning experience. Local perspectives are sought on the importance of connecting children with culture and education, including traditional approaches to learning within Community. These experiences connect fellows with local Culture and knowledge, truth telling and an opportunity to weave their learnings into the remainder of the Apiary convening and their subsequent work.

## **Future System Principles**

Over several years, the Apiary Fellowship has led a national process of deep consultation, listening to children, educators, leaders and communities across the country about what they value about early learning and what it should look like in an ideal future. The results of these consultations were distilled into a set of future system design principles. Embedded in the principles is a clear call for a future where all children in Australia thrive through connection to Country, Culture and high-quality early learning. At the heart of this vision for fellows is a belief in a Reconciled community, so when it came time to visualise the principles, we could think of no better way than through a partnership with an Aboriginal artist.

## **Suppliers and artwork**

### **Little Rocket**

In 2024, the Apiary worked with First Nations design agency Little Rocket to produce new promotional copy and materials for the Apiary for the Apiary's annual recruitment of fellows. As part of the promotional materials, a flyer was created specifically for Aboriginal and Torres Strait Islander audiences and The Apiary Team worked with Lisa Walker and the Collective to ensure that the flyer was fit for purpose and engaging.

### **John J Xibberas**

In 2024, the Apiary commissioned Wurundjeri artist John J Xibberas, to create a canvas representing the future of the Early Learning system, using the Apiary's Future System Principles as inspiration. The Apiary reached out to the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation who circulated the artwork brief with Wurundjeri Artists. Through this process, Wurundjeri man John J Xibberas was invited to undertake the commission. Over several months, John collaborated with The Apiary team and Lisa Walker in a series of conversations that shaped the vision for the artwork. Whilst we shared our aspirations for the artwork, the process remained very open as we really wanted John to have the creative freedom to express the future of the Early Learning system through his own perspective. The canvas and the associated icons created have been incorporated into the [The Apiary's Transforming Early Learning webpages](#) and subsequent communications. These communications include using one of the icons as an Apiary Pin badge which fellows will be able to wear to signal to people in their networks that they are an Apiary fellow and to act as a conversation starter for the artwork and the future of the Early Learning system. When thinking through these communications, The Apiary team worked with the Collective to ensure that the pin badge would be an appropriate use of the artwork, and John has provided us with an Art Ownership and Rights Agreement to ensure the respectful and appropriate use of his work and how it is represented and used.

## The Front Project's learning journey

From 2019, employees have been offered the opportunity to attend Cultural Capability training predominantly delivered by [BlackCard training](#) in different formats, based on the size of the group and budget available. Moving forward, policies and induction processes should be strengthened to ensure new employees are required to undertake Cultural Capability training.

In 2023, The Front Project made a commitment to Uluru Statement of the Heart in full. In the lead up to the Voice to Parliament Referendum, members of the team hosted Kitchen Table conversations with the whole organisation to ensure employees understood the important history leading to the Voice referendum and had access to accurate information about the purpose of a Voice to Parliament. Despite the outcome of the referendum, The Front Project remains steadfast in the commitment to The Uluru Statement of the Heart – Voice, however that now looks, Treaty and Truth Telling. As Treaty progresses in Victoria and as part of our commitment to the Uluru Statement from the Heart, The Front Project will explore ways in which the organisation can support the advancement of Treaty and contribute to a successful and unified Treaty process, including raising awareness and providing education amongst the team and our networks.

In February 2024, The Front Project engaged with Kamilaroi digital artist, Katie Budgen, to develop artwork for a brochure, which represented the process of engagement and learning. The purpose of this brochure was to share details about the work of The Apiary and invite Aboriginal and Torres Strait Islander people working within the Early Learning system to apply to participate in the fellowship. The meaning and story of this image remained relevant to the broader work that the Front Project seeks to engage in and so, in order to use this artwork across other publications, there was a process of engagement with the artist directly to negotiate new terms of use ensuring that both permission and remuneration reflected our intended use of the image.

Throughout 2025, Aunty Merle Cashman has delivered a number of in person Cultural Capability workshops for the team. In March, the team participated in the “Insights into History and Culture” workshop, and professional development session to share the importance and meaning of the Acknowledgement of Country, cultural protocols and language around the practice and encourage team members to develop a personalised Acknowledgement of Country. Aunty Merle also guided the team through the “8 Aboriginal Ways of Learning” supported by the insights of [Uncle Ernie Grant](#).

Other activities we have undertaken as part of our learning journey have aimed to educate about history at a local level, for team members based in Naarm Melbourne. In August 2024, the team were led by Aboriginal Educator Lachlan Buxton-Green on a Cultural Inner City Walk around Naarm Melbourne. In April 2025, the team attended the Treaty Exhibit at the State Library of Victoria to learn about the history of the ‘Batman Treaty’ in 1835.

Cultural learning should extend to the whole of the organisation. The Front Project's board joined the team in attending Cultural Safety sessions delivered by Aunty Merle Cashman and Lisa Walker, including an introduction to their roles at The Front Project and “How to be a good ally’ by Summer May Findlay.

The appointment of an Elder in Residence by The Front Project is recognition of the need for ongoing learning and the incorporation of Aboriginal and Torres Strait Islander perspectives across our work and in our reconciliation activities. Structures that will support such ongoing learning include whole team gatherings on a quarterly basis to continue to expand cultural knowledge and capabilities. Beyond this, The Front Project will explore ways that the voice of the Elder in Residence can be present in external meetings and conversations with decision makers. One example of this is the Mini Policy Summit hosted by The Front Project in July 2025, whereby Aunty Merle Cashman and Sara Fraser (Education and Engagement Officer at Reconciliation Queensland) were invited to address attendees. The summit coincided with the lead up to National Aboriginal and Torres Strait Islander Children's Day, 'Little Footsteps, Big Futures', which became a focus for the address and a provocation to the leaders and policymakers who were in attendance.

Aunty Merle attended the ECA Reconciliation Symposium in 2025 to gain insights into the sectors reconciliation activities. Aunty Merle was then able to share back internally her learnings and reflections. Opportunities to attend such events related to reconciliation and gaining a deeper understanding of Aboriginal and Torres Strait Islander perspectives, including the SNAICC conference, will continue to be provided to the RAP working group.

Currently, a space in The Front Project's office displays an Acknowledgement of the Wurundjeri Woi Wurrung people of the Kulin Nation as Traditional Custodians of the land, accompanied the Aboriginal and Torres Strait Islander flags and a small library of books by Aboriginal and Torres Strait Islander authors accessible to the team to borrow. The Front Project has purchased reflective card decks "Allyship Yarning Cards" and "Our Systems, Our Stories" created by Tammy Baart and Riley Callie Resources to utilise at staff meetings as provocations, inviting team members to reflect on their role within reconciliation

#### **RAP Project Manager Contact Details:**

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## Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>· Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	31 Mar 2026	RAP Project Manager
	<ul style="list-style-type: none"> <li>· Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	15 Mar 2026	RAP Project Manager, Elder in Residence
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>· Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.</li> </ul>	27 May 2026	RAP Project Manager
	<ul style="list-style-type: none"> <li>· RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May- 3 June, 2026	RAP Project Manager Evaluation and Impact Manager
	<ul style="list-style-type: none"> <li>· Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May- 3 June, 2026	RAP Project Manager

## Relationships

3. Promote reconciliation through our sphere of influence.	· Communicate our commitment to reconciliation to all staff.	28 Feb 2026	RAP Project Manager
	· Identify external stakeholders that our organisation can engage with on our reconciliation journey.	28 Feb 2026	RAP Project Manager Operations Manager
	· Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	28 Feb 2026	RAP Project Manager
	· Develop a process with Policy and Government Relations team to ensure a reconciliation lens is applied to reports and policy work.	28 Feb 2026	RAP Project Manager, supported by Policy Team
	· Explore opportunities for The Front Project to support the work and objectives of Reconciliation Australia and the Narragunnawali program	28 Feb 2026	RAP Project Manager
	· Identify relevant Narragunnawali resources to circulate for internal and external education	28 Feb 2026	RAP Project Manager Communications team

## Relationships

4. Remain active supporters of the Uluru Statement from the Heart	· Investigate becoming a 'Friend of Treaty' with First Peoples' Assembly of Victoria initiative and identify capacity in which The Front Project could be a supporter	30 Nov 2026	RAP Project Manager Elder in Residence
	· Explore opportunities to increase engagement with 'Friends of Treaty' initiative across sector in Victoria	30 Nov 2026	RAP Project Manager Elder in Residence
	· Engage in truth telling and truth listening education by promoting Reconciliation Australia and Yoorrook resources internally and externally	30 June 2026	RAP Project Manager Elder in Residence
5. Promote positive race relations through anti-discrimination strategies.	· Research best practice and policies in areas of race relations and anti-discrimination.	Feb 2026	RAP Project Manager Operations Manager Elder in Residence
	· Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Feb 2026	RAP Project Manager Operations Manager

Respect			
Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	· Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	28 Feb 2026	RAP Project Manager
	· Conduct a review of cultural learning needs within our organisation.	28 Feb 2026	RAP Project Manager Elder in Residence
	· Embed Cultural Awareness learning in staff induction and onboarding.	15 Mar 2026	RAP Project Manager Operations Manager
	· Develop a plan to give structure to ongoing team learning opportunities to examine and deepen understanding of allyship and role in reconciliation.	Mar 2026	RAP Project Manager
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	· Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	Mar 2026	RAP Project Manager
	· Revisit and deepen staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Mar 2026	Elder in Residence
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	· Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2026	Project Manager
	· Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	RAP Project Manager
	· RAP Working Group to participate in an external NAIDOC Week event.	June 2026	All working group members

**Opportunities**

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>· Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	Review Feb 2026	Operations Manager
	<ul style="list-style-type: none"> <li>· Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	Feb 2026	RAP Project Manager Operations Manager
	<ul style="list-style-type: none"> <li>· Understand and amplify research and data about Aboriginal and Torres Strait Islander educator and ECEC leadership experiences.</li> </ul>	May 2026	RAP Project Manager Research team
	<ul style="list-style-type: none"> <li>· Explore opportunities for First Nations internship positions within policy team.</li> </ul>	Feb 2026	RAP Project Manager Operations Manager
10. Create opportunities to amplify and advocate for the recommendations of Aboriginal and Torres Strait Islander organisations within the ECEC system	<ul style="list-style-type: none"> <li>· Develop live directory of recommendations from Aboriginal and Torres Strait Islander Early Childhood peak bodies which will inform policy work and reports.</li> </ul>	30 Dec 2026	RAP Project Manager, supported by Policy Team
	<ul style="list-style-type: none"> <li>· Identify opportunities to invite Aboriginal and Torres Strait Islander expertise (including localised voices and perspectives) into decision making spaces</li> </ul>	Review June 2026	RAP Project Manager, supported by Policy Team
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>· Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	Apr 2026	RAP Project Manager
	<ul style="list-style-type: none"> <li>· Investigate Supply Nation membership.</li> </ul>	Apr 2026	RAP Project Manager

Governance			
Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	· Form a RWG to govern RAP implementation.	30 Nov 2026	Operations Manager
	· Draft a Terms of Reference for the RWG.	28 Feb 2026	RAP Project Manager Elder in Residence
	· Establish Aboriginal and Torres Strait Islander representation on the RWG.	30 Nov 2026	Operations Manager
13. Provide appropriate support for effective implementation of RAP commitments.	· Define resource needs for RAP implementation.	28 Feb 2026	Operations Manager RAP Project Manager
	· Engage senior leaders in the delivery of RAP commitments.	Feb 2026	RAP Project Manager
	· Maintain a senior leader to champion a RAP internally	Review June 2026	Evaluation and Impact Manager
	· Define appropriate systems and capability to track, measure and report on RAP commitments.	Feb 2026	RAP Project Manager Evaluation and Impact Manager
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 annually	RAP Project Manager
	· Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RAP Project Manager
	· Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, <i>annually</i>	RAP Project Manager
15. Continue our reconciliation journey by developing our next RAP.	· Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	Oct 2026	RAP Project Manager