



Innovate reconciliation action plan

September 2022 – September 2024

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Acknowledgement of Country

Lifeline South Coast acknowledges the Traditional Custodians of Country throughout Australia, and their continuing connection to land and community. We pay our respects to them and their cultures, and to the Elders both past and present.



Our RAP artwork

This artwork was developed for Lifeline South Coast by Jasmine Sarin, a proud Kamilaroi and Jerrinja woman from NSW.

Jasmine says, "I use my artwork to tell a story. My stories are made up of my connection to culture, my ongoing journey as a proud First Nations lesbian, and my professional growth as an artist. Part of what I do as an artist is running creative workshops. A JSKD workshop aims to help others share and tell their stories in a creative way. Using art and storytelling to connect people to place and vice versa. The workshops ask participants to create a safe space as we all embark on a creative journey of important moments in our life. I ask participants to create a symbol on some paper (our Island home) that reflects a particular moment in their life. As the workshop progresses, more symbols are added and we hear from participants what those symbols represent. By the end of the workshop, not only did we create a beautiful piece of artwork, but everyone has shared something of themselves and we have all created a better connection with each other. This artwork is the collective 'legacy' symbols of Lifeline South Coast staff. Legacy symbols are representative of how we want to be remembered when we leave this world."



Image: Lifeline South Coast artwork drawn by Jasmine Sarin.

Message from Renee Green, CEO

At Lifeline South Coast we recognise reconciliation as a crucial aspect of our work. As the longest continuing culture in the world, suicide was not part of Aboriginal and Torres Strait Islander communities. No word exists to describe suicide in the ancient Yolngu language. However today we see the devastating and disproportionate impacts of suicide across Aboriginal and Torres Strait Islander peoples and communities.

We respect the strength and dignity of Aboriginal and Torres Strait Islander peoples while acknowledging that past injustices and continuing challenges facing Aboriginal and Torres Strait Islander peoples are a significant contributor to increased risk of suicide. We recognise the role our actions, individually and as an organisation, towards reconciliation can play in reducing suicide and its impacts.

Building on our previous efforts to foster strong relationships, promote respect and develop opportunities we have been working in a considered and committed way to develop our Reconciliation Action Plan. With an understanding of the importance and responsibility, I am grateful for the opportunity to present Lifeline South Coasts Reconciliation Action plan.

This is one small step on a long journey towards reconciliation, and I affirm our ongoing commitment to achieve the objectives and deliverables outlined in the RAP and to work continually towards reconciliation.

I'd like to thank the many current and former staff across Lifeline South Coast who have contributed their time and expertise to developing this RAP. I'd also like to specifically acknowledge and thank our RAP Working Group. Shiralee, Glenn, Jesse-Lee, Bianca, Danielle, Ben and Dannyelle – thank you each for generously sharing your insight and wisdom.

This process has been richer for your contributions, and I look forward to continuing our work implementing the RAP.

Renee Green
Chief Executive Officer
Lifeline South Coast



"This is one small step
on a long journey
towards reconciliation,
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Message from Reconciliation Australia

Reconciliation Australia commends Lifeline South Coast 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 Lifeline South Coast 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, Lifeline South Coast 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.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Lifeline South Coast is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Lifeline South Coast'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 Lifeline South Coast on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



"An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments."



Our vision for reconciliation

Our vision for reconciliation is one where Aboriginal and Torres Strait peoples enjoy the same level of physical, mental, and social outcomes as other Australians.

We seek to uplift and support the emotional and social wellbeing of Aboriginal and Torres Strait Islander peoples alongside our vision of an Australia free of suicide. This will be achieved through the equitable and inclusive participation of Aboriginal and Torres Strait Islander peoples, guided by mutual respect and shared learning. This will be achieved through our Aboriginal and Torres Strait Islander Crisis Support line and a tailored community engagement and education strategy.

Lifeline South Coast is committed to actively engaging with the local Aboriginal and Torres Strait Islander communities in guiding the inclusive provision of support across the organisation.

This sharing of knowledge will be ongoing, with ongoing review and continuous appraisal of our cultural practises and how our organisation can be led by local community in proactive suicide prevention and education. Providing the community with equal access to services, workplace opportunities and activities.



Image: Dawn smoking ceremony at our Out of the Shadows Walk on World Suicide Prevention Day 2022.



Our business

Established in Wollongong in March 1969, Lifeline South Coast is part of the National Lifeline network's 24-hour crisis support phone line 13 11 14. We are committed to providing support, creating resilience, and delivering training from within our local community which stretches from Helensburgh, in the Illawarra region, to the Victorian border.

Lifeline South Coast's vision is an Australia free of suicide, believing that no person should have to face their darkest moments alone, we provide compassionate and accessible support to people experiencing a crisis of any kind. People contact Lifeline for a broad range of crises: interpersonal issues and domestic, and family violence, health difficulties; both physical and mental, social exclusion and discrimination. Throughout these, our volunteers offer a beacon of light in the dark, a non-judgemental person who listens and empowers.

Lifeline South Coast engagement and provision of support within the community also extends into the training programs it delivers to individuals and organisations; financial counselling services; retail outlets and media and engagement activities, all of which contribute to the elevation of the importance of looking after our mental health and reducing stigma that still permeates some communities.

Lifeline South Coast operates across locations in the Illawarra, Shoalhaven and South Coast areas.

We have offices in Wollongong and Nowra, with outreach to other locations along the South Coast. Our retail sites are located in Wollongong, Corrimal, and Nowra.

Our services and activities are funded by State and Federal Government, donations, and proceeds from our retail locations and biannual book fair. The provision of the service is invariably dependent on a team of over 350 skilled volunteers across the crisis support, community engagement and retail spheres, with over 95% of our workforce being volunteers.

The remaining workforce consists of 50 employed staff (17 FTE) that are spread across the different facets of the organisation. Across our volunteer and staff workforce, there are at least 3 Aboriginal and/or Torres Strait Islander volunteers and 1 paid Aboriginal staff member.

Our organisation regularly engages with a broad range of internal and external stakeholders across the South Coast and Australia. Our crisis support line receives calls across the nation from individuals from a cultural diaspora. Similarly, our training and engagement activities involve interacting with a similarly diverse group of individuals across the Illawarra and South Coast region, including Aboriginal and/or Torres Strait Islander individuals and organisations. Lifeline South Coast has been engaging with these local First Nations organisations to deliver culturally responsive programs.

Organisations with which Lifeline South Coast have established engagement links with to further support our learnings and delivery are Woolyungah Indigenous Centre, the Illawarra Aboriginal Community Based Working Group (IACBWG), and Warrigal Employment, Illawarra Aboriginal Corporation.

Content Warning: This discusses Aboriginal and Torres Strait Islander Suicide

As a mental health organisation, we must be proactive in addressing the disparate social, physical, and mental outcomes that Aboriginal and Torres Strait Islander peoples face. This community is disproportionately impacted by suicide, with rates of suicide in 2020 being more than double that of the national rate, in 2019, 195 Aboriginal and/or Torres Strait Islander individuals took their life. It is important to recognise the accelerating rates of suicide among Aboriginal and Torres Strait Islander peoples since the 1980's, invariably as a result of colonisation, given that in pre-colonial times suicide was a rare occurrence. As a suicide prevention and crisis support service, these damning figures speak to the need for culturally appropriate support that also recognises the ongoing impacts of colonisation.



Our Reconciliation Action Plan

We believe that in establishing a Reconciliation Action Plan (RAP), it is the first step to a tangible commitment in addressing the disproportionately lower social, physical, and mental health challenges that Aboriginal and Torres Strait Islander peoples face, with an irrefutable foundation in European Colonisation. Our Reconciliation Action Plan intends to foster cultural competency within the organisation, both in the practice and perspective of staff as well as in the delivery of services, support and training to those in the community.

Our RAP looks to strengthen a partnership of mutual respect, teaching and learning as we look to work more with Aboriginal and Torres Strait Islander communities. This has been a highlight of the formation of this current RAP which was led by our RAP Working Group and further guided through consultation with the Woolyungah Indigenous Centre. Ongoing community consultation will continue to be a hallmark of our Reconciliation Action Plan moving forward.

In building cultural awareness within our organisation, it is essential that we are guided by an Aboriginal and Torres Strait Islander conceptualisation of social and emotional wellbeing. This being one where mental, physical, cultural and spiritual health, inclusive of connection to land, family and community is reconciled with the core philosophy of health within Lifeline South Coast and Australia more broadly; one where there are varying social determinants to wellbeing, which consists of the physical, mental, and emotional factors.

In better understanding the determinants of health within Aboriginal and Torres Strait Islander communities, we can look to identify and strengthen protective factors in the work we do in supporting Aboriginal and Torres Strait Islander peoples.

Cultural awareness within the context of Lifeline South Coast is through:

- Delivering services and initiatives in a culturally responsive manner
- Acknowledging that ongoing colonisation, the impact of intergenerational trauma and racism are causal factors in Aboriginal and Torres Strait Islander suicide.
- Be aware of and respect the cultural differences between Aboriginal and Torres Strait Islander communities and other cultural communities in Australia.
- Actively promote and incorporate an Aboriginal and Torres Strait Islander conceptualisations of health and wellbeing.

Our RAP is facilitated by our RAP Champion and RAP Working Group, which consists of internal stakeholders, and external community stakeholders that identify as Aboriginal and/or Torres Strait Islander people.

The working group consists of:

Shiralee Lawson (External)

Wonnaruah and Kunja woman
Indigenous Engagement and Partnerships Manager for SBS
RAP Working Group Co-Chair – Lifeline South Coast

Glenn Williams (External)

Wiradjuri man
Strategic Project Officer – University of Wollongong
Private Psychologist

Jesse-Lee Regan (External)

Wiradjuri woman
Community Member

Bianca Hunt (Internal)

Gumbayngirr woman
In-Shift Supervisor, Centre Supervisor, Trainer, RAP Working Group Chair – Lifeline South Coast
Senior Consultant for an Indigenous owned and staffed consultancy organisation

Danielle Mullaney (Internal)

Crisis Support Manager - Lifeline South Coast

Renee Green (Internal)

CEO - Lifeline South Coast

Dannyelle Formosa (Internal)

RAP Champion, RAP Project Officer, Financial Counsellor – Lifeline South Coast



Our RAP journey

Lifeline South Coast had been yet to formally implement a Reconciliation Action Plan; however, we had remained cognisant of the need for culturally appropriate practise within the organisation. This has been demonstrated through the formation of the Reconciliation Action Plan Working Group in 2019, cultural awareness training delivered to Crisis Support Volunteers and staff, and Acknowledgement of Country being delivered before meetings and training activities. Lifeline South Coast has actively celebrated NAIDOC and National Reconciliation Week through communication sent out to volunteers.

Our centre has provided a range of training to the local South Coast community. Partnered with this is a range of Aboriginal and Torres Strait Islander tailored training to the local community, including Question, Persuade, Refer (QPR) training, and Domestic Violence Alert (DV-Alert) training, which both aim to increase mental health literacy and ability to respond within the community.

A significant area of progress that will coincide with the Reconciliation Action Plan being implemented is the formation of an Aboriginal and Torres Strait Islander Crisis Line 13YARN, which looks to provide suicide prevention and crisis support services to Aboriginal and/or Torres Strait Islander people and will be staffed by Aboriginal and/or Torres Strait Islander individuals.

Lifeline South Coast will be one of three centres nationwide that will be providing this service. This service will be a tangible way that Lifeline South Coast can provide culturally appropriate and targeted support to an underserved community.

This RAP will be integral in ensuring there is an adequate organisational framework underpinning this service.

However, there is the opportunity to provide more comprehensive cultural awareness and good practise across the organisation both on an individual level and systematically through policy review. The Reconciliation Action Plan generates the opportunity to create meaningful change towards reconciliation and ensures organisational accountability in a commitment to time bound deliverables that are the responsibility of individuals across the organisation.

Lifeline South Coast's commitment to reconciliation will be achieved across the three foundations of reconciliation:

Relationships: A communication and engagement strategy.

Respect: Cultural awareness training and provision of support.

Opportunities: Providing identified employment opportunities and a retention strategy for Aboriginal and/or Torres Strait Islander people.

The implementation of the Reconciliation Action Plan will be guided by ongoing internal and community engagement to ensure culturally appropriate and a robust journey towards reconciliation as an organisation.



Relationships



Lifeline South Coast recognises the intricate network of interconnected relationships that exist between people, place, and planet. Building positive relationships in these spaces is essential in the promotion of healthy social, emotional, and physical outcomes for individuals.

We acknowledge the need for a collaborative partnership with the Aboriginal and Torres Strait Islander communities in creating constructive dialogue that will inform the delivery of support and services, and ensuring empowered decisions that are built upon truth-telling, justice, respect and reconciliation. This relationship will allow for a sharing of knowledge across our organisation and the community in raising mental health literacy and access to supports.

Focus area:

Building strong relationships directly aligns to our service’s role in supporting individuals within the community. Ensuring that strong relationships are built with Aboriginal and Torres Strait Islander communities will ensure that their unique perspective and experience can be integrated into the provision of support. These relationships will not only inform organisational practice, but will foster a recuperative relationship whereby cultural competence and safety will aid in raising the profile of crisis support and suicide prevention within Aboriginal and Torres Strait Islander communities.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	December, 2022	CEO
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June, 2023	CEO
	Review and update our Aboriginal and Torres Strait Islander Engagement plan within the first year of our RAP being implemented.	March, 2024	CEO



Relationships			
Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May, 2023 and 2024	Marketing and PR Manager
	RAP Working Group members to participate in an external NRW event.	27 May,- 3 June, 2023 and 2024	RAP Champion with RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May,- 3 June, 2023 and 2024	CEO
	Organise at least one NRW event each year.	27 May,- 3 June, 2023 and 2024	RAP Champion with RAP Working Group
	Register all our NRW events on Reconciliation Australia’s NRW website.	May, 2023 and 2024	CEO
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	December, 2022	CEO and Management Team
	Communicate our commitment to reconciliation publicly.	February, 2023	Marketing and PR Manager



Relationships			
Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December, 2022	CEO and RAP Working Group
	Collaborate with other community organisations who have a RAP and establish ways to advance reconciliation.	December, 2023	CEO and Management Team
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures, code of conduct and diversity policy and associated similar documents to identify existing anti-discrimination provisions, and future needs.	April, 2023	Finance Governance Manager
	Review the organisations appropriate workplace behaviour policy for our organisation.	April, 2023	Finance Governance Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our appropriate workplace behaviour policy.	April, 2023	Finance Governance Manager
	Educate senior leaders on the effects of racism.	December, 2022	CEO and RAP Working Group



Respect



Respect for people and their unique experiences and perspectives informs all the work undertaken at Lifeline South Coast. This extends to the cultures, histories and knowledge of Aboriginal and Torres Strait Islander peoples and the need to better understand their rich cultural stories and unique perspectives and needs.

We recognise the need to foster respectful and collaborative dialogue and partnership as an organisation with the local community, embedding the emerging perspectives into the operations and culture of our organisation.

Without respect, meaningful connection and support cannot be delivered to Aboriginal and Torres Strait Islander communities and can hinder the mutual teaching and learning that can emerge through this collaborative relationship.

Focus area:

Respect forms the foundation of the support that Lifeline South Coast provides; acknowledging the unique experiences of individuals and their capacity for agency. We are committed to embedding this respect within the support we provide to Aboriginal and Torres Strait Islander peoples in ensuring culturally informed care and shared learning.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	December, 2022 and December, 2023	CEO and Finance Governance Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March, 2023	RAP Project Officer and CEO
	Develop, implement and communicate a cultural learning strategy for our staff and volunteers.	June, 2023	CEO and RAP Working Group



Respect			
Action	Deliverable	Timeline	Responsibility
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff, including the Board of Directors, to participate in formal and structured cultural learning.	December, 2023	CEO
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December, 2022	CEO and RAP Working Group
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December, 2022	CEO and Finance Governance Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May, 2023	RAP Champion with RAP Working Group
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September, 2022	CEO
	Distribute and observe the dates of significance for Aboriginal and Torres Strait Islander peoples throughout the calendar year.	September, 2022	Marketing and PR Manager, Management Team and RAP Champion



Respect			
Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023 and 2024	RAP Champion with RAP Working Group
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April, 2023	Finance Governance Manager
	Promote and encourage participation in external NAIDOC events to all staff.	June, 2023 and June, 2024	CEO and Management Team



Opportunities



We recognise the importance of having a diverse and equitable workforce, paramount to this is in ensuring a culturally safe environment that extends opportunities to Aboriginal and Torres Strait Islander peoples.

We aim to enhance reconciliation through new employment opportunities, enhancing the experience of prospective and current Aboriginal and/or Torres Strait Islander employees and volunteers. Central to this is in ensuring culturally aware and targeted recruitment strategies and ongoing professional development opportunities to not only increase opportunities for employment but in ensuring retention and a rewarding experience within our organisation.

The creation and fostering of new internal opportunities and partnership with local organisations will be an essential aspect in creating a culturally safe and responsive workplace.

Focus area:

Lifeline South Coast is in the unique position of having a significant volunteering workforce that provides individuals with an interpersonal and professional skillset. Through relationships with local Aboriginal and Torres Strait Islander organisations, new volunteering opportunities can arise and existing opportunities becoming more accessible. This increase in the proportion of Aboriginal and Torres Strait Islander volunteers will serve to upskill the local community and providing a rewarding volunteering experience within a culturally safe and responsive work environment.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October, 2022 and 2023	CEO and Finance Governance Manager
	Engage with Aboriginal and Torres Strait Islander staff and the RAP Working Group to consult on our recruitment, retention and professional development strategy.	December, 2022 and 2023	CEO and Finance Governance Manager



Opportunities			
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	April, 2023	CEO and Management Team
	Support Aboriginal and Torres Strait Islander individuals to apply for governance management roles.	September, 2023	CEO and Management Team
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April, 2023	CEO and Management Team
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	April, 2023	CEO, Finance Governance Manager and Management Team
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	September, 2023 and September, 2024	CEO and Management Team



Opportunities			
Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March, 2023	RAP Project Officer
	Investigate Supply Nation membership.	March, 2023	RAP Project Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June, 2023	RAP Project Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September, 2023	Finance Governance Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses organisations.	December, 2023	RAP Project Officer



Opportunities			
Action	Deliverable	Timeline	Responsibility
10. Strengthen services and First Nations engagement in our services to reduce at-risk Aboriginal and/or Torres Strait Islander people	Increase Aboriginal and/or Torres Strait Islander individuals engaging in our financial counselling service.	February, 2023	Financial Counselling Manager
	Increase Aboriginal and/or Torres Strait Islander individuals engaging in our training and engagement delivery.	February, 2023	Training and Engagement Manager
	Work with Lifeline Australia and Gayaa Dhuwi to ensure the delivery of our 13 YARN Aboriginal and Torres Strait Islander Crisis Support Line is culturally appropriate and proactively responds to the need of community.	December, 2022	Crisis Support Manager
11. Integrate Aboriginal governance practices into organisational processes	Review internal governance structures and determine barriers to Aboriginal and Torres Strait Islander representation in senior leadership and Board roles.	January, 2024	CEO
	Engage in ongoing consultation with local Aboriginal and Torres Strait Islander organisations and determine how to embed social and philosophical systems into organisational governance.	January, 2024	CEO and Board members
	Establish an Aboriginal Advisory Committee to provide organisational and practice guidance to the Board of Directors and Management team.	June, 2024	CEO and RAP Working Group



Governance



Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Review and maintain Aboriginal and Torres Strait Islander representation on the RAP WG.	August, 2023	CEO
	Review and update the RAP Working Group Terms of Reference on an annual basis.	September, 2023 and 2024	RAP Project Officer with RAP Working Group
	Meet at least four times per year to drive and monitor RAP implementation.	April, July, October, December, 2022, 2023 and 2024	RAP Project Officer with RAP Working Group
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	October, 2022	CEO
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November, 2022	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	November, 2022	RAP Project Officer with RAP Working Group
	Engage in biannual review tracking the implementation of the RAP.	March and September, 2022, 2023 and 2024	CEO, RAP Project Officer with RAP Working Group



Action	Deliverable	Timeline	Responsibility
13. Provide appropriate support for effective implementation of RAP commitments.	Maintain an internal RAP Champion.	September, 2022	CEO
	Engage in biannual internal and community consultation throughout the implementation of the RAP.	April, and October, 2023 and 2024	CEO
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2023, 2024 and annually	RAP Project Officer with RAP Working Group
	Report RAP progress to all staff and senior leaders quarterly.	December, March, June, and September, 2023 and 2024	RAP Champion
	Publicly report our RAP achievements, challenges and learnings, annually.	October, 2023 and 2024	RAP Champion
	Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	June, 2024	RAP Project Officer with RAP Working Group
	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June, 2023 and 2024	RAP Champion



Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	August, 2023 and 2024	RAP Champion
15. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia’s website to begin developing our next RAP.	March, 2024	RAP Champion with RAP Working Group
	Submit a Traffic Light report to Reconciliation Australia to support the development of our next RAP.	March, 2024	RAP Champion with RAP Working Group



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