

Reconciliation Action Plan (RAP)



1. Introduction

Reconciliation Action Plans (RAPs) set out an organisation's voluntary commitments to implement initiatives to promote reconciliation with Aboriginal and Torres Strait Islander peoples.

RAPs help organisations to build genuine and respectful relationships and promote cultural awareness which in turn can help to improve service delivery, open doors to new markets and enhance organisational reputation.

For Aboriginal and Torres Strait Islander peoples, RAPs create economic opportunities, support self-determination, contribute to cultural safety, increase representation and encourage meaningful community engagement.



2. What are the different types of RAPs?

There are four types of RAPs, each designed to suit different stages of an organisation's reconciliation journey. This enables organisations to start from their current position and set goals to advance across the three pillars of relationships, respect and opportunity.

Tip

A RAP is about affirming what your organisation can do within your own sphere of influence. It is not the exclusive domain of big organisations.

RAP types

- I. Reflect RAP: For organisations starting their reconciliation journey. It focuses on scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders. This RAP lasts for 12 – 18 months.
- II. Innovate RAP: For organisations ready to implement reconciliation initiatives. It focuses on developing and piloting innovative strategies and programs. An Innovate RAP is a 2 year plan.
- III. Stretch RAP: For organisations with established reconciliation initiatives. It focuses on embedding reconciliation into business strategies to achieve measurable outcomes. It should take approximately 6 - 12 months to develop a Stretch RAP and 2 - 3 years to implement.
- IV. Elevate RAP: For organisations that have demonstrated leadership in reconciliation. It focuses on driving reconciliation outcomes and sharing learnings with others.

3. Why implement a RAP?

A RAP is most successful when it is supported by a strong business case. The support and engagement of boards and senior executives are critical to the success of a RAP. Without their backing, there is a risk that the RAP will be treated as a 'tick-the-box' exercise.

A RAP can be a framework for organisations to articulate their shared value strategy, by turning good intentions into measurable actions that benefit both the business and Aboriginal and Torres Strait Islander peoples.

Some of the reasons why an organisation might implement a RAP are outlined below.



Build stronger relationships and improve workplace culture

RAPs encourage organisations to educate their employees about Aboriginal and Torres Strait Islander cultures, histories and perspectives to promote understanding and respect.

This can help foster a more inclusive and respectful workplace culture, leading to increased employee morale, productivity and retention, especially among Aboriginal and Torres Strait Islander employees.

By facilitating meaningful engagement with Aboriginal and Torres Strait Islander communities, RAPs can lead to mutually beneficial partnerships and collaborations.

Enhance reputation and brand

A RAP demonstrates an organisation's commitment to reconciliation, which can enhance its reputation and attract customers, employees and investors who value social responsibility, [according to Reconciliation Australia](#).

RAPs are a tangible way for organisations to commit to ongoing efforts to address the historical injustices and inequalities faced by Aboriginal and Torres Strait Islander peoples.

Create opportunities for Aboriginal and Torres Strait Islander peoples

RAPs can create opportunities for Aboriginal and Torres Strait Islander businesses through procurement policies and partnerships, boosting their economic participation and self-determination.

RAPs often include targets for Aboriginal and Torres Strait Islander employment, and this contributes to closing the gap in employment rates and creating a more diverse workforce.

Drive business growth and innovation

Engaging with diverse perspectives and experiences through reconciliation initiatives can foster innovation and creativity within an organisation. Further, building relationships with Aboriginal and Torres Strait Islander communities and stakeholders can open new market opportunities and business ventures. Government procurement policies and processes often encourage suppliers to address social procurement priorities, and a RAP can act as a useful demonstration of an organisation's commitment to achievement of such priorities.

4. How do I start developing a RAP?

Developing a RAP is a collaborative process with Reconciliation Australia involving several stages.

Tip

Attend an Information Webinar to learn more about RAPs. See the Reconciliation Australia website for details. [Develop your RAP - Reconciliation Australia](#)



4.1. Is my organisation eligible for a RAP?

As a first step, assess whether your organisation meets the prerequisites. Reconciliation Australia's RAP framework is specifically designed for workplaces. Organisations that do not have paid employees, are part of a larger organisation that leads decision-making processes or have corporate services that sit with a larger, central organisation may not be well-suited for a workplace RAP.

To undertake a RAP, an organisation must:

- Operate as a workplace.
- Employ staff members.
- Conduct operations within Australia.
- Be completely autonomous with its own governance structure (e.g. have a CEO, Board).
- Show a sincere dedication to reconciliation.
- Secure leadership support and allocate resources for the development and implementation of the RAP.
- Be able to establish a RAP Working Group.
- Hold the authority to create and modify organisational policies and procedures.
- Possess the capability to execute and maintain the actions specified in the RAP.
- If the organisation has international operations, the RAP should be managed at the Australian subsidiary level.

Tip

If the workplace RAP framework is not suitable, you can consider alternative ways to get involved. Eg organise National Reconciliation Week events, connect with local reconciliation networks, or support to national reconciliation campaigns.

4.2. Registration

Register your organisation with Reconciliation Australia and pay the [RAP development fee](#)¹, which varies based on annual revenue.

RAP development fees

Annual revenue <\$1M	Annual revenue between \$1M and \$10M	Annual revenue >\$100M
\$350 +GST	\$1,250 +GST	\$2,500 +GST

¹Aboriginal and/or Torres Strait Islander organisations are exempt from this fee.

Once registration is complete you will receive an email with your RAP identification number, RAP templates and access to drafting resources.



4.3. Draft your RAP

Organisations seeking to enter into a RAP may find it daunting, but there is plenty of support available.

The Reconciliation Australia website contains extensive resources to assist organisations wherever they are on their RAP journey, including RAP templates as well as a library of approved RAPs. The four types of RAPs enable organisations to start from their current position and set goals to advance across the three pillars of relationships, respect and opportunity.

Tip

Look at what other organisations of a similar size and type have included in their RAPs. You may be able to modify and adapt their initiatives to suit your organisation.

Also look at the RAPs of organisations that are more advanced in their RAP journey to identify potential future actions. [Who has a RAP? - Reconciliation Australia](#)

The RAP templates include guidance notes and outline the mandatory actions and deliverables that workplaces are required to commit to in order to receive endorsement from Reconciliation Australia.

4.3.1. Key steps

Following is an outline of key steps:

1. **Commit:** Secure support and commitment from your organisation leadership to the RAP process and to allocation of resources.
2. **Engage:** Engage with Aboriginal and Torres Strait Islander stakeholders and communities.
3. **Plan:** Identify actions, timelines and responsibilities. It makes sense to link actions to your organisational goals or values and set targets for deliverables. Integrating RAP actions into position descriptions will support integration into business as usual.
4. **Draft:** Draft the RAP document, including vision, actions and measures. Ensure your draft addresses the mandatory deliverables to ensure a focus on respect, relationships and cultural understanding.
5. **Review:** Seek feedback from stakeholders and revise the RAP.
6. **Measure and monitor:** Establish baseline data and implement reporting and monitoring procedures to enable you to measure and track progress against your commitments.
7. **Improve cultural knowledge:** Seek additional external or internal advice to help increase all employees' cultural knowledge. Ongoing cultural guidance is important to inform change and for developing guiding cultural protocols and policies that will create a cultural safety net for the organisation. (Read about Australian Industry Group's Cultural humility training)
8. **Submit your draft to Reconciliation Australia:** Once you have received internal approval for your draft, submit your draft document via the RAP portal RAP submission for review and feedback from Reconciliation Australia. This typically involves two to three rounds over a standard timeframe of four weeks.



4.4. Formal endorsement and launch

Once your draft RAP is approved by Reconciliation Australia you will receive the RAP logo to include in your final plan. The final plan should then be uploaded in PDF format via the RAP portal.

When Reconciliation Australia formally endorses your RAP, it will be published on their website, and your organisation becomes a member of the RAP network.

You can then publicly launch your RAP and communicate your organisation's commitment to reconciliation internally and externally.

5. Implement and measure

Once you have publicly launched your RAP, turn your commitments into action, guided by your RAP Working Group.

- I. **Implement:** Execute the actions outlined in the RAP.
- II. **Monitor:** Regularly monitor progress and report on outcomes.
- III. **Evaluate:** Evaluate the impact of reconciliation initiatives. Celebrate your achievements and learn from the challenges of implementing your RAP. These outcomes should inform your future initiatives.
- IV. **Report:** Provide annual reports on RAP progress and achievements to internal and external stakeholders.
- V. **Review and update:** Periodically review and update the RAP to reflect new learnings and changing circumstances. A RAP should reflect the organisation's commitment to reconciliation and should continue to evolve over time.

5.1. RAP Impact Survey

Reconciliation Australia's annual RAP Impact Survey measures the effectiveness and impact of an organisation's RAP. It involves:

- **Collecting data:** Gathering quantitative and qualitative data on the implementation and outcomes of RAP actions.
- **Stakeholder feedback:** Obtaining feedback from Aboriginal and Torres Strait Islander stakeholders, employees and other relevant parties.
- **Analysis:** Analysing the data to identify trends, successes and areas for improvement.
- **Reporting:** Compiling the findings into a comprehensive report that highlights the impact of the RAP and provides recommendations for future actions.
- **Continuous improvement:** Using the survey results to inform the ongoing development and refinement of the RAP.



Additional resources

Reconciliation Australia

- [Can-you-start-a-RAP.pdf](#)
- [Different-RAP-Types.pdf](#)
- [Developing-a-RAP-Introduction-and-guide.pdf](#)
- [RAP submission](#)

Procurement

- [Supply Nation | Australia's largest national directory of Indigenous businesses](#)
- [Corporate Buyers – NSW Indigenous Chamber of Commerce](#)

Australian Industry Group

- [Commitment to Reconciliation | Ai Group](#)

Cultural Humility Training

- <https://www.aigroup.com.au/education-training/training-courses/cultural-awareness-training/cultural-humility-training/>

Blogs

- [Opportunity of a lifetime for Aggreko trainees in FNQ](#)
- [First Nations apprentices on the path to exciting careers | Ai Group](#)
- [Double win at awards night | Ai Group](#)

Webinars on demand for members www.aigroup.com.au/news/webinars-podcasts/

- [Empowering First Nations Trainees and Apprentices | Ai Group](#)
- [Achieving Impact: Insights from Businesses Implementing Reconciliation Action Plans | Ai Group](#)
- [Procuring from First Nations businesses | Ai Group](#)
- [Why it's never been easier to engage with First Nations businesses | Ai Group](#)
- [Building Inclusive Business Engagement with First Nations People | Ai Group](#)
- [Commitment to Reconciliation | Ai Group](#)