



# Innovate Reconciliation Action Plan

MARCH 2020-22

“Our “multicultural success story” cannot exist in a vacuum and addressing injustices, and supporting self-determination for Aboriginal and Torres Strait Islander peoples is a critical aspect of building inclusive communities.”

ALI — CEO, WELCOMING AUSTRALIA





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## Walking Together

In this commissioned piece *‘Walking Together’*, Jandamarra encapsulates Welcoming Australia’s mission statement that as a nation we are *‘Stronger Together’* and the involvement of Aboriginal and Torres Strait Islander people is essential to the core business of Welcoming Australia because that business is welcoming people to their land. The contribution of Aboriginal and Torres Strait Islander peoples will help Welcoming Australia to create a shared sense of pride in being part of a culturally rich and vibrant community. All people should feel their culture is respected and valued by other members of the community and be given opportunities to learn about each other’s cultures. Without the involvement of Aboriginal and Torres Strait Islander peoples, Welcoming Australia is not a representation of Australia and does not have the authority to lead in *‘Welcoming’*.

### SYMBOLISM OF THE ARTWORK

The symbol to the viewers right with the ‘U’ shapes in the circle are representative of First Nations and non-First Nations people sitting together. Living alongside and learning from one another.

The young boy at the front that is painted up represents the innocence and also the future of the oldest living continuous culture in the world.

The two in ceremonial dance to the left are symbolic of the Storytelling, dances and ceremonies that have been a part of this landscape for over two thousand generations.

The white dots at the top of the space within the shape of Australia are symbolic of the stars and the ancestors that watch down. Energetically radiating out and calling for us all to be Custodians and support each other in walking together the proper way.

### JANDAMARRA CADD, THE ARTIST

Jandamarra Cadd—a Yorta Yorta and Dja Dja Warung descendent, is an inspirational man with many stories to tell. With his vibrant and expressive portraitures, Jandamarra’s artwork is emotive and insightful—and is a powerful medium to bridge the story telling divide between Aboriginal and mainstream Australia.

Painting has been a way of life that has enabled him to express his creativity and storytelling and in many of his paintings of the human condition, he seeks to be a peaceful voice for unity. Jandamarra uses a variety of styles and mediums; with his unique blend of traditional aboriginal art techniques along with his own signature contemporary portraiture.

— Jandamarra

# Message from Welcoming Australia

The idea of welcome as more than a greeting, but as an underpinning of commerce and socioeconomic development, existed centuries before tall ships stumbled upon what we now know as Sydney Harbour.

Richard Trudgen in his seminal work on the Yolŋu outlines the trade practices of the First Nations peoples from what is now known as Arnhem Land (Northern Australia). The Macassan people from Sulawesi (Indonesia) would trade cloth, tobacco, rice and knives for Yolŋu-harvested pearls and sea cucumbers. The Yolŋu also conducted diplomatic missions to the Macassan homelands, and the ongoing international commerce informed the national economy. Various items, including steel products, were traded thousands of kilometres across the country.

Mutual trust and respect marked the relationship between the Yolŋu and Macassans. The Macassans acknowledged Yolŋu sovereignty, and at each trade visit, they would wait on the beach to be welcomed onto Yolŋu land and for negotiations to take place. regularly conducted at various events, meetings and functions.

Traditionally, however, Welcome to Country was more than a ceremony to open public events. Welcome was a framework and agreement for how diverse cultures were to interact together. Welcome was embedded in cultural engagement and socioeconomic success.

Contemporary Australian society is often described as “a multicultural success story”. However, the nation’s colonial history and the injustices that First Nations (Aboriginal and Torres Strait Islander) people continue to be subject to remain largely unaddressed.

Our “multicultural success story” cannot exist in a vacuum and addressing injustices, and supporting self-determination for Aboriginal and Torres Strait Islander peoples is a critical aspect of building inclusive communities.

As an organisation, Welcoming Australia, is committed to working towards reconciliation with, and self-determination for, the First Peoples of this country. We have a long way to go and there is much to do—but this Reconciliation Action Plan (RAP) is a key aspect of working towards practical and meaningful change both in our organisation and the communities we serve.

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**Aleem Ali**  
*Chief Executive Officer*  
*Welcoming Australia*

# Message from Reconciliation Australia

Reconciliation Australia commends Welcoming Australia on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. This Innovate RAP is both an opportunity and an invitation for Welcoming Australia to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Welcoming Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Welcoming Australia is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action. Implementing an Innovate RAP signals Welcoming Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Welcoming Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

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

Our vision for



reconciliation



MARCH 2020 – MARCH 2022

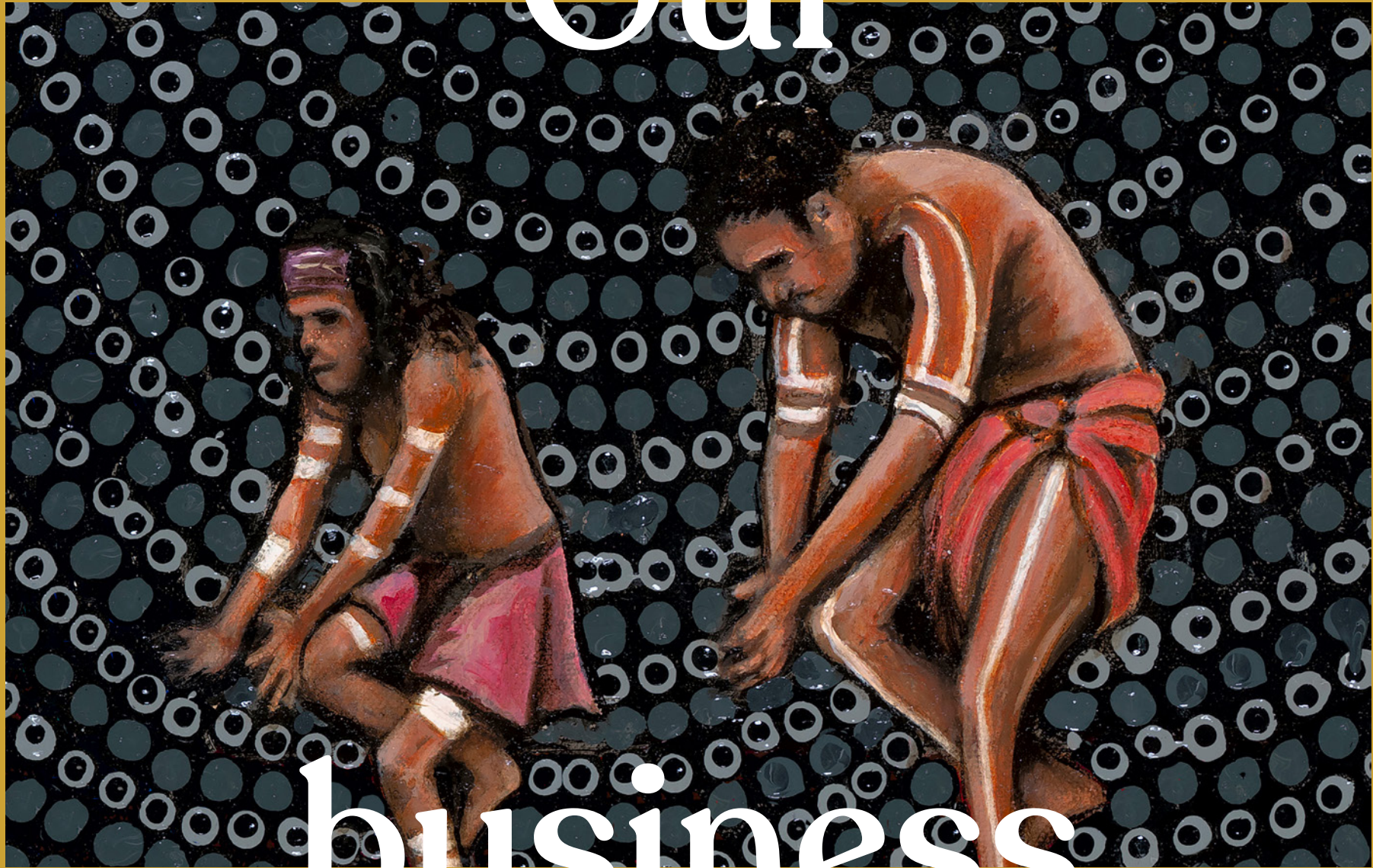
Welcoming Australia accepts the open invitation expressed in the *Uluru Statement from the Heart* to walk with Aboriginal and Torres Strait Islander peoples “in a movement of the Australian people for a better future”.

We recognise their struggle and “aspirations for a fair and truthful relationship with the people of Australia and a better future for their children based on justice and self-determination”.

We imagine, and strive for, a future in which a First Nations voice is enshrined in the Australian Constitution and they can take a rightful place in their own country “as a fuller expression of Australia’s nationhood”.

We imagine, and strive for, a future in which all people have equal opportunity to belong, contribute and thrive.

Our



business



## OUR BUSINESS

Welcoming Australia is a national not-for-profit organisation and non-partisan movement committed to cultivating a culture of welcome and advancing an Australia where people of all backgrounds have equal opportunity to belong, contribute and thrive.

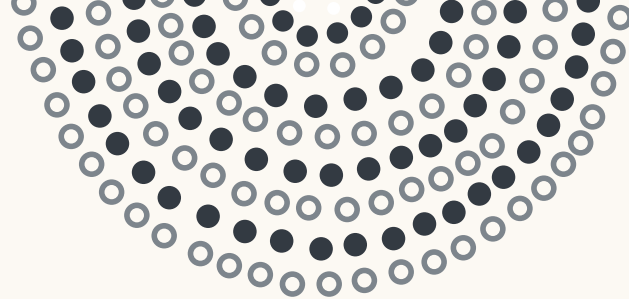
Using this framework, we seek to connect people to people, promote genuine stories of courage, resilience and compassion, and mobilise people to engage in practical acts of welcome. We believe that cultural diversity should be celebrated for the beauty and depth it adds to our society and we celebrate the compassion, generosity and commitment of Australians to giving all people a fair go. We create social and policy change by facilitating opportunities for authentic relationships to be built between people of differing backgrounds. We encourage inclusion, open mindedness, equality and unity.

We work with anyone who seeks to advance a more welcoming Australia. We pride ourselves on maintaining non-partisan relationships with political and civic leaders

for the purpose of creating more compassionate and inclusive humanitarian, migration and settlement policies.

We have national reach, with offices in Melbourne (1.4 FTE staff, two staff total), Brisbane (2.0 FTE staff, two staff total) and Adelaide (2.8 FTE staff, four staff total). At this time, and to the best of our knowledge, we have no Aboriginal and/or Torres Strait Islander staff, however we strongly encourage Aboriginal and Torres Strait Islander people to apply for all roles within the organisation, and ensure this is clearly on advertised roles.

We recruit using a blind recruitment process, which means all applications are de-identified prior to being sent to the recruitment panel for shortlisting, helping us to overcome unintentional bias.

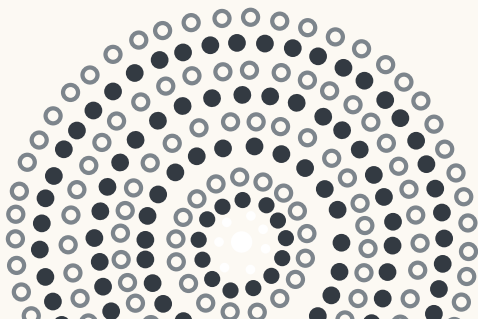


Welcoming Australia currently runs three key initiatives—*The Welcoming Centre*, *Welcoming Cities*, and *Welcoming Sport*. The organisation also partners in the delivery of a national campaign called *National Unity Week*.

## The Welcoming Centre

*(Adelaide, South Australia)*

The Welcoming Centre is a community centre which seeks to create a safe, supportive and welcoming space for refugee families, people seeking asylum, recently arrived migrants, and the local community. The Centre provides access to essential support, and social and intercultural connection—with a focus on building authentic relationships that help people to engage more effectively in the diversity of Australian life. The centre is funded by philanthropic grants, and public donations.



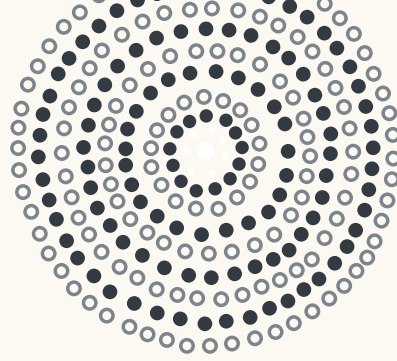
## Welcoming Cities

*(National initiative)*

Welcoming Cities is a network of local councils who are committed to an Australia where everyone can belong and participate in social, cultural, economic, and civic life. The initiative supports local councils to address, either:

- Rapid growth and trying to advance social cohesion and economic participation; or,
- Stagnation and decline and the challenge of attracting and retaining migrants and newcomers.

The Welcoming Cities Standard sets the national benchmark for cultural diversity and inclusion policy and practice in local government. Development of the Standard included consultation with Aboriginal and Torres Strait Islander community leaders and representative bodies around the wording, content and its appropriateness and representation of Aboriginal and Torres Strait Islander people and their needs. The Welcoming Cities Standard will be internationally accredited and has a strong reconciliation focus. The Welcoming Cities Advisory Committee includes a representative from Reconciliation Australia.



## Welcoming Sport

*(National Initiative)*

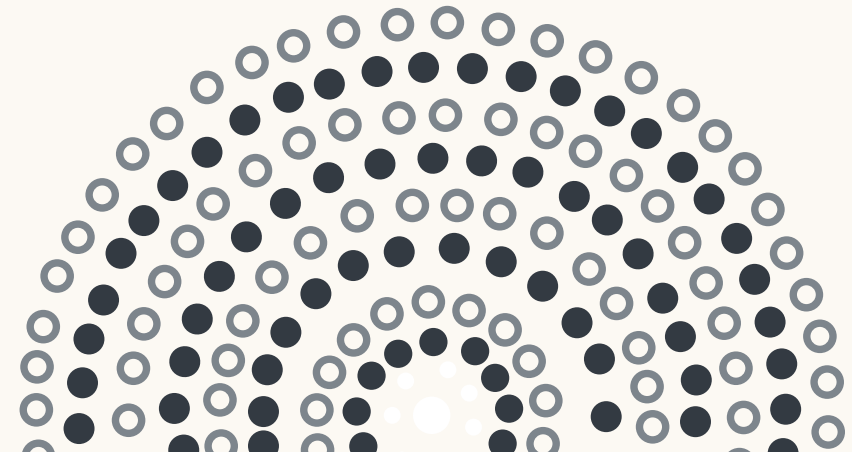
Welcoming Sport is Welcoming Australia's overarching banner for initiatives that embrace the power of sport and recreation as a vehicle for inclusion, opportunity and creating a sense of belonging for all members of the community—including, recently arrived migrants, refugees, and people seeking asylum. The initiative works at both a grass-roots and organisation level through the following programs:

- *Welcome to the Game* which supports young people and families from culturally and linguistically diverse backgrounds to access sport and recreation opportunities and connect with their local community; and,
- *Welcoming Clubs* a network and resource for local councils, sporting clubs and codes to progress their inclusive practices and engage new members.

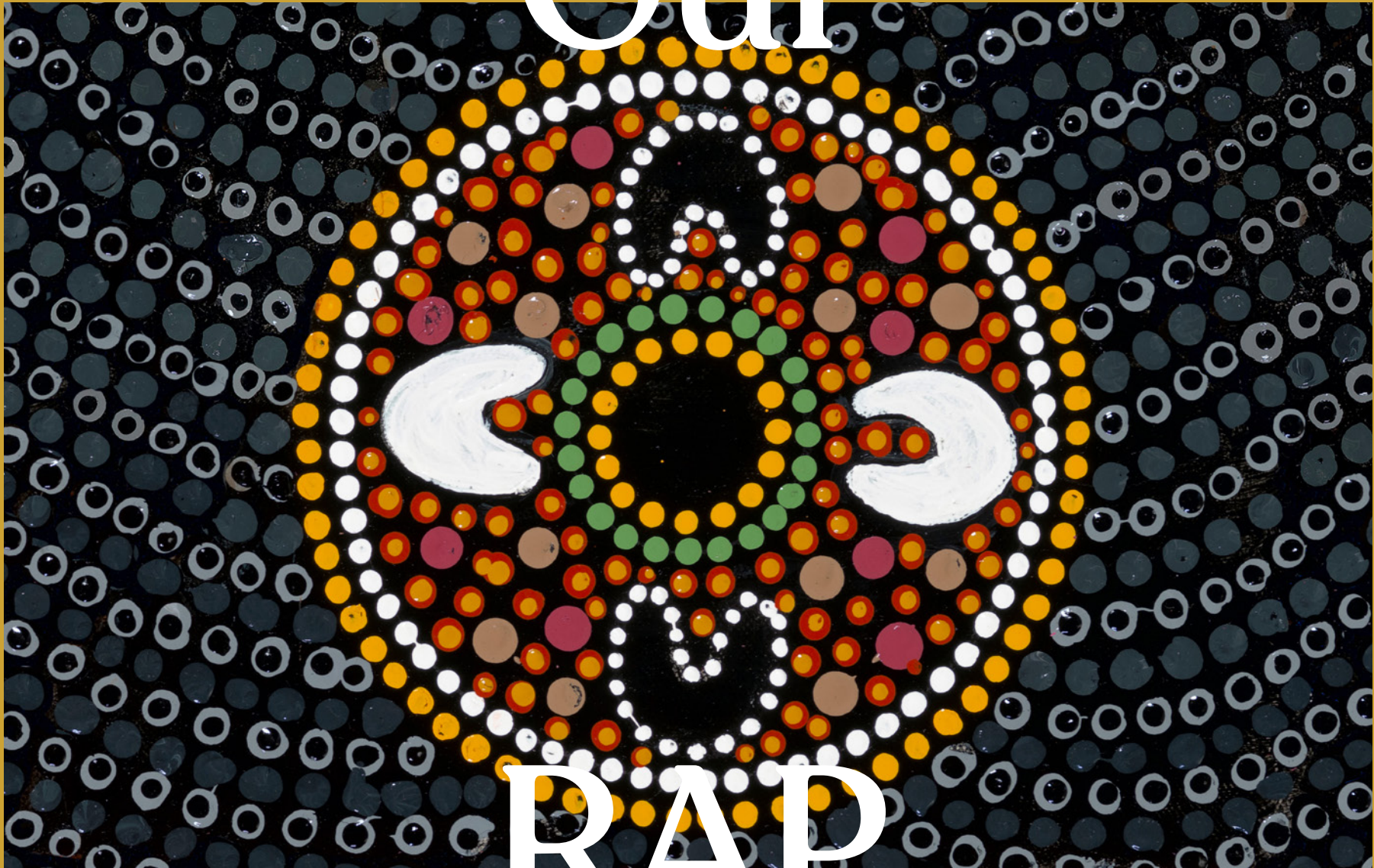
## National Unity Week

*(Annual National Event)*

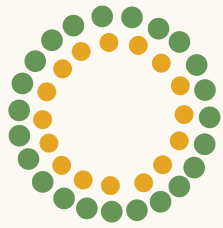
National Unity Week is a partnership between Welcoming Australia and the Lebanese Muslim Association (LMA) that encourages all Australians to join together to welcome our new neighbours and build cultural understanding. Individuals, community organisations and businesses are encouraged to register events during National Unity Week around one of four themes: walk together; eat together; play together; and, learn together.



Our



RAP



## OUR RECONCILIATION ACTION PLAN

As an organisation that cultivates a culture of welcome, we have a unique opportunity to lead a shared journey in reconciliation with our participants. We have a responsibility to acknowledge Aboriginal and Torres Strait Islander heritage and cultures and contribute to addressing the disparity experienced by many Aboriginal and Torres Strait Islander peoples today.

We will share with our participants that we truly value the stories and cultures of Aboriginal and Torres Strait Islander peoples. Their significance in a reconciled Australia will further strengthen our status as a truly welcoming nation. Where possible, through programs and events, Welcoming Australia will facilitate the conversation between Aboriginal and Torres Strait Islander peoples and newcomers to Australia. Aboriginal and Torres Strait Islander peoples will be involved and consulted when possible and appropriate, in developing and implementing a responsive, shared plan to increase connections between newcomers and existing residents.

The involvement of Aboriginal and Torres Strait Islander people is essential to the core business of Welcoming Australia because that business is welcoming people to their land. The contribution of Aboriginal and Torres Strait Islander peoples will help Welcoming Australia to create a shared sense of pride in being part of a culturally rich and vibrant community. All people should feel their culture is respected and valued by other members of the community and be given opportunities to learn about each other's cultures. Without the involvement of Aboriginal and Torres Strait Islander peoples, Welcoming Australia is not a representation of Australia and does not have the authority to lead in 'Welcoming'.

Welcoming Australia is developing a Reconciliation Action Plan as we believe that acknowledgement of the atrocities inflicted upon Aboriginal and Torres Strait Islander peoples by subsequent Australian governments and people is not only critical to our work, but is the right thing to do. We acknowledge that a “welcoming Australia” comes, by its nature, either from Aboriginal and Torres Strait Islander peoples or on behalf of them. The work of Welcoming Australia is conducted on the lands of First Nations representing hundreds of clans and language groups.

Our offices are based on the lands of the Kurna, Wurundjeri, and Jagera peoples, and we believe that working towards reconciliation is critical to our work, and consequently the development of a RAP is essential.

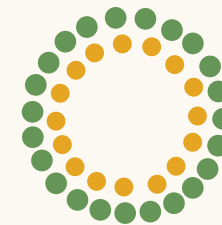
We are developing this RAP specifically, as a way to formalise our commitment to reconciliation and put in place tangible ways to support and be involved in reconciliation, building our relationships with Aboriginal and Torres Strait Islander peoples so that they can communicate welcome in the most appropriate way; and create opportunities to engage further with Aboriginal and Torres Strait Islander peoples.

Our RAP will be championed by five key members who will make up the RAP working group:

- CEO
- Manager, Welcoming Sport
- Coordinator (Victoria), Welcoming Cities
- Coordinator (Queensland), Welcoming Cities
- Member, Welcoming Australia Advisory Panel

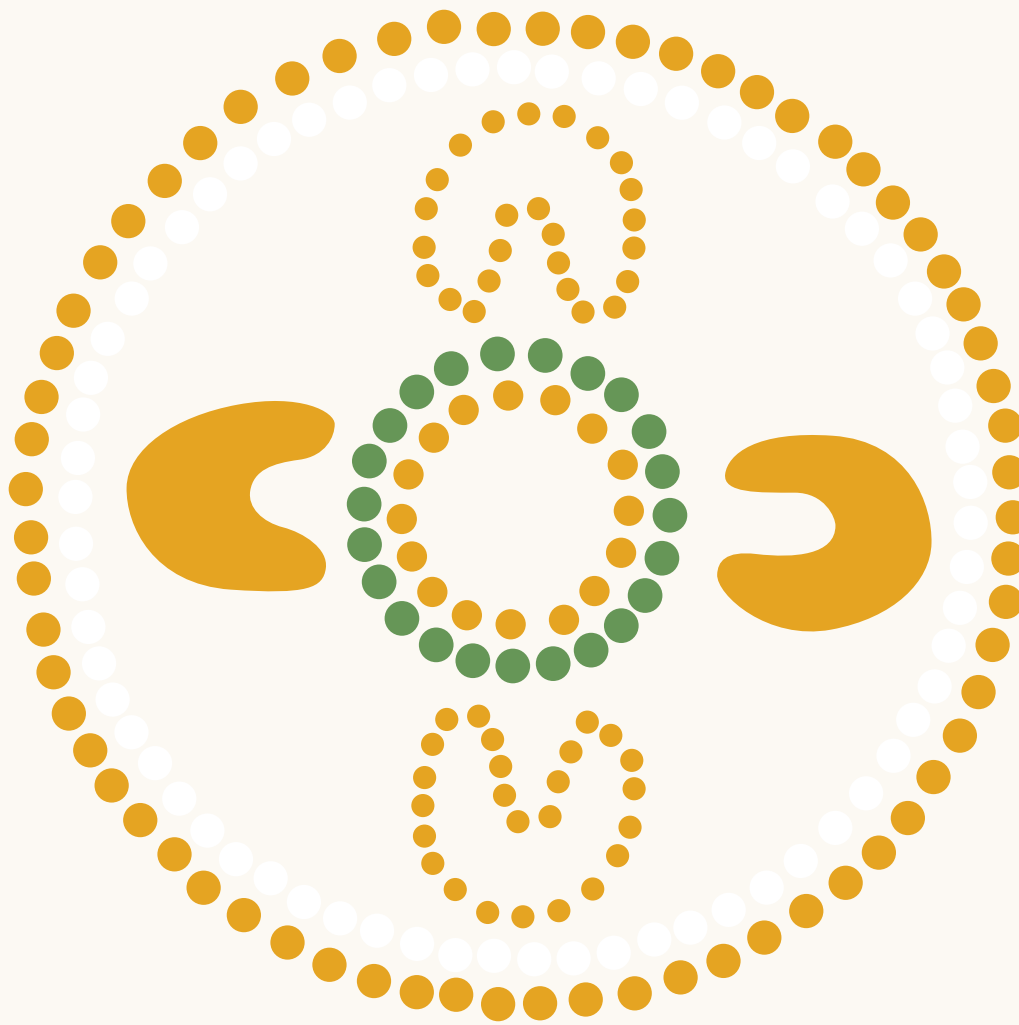
Kara Keys will represent Welcoming Australia’s Advisory Panel on the RAP Working Group. Kara is a proud First Nations Australian, descended from the Yiman and Gangulu peoples of Central Queensland with 15 years’ experience working for economic empowerment, First Nations justice, gender equality and collective rights for workers.





Welcoming Australia Advisory Panel members  
(as at January 2020):

- Brad Chilcott
- Geraldine Chin Moody
- Fida Hussain
- Shankar Kasynathan
- Kara Keys
- Chris Kwong
- Matt Osborn
- Celeste Shambrook
- Mariam Veiszadeh



# Relationships



Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to our organisation and its core business activities, as Welcoming Australia seeks to cultivate a culture of welcome in our communities.

This is not possible without the support and endorsement of Aboriginal and Torres Strait Islander peoples and communities, as we understand that this is their land, and it was unlawfully taken from them. To welcome migrants, refugees and people seeking asylum onto this land, we must ensure we are doing so




respectfully, celebrating the stories, spirituality, cultures and practices of local peoples, and educating new arrivals to Australia about the history of the land. Relationships align to all areas of the work Welcoming Australia does. Our work is heavily reliant on the relationships we build and maintain.



Action	Deliverable	Timeline	Responsibility
<b>RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.</b>	RWG oversees the development, endorsement and launch of the RAP.	Mar 2020	Coordinator, Welcoming Cities Victoria
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	Mar 2020/21	Coordinator, Welcoming Cities Victoria
	Meet at least twice per year to monitor and report on RAP implementation.	Apr 2020/21	Coordinator, Welcoming Cities Victoria
	Establish Terms of Reference for the RWG.	Dec 2020/21	Welcoming Cities Program Manager



<b>Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.</b>	Organise at least one internal event for NRW each year.	May 2020/21	Coordinator, Welcoming Cities Victoria
	Register all NRW events via Reconciliation Australia's NRW website.	Apr 2020/21	Welcoming Sport Manager
	Support an external NRW event.	May 2020/21	CEO
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	May 2020/21	CEO
	Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.	May 2020/21	CEO
	Encourage staff to participate in external events to recognise and celebrate NRW.	May 2020/21	CEO
	Download Reconciliation Australia's NRW resources and circulate to staff.	May 2020/21	CEO

Action	Deliverable	Timeline	Responsibility
 <p>Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.</p>	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	Mar 2020	CEO
	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	Mar 2020	CEO
 <p>Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.</p>	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	Mar 2020	CEO
	Promote reconciliation through ongoing active engagement with all stakeholders.	Monthly 2020/21 Review Mar 2021	CEO
 <p>Increase the number of Local Government Areas committed to Welcoming Australia's national program, Welcoming Cities, and ensure they are engaging with the principles as set out in Category I of the Standard for Welcoming Cities which encourages Local Governments to show leadership around respect, recognition and reconciliation.</p>	Ensure Welcoming Cities accreditation clearly assesses reconciliation and acknowledgement of Traditional Owners in line with the Standard for Welcoming Cities.	Apr 2020	Welcoming Cities National Manager
	Ensure reconciliation remains a key feature of the Standard and network of Welcoming Cities in any updated versions.	Mar 2021 Monthly 2020/21 Review Mar 2021	Welcoming Cities National Manager





**Action**

**Expand Welcoming Australia programs and projects to reflect reconciliation, respect and recognition.**

**Deliverable**

Invite Traditional Owners to speak at key events.

**Timeline**

Monthly  
2020/21

**Responsibility**

CEO and  
Programming  
Staff

Encourage more Aboriginal and Torres Strait Islander participants.

Monthly  
2020/21  
Review 2021

CEO and  
Programming  
Staff



**Promote positive race relations through anti-discrimination strategies.**

Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.

Apr 2020

CEO

Develop, implement and communicate an anti-discrimination policy for our organisation.

May 2020

CEO

Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.

Apr 2020

CEO

Educate senior leaders on the effects of racism.

May 2020

CEO

# Respect



Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights are important to Welcoming Australia and its core business activities in that we believe all cultures should be respected, cultivated and maintained.

The groups of people that we work with often feel stripped of their ability to recognise and practice their culture, often due to refugee experiences, and negative feelings from the general population. We believe that encouraging new arrivals to Australia to maintain their culture begins by acknowledging, respecting and encouraging the continuation of Australia's Aboriginal and Torres Strait Islander cultural practices first, and everything that goes along with them. This also includes taking steps to educate new arrivals to Australia about its history, including the resilience and achievements of Aboriginal and Torres Strait Islander peoples, as well as their stories,

practices, norms, mores and why we should be preserving and respecting these. We demonstrate this respect by ensuring we acknowledge the Traditional Owners of the land we meet on prior to meetings; by inviting Aboriginal and Torres Strait Islander peoples to perform a Welcome to Country prior to large public events; we ensure our offices have formal signage acknowledging the Traditional Owners of the lands we work on; we acknowledge the Traditional Owners of the lands we work on in our email signatures and on our websites; and we collaborate with Aboriginal and Torres Strait Islander peoples to create works of art for our Welcome Centre where it is possible.



Action	Deliverable	Timeline	Responsibility
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	May 2020	CEO
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	Jun 2020	CEO
	Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.	Jul 2020	CEO
	Promote the Reconciliation Australia's Share Our Pride online tool to all staff.	Mar 2020/21	CEO
	Investigate local cultural experiences and immersion opportunities.	Jul 2020	CEO



Action	Deliverable	Timeline	Responsibility
<b>Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.</b>	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	Jun 2020	Welcoming Cities Queensland Coordinator
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	Jun 2020	CEO
	Invite a Traditional Owner to provide a Welcome to Country at significant events, including all national Walk Together events, and any other formal organisational events.	Monthly 2020/21 Review Oct 2021	CEO
	Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	Monthly 2020/21 Review Oct 2021	CEO
	Encourage staff to include an Acknowledgement of Country at the commencement of all meetings and to ensure that they understand what this means.	Monthly 2020/21 Review Oct 2021	CEO
	Organise and display an Acknowledgment of Country plaque in our office/s or on our office building.	Jun 2020	CEO







**Action**

**Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.**

**Deliverable**

Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.

**Timeline**

Jul 2020/21/22

**Responsibility**

CEO

Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.

Jul 2020/21

CEO

Provide opportunities for all staff to participate in NAIDOC Week activities.

Jul 2020/21

CEO

Contact our local NAIDOC Week Committee to discover events in our community.

Jul 2020/21

CEO



**Share the pledges made by Professor Anita Heiss at the 2019 Welcoming Cities National Symposium and honour them accordingly. See [welcoming.org.au/reconciliation](http://welcoming.org.au/reconciliation)**

Share with staff and their family and friends.  
Share on social media and in the wider community.

Mar 2020/21

CEO



# Opportunities



Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to Welcoming Australia and its core business activities because we believe in equal opportunities for all.

In ensuring opportunities are available to Aboriginal and Torres Strait Islander peoples associated with Welcoming Australia, we will look at training for staff in cultural competency, opportunities to share stories of cultures. We will attempt to run a Campfire Stories event in Victoria focused on First Nations peoples, when we usually hear from refugee speakers. If appropriate funding opportunities arise we

will consider the appointment of a specific Aboriginal and Torres Strait Islander Officer role within the organisation. For example: during the opening weekend of our Intercultural Futures program, we invited local Traditional Owners along to spend the morning with participants, sharing stories and educating them about the land they were on. This kind of activity will be carried out whenever possible in all programs.



**Action**

**Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.**

**Deliverable**

**Timeline**

**Responsibility**

Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.

Mar 2020

CEO

Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.

Apr 2020

CEO

Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.

Apr 2021

CEO

Advertise all vacancies in Aboriginal and Torres Strait Islander media.

From  
Mar 2020

CEO

Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.

Apr 2020

CEO

Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.'

From  
Mar 2020

CEO



**Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.**

Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.

Mar 2020

CEO

Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.

Apr 2020

CEO

Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.

Apr 2020

CEO

Investigate Supply Nation membership.

Mar 2020

CEO

# Governance, tracking progress and reporting





Action	Deliverable	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 Sep 2020/21	Welcoming Cities Victorian Coordinator
	Investigate participating in the RAP Barometer.	May 2020	Welcoming Cities Victorian Coordinator



Report RAP achievements, challenges and learnings internally and externally.	Publicly report our RAP achievements, challenges and learnings on our website and other online platforms.	Sep 2020/21	CEO
	Report on achievements made with RAP at staff meetings, in annual report, in Board reports and to our Advisory Committee.	Monthly 2020/21 Review Sep 2021	CEO
	Report on how many participants we provided the opportunity to engage with Aboriginal and Torres Strait Islander peoples, stories, cultures, events and more.	September 2020/21	CEO
	Report on how many Aboriginal and/or Torres Strait Islander people are engaging with our programs.	Sep 2020/21	CEO
	Report on how many councils we engage with that take part in Reconciliation work.	Sep 2020/21	Welcoming Cities Victorian Coordinator



Review, refresh and update RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Oct 2021	Welcoming Cities Victorian Coordinator
	Send draft RAP to Reconciliation Australia for review and feedback.	Nov 2021	Welcoming Cities Victorian Coordinator
	Submit draft RAP to Reconciliation Australia for formal endorsement.	Jan 2022	Welcoming Cities Victorian Coordinator





Contact details:

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Welcoming Cities  
(Victoria)

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[www.welcoming.org.au/  
reconciliation](http://www.welcoming.org.au/reconciliation)

