



Innovate Reconciliation Action Plan

JUNE 2024 – JUNE 2026





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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of all the lands on which we meet, work and live. We acknowledge the sacredness of the land, the continued spiritual presence and Elders past, present and future. We also acknowledge that this always was and always will be Aboriginal land.

ACKNOWLEDGEMENT OF LANGUAGE

Throughout this Reconciliation Action Plan (RAP), the term First Nations peoples is used to refer to the original peoples of the sovereign nations and language groups that have lived on the Australian continent for over 70,000 years. The Australian Rural Leadership Foundation (ARLF) has used the term "First Nations peoples" as its preferred terminology throughout this document as this term recognises the diverse cultures, traditions, and identities of these sovereign nations.

While the term "Aboriginal and Torres Strait Islander peoples" is still widely used and accepted in Australia, we believe that "First Nations peoples" is a term that further reflects the diversity and complexity of First Nations cultures and identities. Furthermore, we acknowledge that language is constantly evolving, and we are committed to continual ongoing consultation with First Nations stakeholders and communities to ensure our language is respectful, inclusive, and culturally safe.

It is important to empower First Nations peoples to lead this discussion around what term they would like to identify as. Therefore, it is crucial to consult with First Nations peoples and communities to allow for autonomy and governance over this protocol.



The ARLF envisions a reconciled Australia where leadership is cultivated to foster respectful relationships between First Nations peoples and non-Indigenous Australians across rural, regional, and remote areas. To achieve this, we are committed to the following strategies:



INCLUSIVE CURRICULUM

We prioritise the inclusion of First Nations peoples' perspectives in our curriculum for all leadership development programs. By incorporating diverse perspectives, we aim to promote cultural understanding, empathy, and mutual respect among program participants.



SUSTAINABLE PARTNERSHIPS

We actively seek to develop and nurture long-term relationships with First Nations communities, individuals, and organisations. Through these partnerships, we collaboratively deliver leadership programs that empower First Nations voices, promote cultural preservation, and foster meaningful engagement.



INFLUENTIAL NETWORKS

We leverage the power of our alumni and broader network to create a positive impact within their spheres of influence. By enabling program participants to develop the skills, knowledge, and connections necessary for effective leadership, we encourage them to champion reconciliation efforts, advocate for First Nations people's rights, and drive positive change within their respective communities and organisations.



Through these strategic initiatives, we aim to empower future generation through reconciliation between First Nations and non-Indigenous Australians, fostering understanding, respect, and equality in the leaders and changer makers of our society. By embracing reconciliation as a core value, we strive to contribute to a united and inclusive Australia, where all individuals have equal opportunities to thrive and succeed.

ABOUT THE AUSTRALIAN RURAL LEADERSHIP FOUNDATION AND THIS RAP

We are an independent not-for-profit organisation dedicated to developing leadership for the betterment of rural, regional, and remote Australia. With a national footprint, we are the leading provider of leadership development programs specifically tailored to these unique areas. Our goal is to empower individuals to go beyond themselves, collaborate with others, and drive positive change through immersive and challenging learning experiences, coupled with reflective opportunities.

Our organisation boasts a team of more than 30 dedicated employees strategically located across the country. While some team members are based at a central office on Ngunnawal and Ngambri Country, we also have team members working from their home offices in Meanjin on Turrbal and Yuggera Country, Gadigal on lands of the Eora Nation, Boorloo on Noongar Country, Kombumerri Country lands of the Yugambeh Language Region, Wiradjuri, Yitha Yitha, Dharawal, Butchulla, Yuin, Jagera, Giabal, Jarowair, Dja Dja Wurrung, Darumbal, Yorta Yorta, and Bangerang Countries.

We deeply value the relationships we have built with our many stakeholders, including corporate bodies, philanthropic groups, government bodies, statutory bodies, and peak bodies, who generously support and partner with us. Our valued network extends to our 3000+ alumni, with 18 per cent identifying as First Nations peoples. Additionally, we are proud to have two First Nations alumni of the Australian Rural Leadership Program serving on our board, along with other esteemed patrons and associates who contribute their diverse expertise and passion to our cause.

Additionally, we are proud to have two First Nations alumni of the Australian Rural Leadership Program serving on our board, along with other esteemed patrons and associates who contribute their diverse expertise and passion to create ongoing opportunities for rural, regional and remote Australia to thrive.

Having celebrated our 30th anniversary in 2022, we acknowledge the immense generosity of First Nations peoples who have welcomed us onto their lands and into their communities, allowing us to learn from their stories and experiences. This ongoing engagement has broadened our perspectives and nurtured profound understanding and respect. It is our vision that this understanding, knowledge, and respect will radiate into the communities and industries our alumni and participants are a part of.

As part of our Reconciliation Action Plan (RAP), we use the term 'First Nations peoples' to refer to Australia's Traditional Custodians as a collective, recognising the diverse nations, language groups and clans across the nation. We also acknowledge that this document may contain images or names of deceased individuals.



After three decades of bringing together diverse individuals and the co-creation of knowledge through transformative experiences, we are embarking on our first formal RAP. We firmly believe that our work since our establishment in 1992 has been an integral part of our reconciliation journey, contributing to a more harmonious and inclusive Australia.

From the outset, our goal was to challenge rural leaders and program participants, exposing them to disciplines beyond their existing knowledge, including pressing social issues at local, national, and international levels. Our intention has always been to ignite a transformative spark, encouraging individuals to transcend self-interest and embrace a broader perspective.

INCLUDING RECONCILIATION IN OUR CURRICULUMS

Over time, we have evolved our curriculum to encompass dedicated content and sessions addressing Australian race relations, truth-telling about our nation's history, and fostering cultural exchange with First Nations peoples and the diversity of living cultures. We also carefully select regional locations that have significant cultural stories, histories, and legacies which have helped shape the current landscape of Australia. To ensure that our programs reflect a holistic understanding of the impact of colonisation, we engage with Traditional Custodians and First Nations communities to learn from their lived experiences and unique perspectives.

BUILDING RELATIONSHIPS

Furthermore, we have existing relationships with First Nations peoples and communities in the Kimberley region of WA, Zenith Kes, Yuin Country, Queensland and South Australia. We provide experiential learning on-Country in collaboration with these communities for our program participants and we have done this for over 30 years.

TAILORED PROGRAMS FOR FIRST NATIONS PEOPLE

In 2017, we held our first Milparanga leadership program, then called the National Aboriginal and Torres Strait Islander Leadership Program. Since that time, we have walked alongside First Nations peoples to design and deliver leadership programs facilitated by First Nations peoples for First Nations peoples. As our network expands, we will endeavour to engage meaningfully on an individual and collective level with the First Nations alumni and program participants to continue to create authentic leadership development opportunities and outcomes.

INTERNAL COMMITMENT TO NATIONAL EVENTS

As a unified team, we actively participate in national events during National Reconciliation Week and NAIDOC Week, immersing ourselves in the spirit of reconciliation and celebrating the rich cultures and contributions of First Nations communities.

Furthermore, we foster a culture of open dialogue and encourage 'difficult conversations' surrounding truth-telling about Australian history and contemporary issues pertaining to First Nations peoples. These discussions provide a platform for growth, understanding, and building respectful relationships.

Our journey towards reconciliation continues, and through our commitment to education, engagement, and cultural exchange, we strive to play a meaningful role in shaping a reconciled Australia. Respecting and engaging with the cultural knowledge of First Nations peoples lies at the heart of our core values and these values permeate every aspect of our organisation, from our behaviour and relationships to the services we provide.



OUR ONGOING COMMITMENT TO RECONCILIATION



Moving forward, we are committed to building new relationships and amplifying existing engagement within the First Nations communities through our extensive network of staff, associates, and alumni.

We recognise the importance of reciprocating the traditional value systems inherent in First Nations cultures. Guided by our First Nations patrons, associates, and alumni with formation from First Nations consultants, Kowa Collaboration, we will develop guiding principles and an engagement plan to ensure respectful collaboration with stakeholders and organisations.

Given that a significant proportion of Australia's population in rural, regional, and remote communities comprises First Nations people, it is imperative that leaders empower and respectfully engage with their cultural knowledge, communities and perspectives.

As we embark on our reconciliation journey, our Chief Executive Matt Linnegar, as the RAP champion, is deeply committed to the vision of a reconciled Australia. Our RAP working group, comprised of passionate staff members and ARLF alumni includes:

- Manager Engagement and Learning, Annette Simpson

- Manager Alumni Engagement, Julia Strang
- Manager Marketing Communications, Jorunn Lorenzen
- Director Engagement, Philippa Woodhill
- Marketing & Stakeholder Engagement Officer, Zelda Chambers
- Manager Governance and HR, Gabrielle Price
- Milparanga Project Lead, Kerren Britton
- Manager Community Connector, Gemma Rostron

This RAP is a significant step forward in aligning and further cementing our organisation's values with tangible actions. It represents our unwavering commitment to our First Nations team members, board members, associates, alumni, sponsors, and program participants. Together, we strive towards a future where reconciliation is not just a goal but a lived reality.

JACINTA ANDERSON

Kaya (Hello) my name is Jacinta Anderson, I am a proud Noongar yorga with family connections to the Mineng area in the Great Southern, the Yuet area in Wheatbelt region and Whadjuk area.

Throughout my artwork I love expressing my culture especially using Aboriginal symbol. As it carries a deep cultural significance often used to convey stories, traditions, and beliefs of indigenous communities. I enjoy creating artwork with the younger generation as I can encourage them express themselves throughout their art, storying telling and having a stronger connection to culture.

I first started painting on wooden serving boards, which lead to few commission pieces for family and friends to now creating artwork for companies, creating digital art, and running art workshops. I create commissioned pieces, both acrylic paint on a canvas and digital.



CONNECTION TO LAND

Connection to land is central to First Nations culture. For First Nations peoples, the land is not a physical space but a living part of their identity, culture and history. The land is also considered a source of knowledge, providing guidance on how to live sustainably.

This artwork is a representation of the ARLF and the impact it has had over the years and continues to do. The earth tone colours and the curvy lines symbolise the land on where they are located and the connection they have with the land. The five circles on the outside represent the company's values. The U shapes represent the people that are a part of the ARLF and the people that have had a positive impact by the ARLF.

The large circle and lines connecting represent the connection between the regional and remote communities and the strong relationships that have built over the years.

A MESSAGE FROM OUR CHIEF EXECUTIVE – MATT LINNEGAR

At the ARLF, our commitment to respecting and engaging with First Nations' cultural knowledge is not just a core value—it is a guiding principle embedded in everything we do. As an organisation, we believe that leadership drives change, but true progress requires understanding and acknowledging the past that has shaped our present.

Across all our leadership programs, our staff and participants deeply engage with the lived experiences of First Nations people. We are grateful for the generosity of our First Nations associates and facilitators who share their knowledge and insights with our cohorts year after year.

As we enter our 33rd year of the ARLF, we are proud that 18 per cent of our alumni identify as First Nations. This reflects our commitment to nurturing leadership grounded in culture, community, and Country. The strength of our alumni network and their motivation to create opportunities for other First Nations leaders continue to drive us forward. In 2016, members of our alumni network approached us with the request to develop what became the National Aboriginal and Torres Strait Islander Leadership Program (NATSLIP). With the guidance of ARLF Associate Scott Gorringer and a reference group of First Nations graduates, NATSLIP began as a pilot, graduating 39 participants from four programs across Australia.

In 2017, the program was renamed Milparanga, meaning 'watching over Country and its people' in Mithaka language.

Since then, it has flourished, thanks to ongoing support from the National Indigenous Australians Agency (NIAA) and Torres Strait Regional Authority (TSRA), with 260 participants graduating to date. Designed and delivered by First Nations facilitators for First Nations people, Milparanga now has two permanent streams—one for emerging leaders and another for established leaders. In 2023, we delivered our first international program for First Nations leaders in Aotearoa, New Zealand.

Whilst we remain proud of the ongoing success of these programs, we acknowledge, there is still much work to be done. This RAP is not just about celebrating our past work; it's a challenge to do better at every level of the organisation. This document represents our commitment to truth-telling, collaboration, and meaningful action while reminding us of the work still ahead. Through this plan, we will create even more impactful opportunities and deeper engagement with our Country's history for people across rural, regional, and remote Australia.

This is more than a promise, it's the work that drives us forward and keeps us striving for real, lasting change.

MATT LINNEGAR
CHIEF EXECUTIVE



Reconciliation Australia commends the ARLF on the formal endorsement of its inaugural Innovate 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 Australia Rural Leadership Foundation 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, the ARLF 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 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. The ARLF is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals the ARLF'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 to the ARLF on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

KAREN MUNDINE
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA



RELATIONSHIPS

Relationships underpin all our work at the ARLF. We recognise that being able to best serve our regions, and particularly First Nations communities, requires meaningful connection and engagement.

Three of our core values speak to relationship building.

- Respect and engage with First Nations cultural knowledge.
- Engage with a diversity of views, perceptions, backgrounds, and cultures.
- Foster collaboration and act beyond self.

It is with this underpinning and approach to our work, by staff, associates, and our board that we can foster an environment for collaboration and partnership in the development and delivery of our learning programs, initiatives and alumni activity. This includes our ability to:

- deliver leadership development programs and initiatives for First Nations and support a network long term with participants from our programs (alumni)
- deliver place-based leadership programs on First Nations land and sea
- strengthening and building new relationships with the Traditional Custodians
- foster and steward existing and long-term relationships with our partners which are First Nations organisations.

FOCUS AREA:

Activate leadership networks to facilitate change in organisations, sectors, and communities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	• Meet with First Nations alumni, associates, and relevant funding partners to develop guiding principles and actions for future engagement.	<i>September 2024</i>	Director Engagement
	• Formalise and implement an engagement plan to work with First Nations stakeholders and organisations.	<i>November 2024</i>	Director Engagement
	• Establish new relationships with First Nations stakeholders in locations for future program delivery and other initiatives.	<i>February 2026</i>	Chief Executive
	• Explore different forms of collaboration and business models with ARLF First Nations associates and others to best facilitate our contributions to leadership development.	<i>March 2026</i>	Chief Executive
2. Build relationships through celebrating National Reconciliation Week (NRW)	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff, board and associates.	<i>May 2025, 2026</i>	Director Corporate Services
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	<i>27 May – 3 June 2025, 2026</i>	Director Corporate Services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Share at staff meeting reflections of participation in NRW. 	2 Thurs June 2025, 2026	Director Corporate Services
	<ul style="list-style-type: none"> Organise a NRW event each year. A team of staff and alumni will volunteer to organise an event. 	27 May – 3 June 2025, 2026	Chief Executive
	<ul style="list-style-type: none"> RAP working group members to participate in an external NRW event. 	27 May – 3 June 2025, 2026	Board Chairperson
	<ul style="list-style-type: none"> Invite our funding partners, alumni, and other organisations with a focus on rural regional and remote Australia to participate in our NRW event. 	1 May 2025, 2026	Director Engagement
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia’s website. 	1 May – 2025, 2026	Manager Governance
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly via our website, content plan incl. newsletter and social media. 	December 2025	Director Engagement
	<ul style="list-style-type: none"> Formalise and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	September 2024	Chief Executive
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through our programs and alumni network. 	August 2025	Director Engagement
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	September 2025	Director Engagement
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. This is to be informed by discussions with key staff and alumni, including First Nations staff. 	January 2026	Director Corporate Services
	<ul style="list-style-type: none"> Educate all team members on the effects of racism through external facilitators and community members. 	April 2025	Director Corporate Services
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. 	November 2024, 2025	Director Corporate Services



The ARLF is committed to respecting and empowering First Nations cultures, histories, knowledge, and rights. Built at our core is the value of respecting and engaging with First Nations people's cultural knowledge in the delivery of our transformational leadership programs.

Through this value of respect, we aim to enable staff, participants, and associates to embrace the spirit of reconciliation. We further acknowledge that we leadership programs on First Nations people's land and sea and it is important to us and the communities and industries of rural, regional, and remote Australia to respect the histories, cultures, knowledge and rights of First Nations peoples. By creating safe spaces to share First Nations peoples' perspectives seek to continue the reconciliation journey of rural, regional, and remote Australia.

FOCUS AREA:

Embedding our value of respect when engaging with First Nations peoples' cultural knowledge

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Provide opportunities for all staff, board members and ARLF associates to participate in formal and structured cultural learning to increase understanding, value and recognition of First Nations living cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	September 2024	Chief Executive
	<ul style="list-style-type: none"> Consult First Nations staff, board member/s, associates, and alumni to inform our cultural learning strategy. 	January 2025	Director Learning
	<ul style="list-style-type: none"> Design and deliver a cultural learning strategy for our staff, board, and associates. 	February 2025	Director Corporate
	<ul style="list-style-type: none"> Provide opportunities for RAP working group members, HR managers and other leadership staff to participate in formal and structured cultural learning. 	April 2025	Director Corporate
	<ul style="list-style-type: none"> Design and implement a series of gatherings for First Nations alumni to support, inform and reflect on program design, curriculum, and protocol as it relates to First Nations communities. 	September 2024	Director Engagement
6. Demonstrate respect to First Nations peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	October 2024	Chief Executive
	<ul style="list-style-type: none"> Review and update a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	December 2024, 2025, 2026	Director Corporate
	<ul style="list-style-type: none"> Process implemented to engage local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant ARLF events and at the commencement of each leadership program. 	September 2024	Director Learning
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	September 2024	Chief Executive

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC Week events to all staff, board members and associates. 	<i>First week in July 2025</i>	Board Chairperson
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week events. 	<i>June 2025</i>	Director Corporate
	<ul style="list-style-type: none"> RAP working group, board members and executive staff to participate in an external NAIDOC Week event. 	<i>First week in July 2025</i>	Board Chairperson
	<ul style="list-style-type: none"> Provide a schedule of events for each office location for staff to engage with local NAIDOC Week events. 	<i>First week in July 2025</i>	Director Corporate Services
	<ul style="list-style-type: none"> Commit to holding a NAIDOC Week event online so that all staff can participate together. 	<i>First week in July 2025</i>	Chief Executive
	<ul style="list-style-type: none"> Volunteer at NAIDOC Week events in our locations. 	<i>First week in July 2025</i>	Director Corporate Services
8. Commit to our value of respecting and engaging with First Nations peoples' cultural knowledge through our work	<ul style="list-style-type: none"> Review program communications, syllabus, curriculum, methodology, and planning templates and make appropriate changes to: <ul style="list-style-type: none"> embed story and truth-telling educate program participants on the effects of racism facilitated and immersive activities that challenge perceptions, unconscious bias and behaviours and their impact on leadership practice. 	<i>May 2025</i>	Director Learning
	<ul style="list-style-type: none"> Design and implement a First Nations co-design strategy to review and culturally govern the use of First Nations traditional knowledge where necessary. 	<i>October 2024</i>	Director Learning
	<ul style="list-style-type: none"> Create and maintain a First Nations Co-Design Steering Group that is comprised of First Nations alumni, stakeholders, and staff. 	<i>October 2024</i>	Director Learning
	<ul style="list-style-type: none"> Ensure First Nations co-design steering group maintains diverse representation and meets quarterly. 	<i>October 2024</i>	Director Learning

Providing opportunities for First Nations peoples and communities is a cornerstone of what we do at the ARLF.

Furthermore, supporting opportunities for First Nations communities aligns seamlessly with our overarching mission of making positive societal contributions, fostering economic development, and enhancing social cohesion. By acknowledging and nurturing the potential within these communities, we not only fulfill our social responsibility but also harness a wealth of talent, wisdom, and innovation, ultimately strengthening and fortifying rural, regional, and remote Australia.

FOCUS AREA:

Ensuring cultural capability: ensure the ARLF is capable and sustainable

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	<ul style="list-style-type: none"> Build understanding of current First Nations staffing to inform future employment and professional development opportunities. 	<i>September 2024</i>	Director Corporate Services
	<ul style="list-style-type: none"> Engage with First Nations staff to consult on our recruitment, retention, and professional development strategy. 	<i>January 2025</i>	Director Corporate
	<ul style="list-style-type: none"> Develop and implement a First Nations recruitment, retention, and professional development strategy. 	<i>March 2025</i>	Director Corporate
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach First Nations stakeholders, including the development of a First Nations employment toolkit for Identified roles. 	<i>March 2025</i>	Director Corporate Services
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to First Nations' participation in our workplace. 	<i>May 2025, 2026</i>	Director Corporate Services
	<ul style="list-style-type: none"> Encourage staff to create an account with Reconciliation Australia's Narragunnawali: Reconciliation in Education program and utilise the professional learning resources to on board new staff and support the development of creating culturally safe and responsive learning environments. 	<i>January 2025</i>	Director Corporate Services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Increase First Nations supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Maintain and regularly review the ARLF Procurement Policy and procedures to be inclusive of First Nations suppliers and contractors. 	<i>October 2025</i>	Director Corporate Services
	<ul style="list-style-type: none"> Research state-based First Nations business directories 	<i>September 2024</i>	Director Corporate Services
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff. 	<i>November 2025</i>	Director Engagement
	<ul style="list-style-type: none"> Review the ARLF Procurement Policy regularly and update procurement practices to remove barriers to procuring goods and services from First Nations businesses. 	<i>May 2025, 2026</i>	Director Corporate
	<ul style="list-style-type: none"> Develop commercial relationships with First Nations businesses. 	<i>December 2025</i>	Director Corporate
11. Increase internal cultural governance and support for First Nations participants and alumni through co-designed programs.	<ul style="list-style-type: none"> Develop a First Nations alumni network strategy with engagement and input from First Nations alumni and stakeholders. 	<i>August 2024</i>	Director Engagement
	<ul style="list-style-type: none"> Create a co-design governance model for all First Nations programs to act as a 'board' for all funding received for First Nations programs. 'Board' to be comprised of all First Nations peoples. 	<i>February 2025</i>	Director Corporate Services
	<ul style="list-style-type: none"> Establish opportunities for First Nations alumni to continue their journey with the ARLF through: <ul style="list-style-type: none"> quarterly alumni yarning circles webinar opportunities. 	<i>June 2025</i>	Director Engagement



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP working group to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain First Nations representation on the RAP working group. 	<i>September 2024</i>	Director Corporate Services
	<ul style="list-style-type: none"> Establish and apply a terms of reference for the RAP working group. 	<i>September 2024</i>	Director Corporate Services
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	<i>March, June, October, December 2024, 2025, 2026</i>	Director Corporate Services
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	<i>September 2024</i>	Director Corporate Services
	<ul style="list-style-type: none"> Engage our staff, executive team, and the board in the delivery of RAP commitments. 	<i>September 2024</i>	Board Chairperson
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	<i>September 2024</i>	Director Corporate Services
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP champion from senior management. 	<i>September 2024</i>	Board Chairperson

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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. 	<i>September 2024, 2025, 2026</i>	Director Corporate Services
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP impact survey. 	<i>March 2024 and 2026</i>	Director Engagement
	<ul style="list-style-type: none"> Complete and submit the annual RAP impact survey to Reconciliation Australia. 	<i>September annually</i>	Director Engagement
	<ul style="list-style-type: none"> Report RAP progress to all staff and the board quarterly. 	<i>March, June, October, December 2024, 2025, 2026</i>	Director Corporate Services
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	<i>June 2026</i>	Director Corporate Services
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually, including the annual report. 	<i>June 2025, 2026</i>	Director Corporate Services
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	<i>June 2026</i>	Director Corporate Services
	15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia to begin developing our next RAP. 	<i>June 2026</i>





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