

**achieve**  
australia



RECONCILIATION  
ACTION PLAN

REFLECT

# Reflect Reconciliation Action Plan

November 2024 – November 2025





## Acknowledgement Of Country

Achieve Australia (Achieve) acknowledges the Traditional Custodians of the lands on which we operate and pay our respects to Elders, past, present and emerging. We recognise the enduring relationship Aboriginal and Torres Strait Islander peoples have with Country and that sovereignty was never ceded.



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# Artwork Story

**The artwork *Lives Lived* tells the story of Achieve Australia's commitment to reconciliation, belonging, and support. It reflects the shared journeys of clients, staff, and communities, united under Achieve Australia's vision of inclusivity, cultural safety, and continuous learning.**

At its heart lies a central circle, symbolising Our People - the clients who form the foundation of Achieve Australia. Surrounding yarning circles represent the broader community and the collaborative spirit that drives the organisation, highlighting how Achieve brings people and groups together to achieve shared goals of care and empowerment.

Flowing lines weave through the piece, portraying Life's Journey - the ups and downs faced by clients and the support provided by Achieve along the way. These pathways acknowledge milestones and celebrate progress, emphasising Achieve Australia's role in fostering resilience and empowerment.

Our Lands are reflected in the outline of Australia, grounding the artwork in a deep connection to communities across the country. Gathering circles mark places where clients learn, grow, and make decisions about their futures, while symbols of animals honour the bond between First Nations peoples and nature.

Dotted patterns across the design highlight Wellbeing - a tribute to the health, happiness, and comfort that Achieve Australia strives to provide. They serve as a reminder of the organisation's focus on creating environments of safety and support.

*Lives Lived* is a story of interconnectedness. It reflects Achieve Australia's values of bravery, belonging, and empowerment and their work in creating inclusive spaces for clients and communities. By elevating First Nations voices and embedding cultural integrity, the artwork becomes a living symbol of Achieve Australia's reconciliation journey and the lives they help transform every day.

## About the Artist

Elaine Chambers-Hegarty is an Aboriginal artist and designer with cultural links to the Koa (Guwa), Kuku Yalanji, and Barada Barna peoples. Elaine's art brings together ancestral themes and imagery through a modern lens to create rich, thought provoking and emotive artworks. Her artistic expression is grounded in her cultural heritage and inspired by her deep love for her family and heritage. Elaine's evolution as an artist has seen her combine graphic design with painting and sketching over a distinguished career spanning 30 years.

She has been awarded accolades including the PANPA Award for Creative Excellence, print media's highest achievement award, and NAIDOC poster design competition (2015). Elaine is passionate about bringing to life stories into creative designs that can be printed across any medium, sparking conversations, ideas and engaging with our shared history.







# YarnnUp Aboriginal Consultants' Business Bio

**Achieve is proud to partner with YarnnUp throughout the development, endorsement and implementation of our first Reflect RAP and our ongoing commitment to reconciliation.**

YarnnUp is an Aboriginal owned and managed consulting and training organisation based in South Eveleigh, New South Wales. YarnnUp supports organisations that are working towards active reconciliation alongside First Nations peoples, businesses and communities, by providing them with the knowledge, skills and strategy to create authentic change through policy reform, cultural transformation and training.

Throughout this Reflect RAP phase, YarnnUp will also be delivering its unique capability building training programs that blend Aboriginal philosophy and western academia including neuroscience, emotional and cultural intelligence to our employees with the aim of building capacity to engage most effectively cross-culturally and engage with self-efficacy throughout this ongoing commitment to reconciliation.

# A Message From Our CEO



**At Achieve, our passion is social inclusion for people with disability and we strive to elevate the voices of the people we support on issues important to their rights and wellbeing.**

We acknowledge that for Aboriginal and Torres Strait Islander peoples, our shared society is not inclusive, and their voices are not being heard in areas vital to their health and futures.

In 2017, we accepted the invitation of the Uluru Statement from the Heart to walk beside First Nations peoples on the reconciliation journey.

As part of this, our Board publicly supported the 2023 Voice to Parliament Referendum that would have provided Aboriginal and Torres Strait Islander peoples with a direct say to Parliament in matters that impact them. We held events for staff to help them cast an informed vote including a webinar hosted by the First Nations Disability Network and a separate presentation by our Board member, scholar and Worimi man, Dr Scott Avery. Dr Avery shared his lived experience as a profoundly deaf person and teacher of First Nations disability and inclusion grounded in his research conducted alongside the First Nations disability community.

While the Referendum was not successful, Achieve remains committed to supporting Treaty and truth-telling to strengthen our society and build a truly equitable future.

Achieve also holds a particular interest in better outcomes for Aboriginal and Torres Strait Islander peoples with a disability. Nearly a quarter of all First Nations peoples live with a disability according to Australian Institute of Health and Welfare data 2018.

We support calls for more investment in disability services run by First Nations peoples. This would enable services to be informed by intersectionality rather than only through a health lens.

Until we have sufficient First Nations-led services, Achieve will continue to ensure all our employees build their knowledge and capabilities so we can be a culturally safe employer and service provider.

This RAP commits Achieve to demonstrate our respect and admiration for the richness and knowledge of Aboriginal and Torres Strait Islander peoples in all that we do. We celebrate the history of Aboriginal and Torres Strait Islander peoples stretching back 60,000 years. It is our shared Australian history.

I have been so pleased to see colleagues finding their own ways of expressing their support for Reconciliation within our broader commitment as an organisation.

An example is our Casino team that engaged with their local Aboriginal Land Council to find a First Nations artist, to guide a group our clients to create an artwork for their home.

Other examples include commissioning Aboriginal and Torres Strait Islander artists for important documents including this RAP, and cultural performers for our annual staff awards. Also, the way colleagues weave what they have learned about the traditional custodians of the land on which they work into their Acknowledgement of Country at the start of meetings.

Through this RAP we commit to the continued increase of First Nations peoples and culture represented in our daily work. By building our cultural awareness, engagement and collaboration with First Nations communities and opening opportunities for procurement and employment, we can make a difference across our workforce and the communities in which we operate.

**Jo-Anne Hewitt**  
Chief Executive Officer

# A Message From Reconciliation Australia CEO

## Reconciliation Australia welcomes Achieve Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Achieve Australia joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

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

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

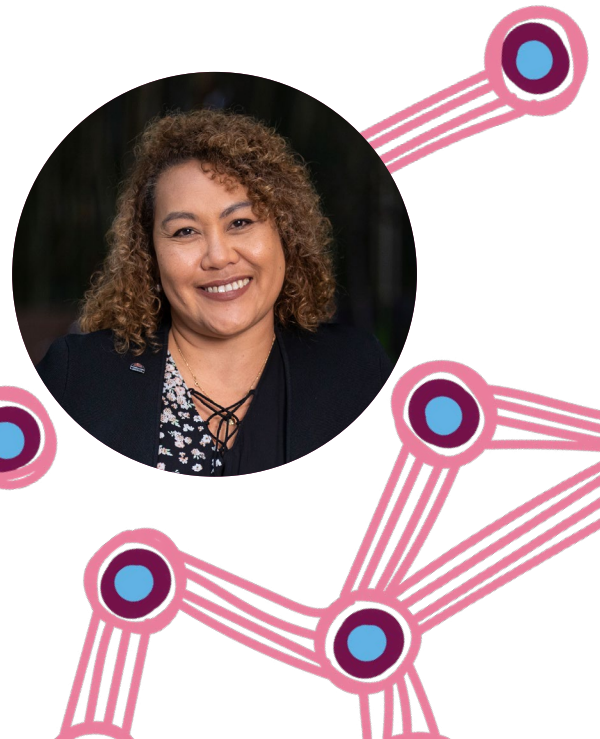
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

Congratulations Achieve Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia







# Our Business



Since 1952 Achieve, an NDIS-registered provider, has delivered tailored, high-quality disability support services and accommodation in greater Sydney and the Northern Rivers regions of NSW. Through our social enterprises, we also provide meaningful employment and volunteer opportunities to people with disabilities.

Achieve delivers highly specialised, quality services for people with disability. The majority have intellectual disability, and high clinical and/or behavioural support needs. We do this through an integrated approach that combines clinical, health, social and disability support delivered by a committed team in supported independent living arrangements. We nurture strong relationships with the people we support and their network so we can support their changing needs.

As a for-purpose organisation, with a 70-year history leading social reform, Achieve today continues to honour the legacy, to 'bring inclusion to life' every day for people with disability. Grounded in the belief that all people deserve to be a part of an inclusive Australia, we actively work with communities, state and federal governments to make this a reality. Achieve does not speak on behalf of or for people with disability, but rather looks to elevate their voices as we champion social inclusion, focusing on the individual needs and lives of the people we support.

**Our Passion** is social inclusion for people with disability.

**Our Purpose** is to build extraordinary lives, supporting people with disability to be well, have a home, choose a career, learn new skills, participate in their community and enjoy a fulfilled life.

## **We live by our Principles:**

- **Living inclusion:** Cultivate a sense of belonging in our organisation and community.
- **Elevating voices:** Listen and activate the voices of people with a disability.
- **Engaging practice:** Align our work to each person's ambition for a good life.
- **Growing capacity:** Develop by collaborating, listening, learning and co-design.
- **Valuing resources:** Foster cooperation, efficiency, and accountability for outcomes.



## Our services

Achieve is registered to deliver services across Australia with our head office located in North Ryde, Sydney, on Wallumedegal land. From this location we provide operational and administrative support to our four clusters in Northern Sydney, Greater Western and Western Sydney, the Inner West, the Hills District, the Northern Rivers region of New South Wales and now South-East Queensland. Achieve supports over 500 people across our services with Supported Independent Living representing the majority of our services at over 60 outlets.

We support people with complex needs, reflected in people's histories, experiences of institutionalisation, and impacts of their disabilities, health, behaviour, communication, and age. Most of the people we support are living in Specialist Disability Accommodation, supported in the community, in community participation programs, and in employment. The complexity of our work is also demonstrated by our highly skilled workforce, rigorous quality and safety frameworks, clinical governance, commitment to learning and development, and investment in the right culture.

Our expert, qualified staff deliver a range of disability services, including:

- 24/7 Supported Independent Living services
- Drop in Support
- Short term accommodation and respite
- Support Coordination
- Supported disability employment
- Community and lifestyle programs

We employ over 1,300 employees who work across six business units. Predominantly care based workers, most of our team are located across our service hubs. We currently employ nine First Nations peoples. We are cognisant of the need to understand our people metrics more efficiently so this is a key factor we will explore as part of this Reflect RAP phase.

As an organisation that interfaces with diverse individuals and communities and the alignment between what we do as an organisation and the concept of reconciliation, we believe Achieve is well positioned to apply a First Nations lens to its operations to provide culturally appropriate services offerings and a workforce that is culturally capable to embrace and effectively engage with Aboriginal and Torres Strait Islander peoples.

## Our Intentional Culture Statement

“We are building on our legacy of innovation to create a place of belonging; where we embrace difference and diversity, so you are safe to share and explore new ideas. We support a no blame risk culture and take pride in providing safe places to work in and receive services. We are focused, outcomes driven, compassionate and courageous. We embrace difference and diversity, value choice and applaud courage. We are connected as a team in our work to empower the people we support, recognise their strengths, and elevate their voices in all that we do.”

# Our Vision For Reconciliation

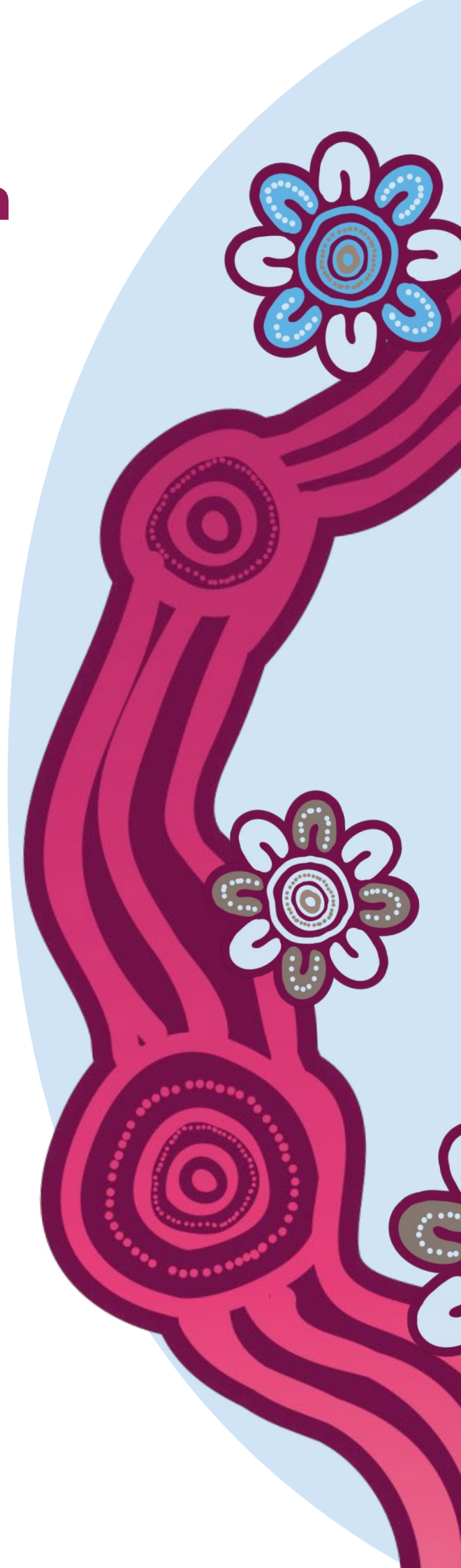
**Our aspiration for reconciliation is for Aboriginal and Torres Strait Islander peoples including those with disability to build extraordinary lives, be well, have a home, choose a career, learn new skills, participate in their community and enjoy a fulfilled life.**

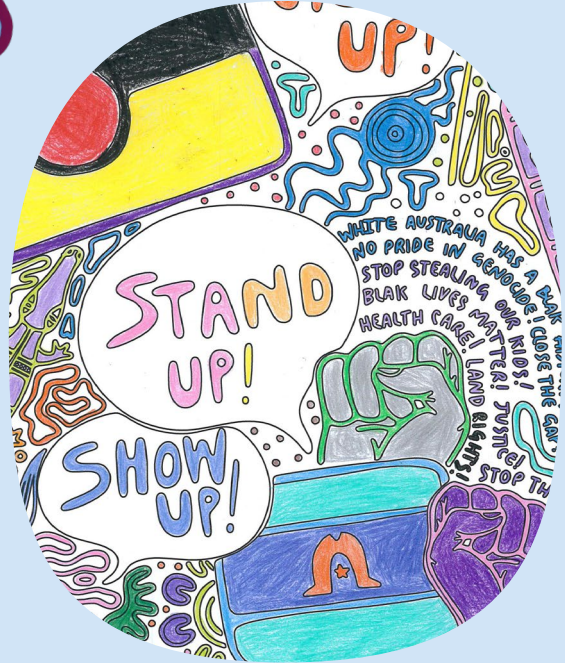
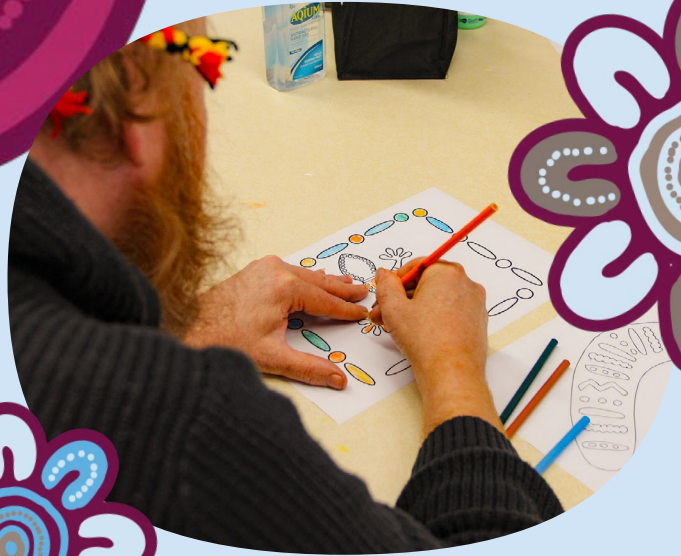
We aim to be known as an inclusive organisation, where Aboriginal and Torres Strait Islander staff and clients feel welcome, culturally safe and included.

Our vision extends to listening and activating the voices of First Nations peoples including those people with a disability and their associated communities. We are cognisant of historical injustices faced by First Nations peoples and the impingement on human rights, particularly those with disabilities. As a result, we aspire to build bridges, shifts mindsets and transform judgemental attitudes as part of our vision for a reconciled future.

Achieve's culturally diverse workforce is celebrated by our organisation. Driven by our passion for social inclusion for people with disability, we envision an inclusive and psychologically safe organisation representative of First Nations staff, clients and communities — an organisation where Aboriginal and Torres Strait Islander peoples have a sense of belonging.

As an industry leader in diversity and inclusion, Achieve aspires to authentically contribute to reconciliation and a more inclusive Australia, to become a thought leader within our sector to inspire and influence others to join this most important movement.





# Our Journey Towards Reconciliation



**Over the past 12 months we have taken steps to realise the promise of our intentional culture statement from a First Nations perspective, through our RAP development, and increased involvement with and recognition of Aboriginal and Torres Strait Islander peoples, cultures and challenges.**

## **RAP Development and Supporting Organisations**

In December 2023, we engaged YarnnUp as our First Nations advisory partner to support us in the development of this, our inaugural Reflect RAP. Their extensive stakeholder consultation process has informed the development of the RAP and assisted us in aligning our reconciliation aims with Achieve's strategic plan, our passion for social inclusion, and our ways of working programs.

We are also members of the Diversity Council of Australia, the Aboriginal Disability Network NSW and the First Peoples Disability Network, all of whom will continue to be invaluable advisors as we progress our reconciliation journey through RAP implementation and beyond.

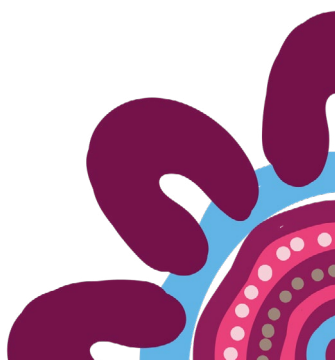
## **First Nations Board Appointment**

Achieve recently appointed Dr Scott Avery, a Worimi man, to the Achieve Board of Directors. Dr Avery describes himself as a profoundly deaf and scholar from the Worimi people. Known among the First Nations disability community as 'Dr Scott', he teaches First Nations disability and inclusion, grounded by his research conducted alongside this community.

Dr Avery is a UTS academic, disability researcher and scholar with whom the Board and Senior Leadership Team consult on a wide range of First Nations matters, particularly in relation to those living with a disability. We are appreciative of the knowledge, wisdom and lived experience Dr Avery brings to Achieve and our Disability Service Practice Committee.

## **Cultural Awareness, Education and Celebration**

Throughout the last 12 months at Achieve, we have all benefited from the increased focus on First Nations engagement, motivating us to build our cultural awareness to create a more inclusive organisation that fosters respectful dialogue with Aboriginal and Torres Strait Islander peoples, including:

- Cultural awareness training through the SBS inclusion program, including the importance of culturally significant events such as NAIDOC Week for First Nations communities.
  - Active promotion of NAIDOC Week and National Reconciliation Week in our internal communications. This has resulted in increased involvement by community participation programs and our frontline team creating local events around such as the NAIDOC Week march, which Achieve's First Nations clients participated in, cheered on by friends and staff.
  - Aboriginal and Torres Strait Islander focused presentations at Senior Leadership Team meetings and all staff Lunch and Learn sessions. In September 2023 Dr Avery spoke to us about his personal experiences and shared insights from his extensive research on disability in Aboriginal and Torres Strait Islander communities.
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- Achieve publicly supported a 'Yes' vote for the 2023 Voice to Parliament Referendum by publishing information on Achieve's position on our website and socials. We also co-hosted an event at our head office with the First Peoples Disability Network. Dr Avery discussed his aspirations as an Aboriginal and Torres Strait Islander man living with a disability and facilitated an information session with staff regarding the Referendum.
- We open our meetings with an Acknowledgement of the Traditional Custodians of the Land we are on and have invited Elders to conduct Welcome to Country ceremonies at quarterly Senior Staff meetings, as well as other meetings of importance to Achieve such as staff award ceremonies.

## First Nations Engagement

- In Casino and Lismore we meet with First Nations not-for-profit organisations that provide intersecting services to learn from their experiences and enhance our services to First Nations peoples with a disability.
- Staff from one of our services, a group of homes supported in Wentworthville, engaged with their local New South Wales Aboriginal Land Council to secure a painting teacher to create an artwork paying tribute to an Aboriginal and Torres Strait Islander friend who had passed.
- We engaged with First Nations educators, Walangari Karntawarra and Daramu Aboriginal Dance and Didgeridoo for our annual staff (STAR) awards.
- Our Casino office sponsors a local team to participate in the Koori Rugby League Knockout carnival.

## Diversity, Inclusion and Equal Employment at Achieve

As a disability provider Diversity and Inclusion (D&I) and Equal Employment Opportunity (EEO) are a central focus and we have numerous policies, programs and work practices to promote and support our already culturally diverse workforce, an inclusive culture and reconciliation. Our D&I and EEO initiatives are included in our FY2024-2026 Strategic Plan, Achieving Impact, to ensure we raise our awareness, activities and employment of peoples from diverse backgrounds including those associated with gender, race, disability, LGBTQia2+. Specific initiatives in 2023 included:

- Conducted a Gartner D&I maturity audit
- Worked with our wholly owned subsidiary company The Achieve Foundation to define inclusion and develop an Inclusive Governance Framework
- Advanced relationships with organisations such as SBS Inclusion Program, Council for Intellectual Disability, Centre for Disability Studies and various Universities who can support us and our clients to achieve social inclusion.

As a leading disability services organisation with a culturally diverse workforce, we are committed to and well placed to advance reconciliation. We have a willingness to acknowledge what we do not know and have a desire to continuously improve to be a better employer and service provider as we embark on our inaugural Reflect RAP.

# Our RAP



**Driven by the belief that reconciliation is morally and ethically the right path to take, the Achieve Executive Leadership Team and Board have had a desire to formally embark on the reconciliation journey for some time.**

On the back of the disappointing 'No' vote in the 2023 Voice to Parliament Referendum and motivated by our organisational passion and purpose to live and embrace inclusion in all its facets, we are further committed to advancing reconciliation through this RAP process.

We aspire to be a sector leader in all we do and to be viewed as an inclusive, socially responsible and ethical entity and recognise that reconciliation will lift our profile as sector leaders in D&I and help position us as an employer of choice for Aboriginal and Torres Strait Islander peoples. More importantly, a RAP is tangible evidence of our commitment to reconciliation and our desire to make a genuine and authentic difference to the lives of First Nations peoples, particularly those living with disability.

Achieve already has a presence across First Nations communities and we see this RAP as the structured vehicle for us to build respectful relationships to the benefit of both parties. We believe this will be an enriching experience which will be reflected in greater employee engagement and higher quality service delivery for Aboriginal and Torres Strait Islander peoples, those individuals with disabilities and their communities. Our organisation is characterised by inclusion and diversity, and we welcome the opportunities the RAP presents for us to create a stronger sense of belonging alongside First Nations employees and people we support.

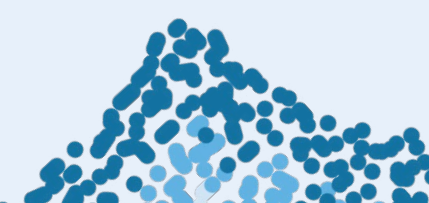
## **Developing and delivering on our RAP**

YarnnUp have engaged with our management and staff via meetings, workshops, and an online cultural audit. This process of consultation and education has informed our thinking around what reconciliation means to us and what behaviours and processes will support successful RAP implementation.

We intend to establish a First Nations advisory group to ensure we have further consultation and communication during the implementation of our RAP. This group will provide advice to the Senior Leadership Team and the Board to ensure the voices of Aboriginal and Torres Strait Islander peoples with disabilities are heard at all levels of the organisation and to ensure our engagements and services for First Nations peoples are culturally appropriate and effective.

For communication purposes, we will translate the RAP into multiple versions to address the specific needs of our multi-cultural workforce for whom English is a second language along with an easy read version for the people we support. To be effective, our communications must be engaging, use inclusive language and be respectful of First Nations peoples, and others we support.

We intend to turn our best reconciliation intentions into meaningful actions, investing time in developing impactful and achievable actions that we can embrace and measure, demonstrating our foundational achievements in progressing towards reconciliation. In recognition of competing priorities and our finite resources, we will conduct a realistic assessment of timeframes and resource requirements to ensure we can deliver on our RAP commitments.







## Strategic Integration

We view reconciliation as a strategic imperative, critical to realising the promise of our intentional culture statement and being true to our principles. In recognition of this strategic relevance and interconnections with diversity, sustainability and social responsibility, the RAP will sit within Achieve's strategic plan, contributing to achievement of our living inclusion and elevating voices goals. Our RAP initiatives will also be considered in view of other policies and programs such as The Achieve Foundation's Disability Employment Catalyst, Environment, Social and Governance (ESG) Materiality Assessment and Achieve's ESG policy which is currently under development.

This integrated approach will ensure we all understand strategic relevance of reconciliation, while assisting us in optimising our efforts across multiple initiatives through collaboration, information exchange and progress reporting.

We are committed to ensuring that competing priorities do not result in reconciliation being subsumed in other D&I initiatives. To retain clarity and focus on reconciliation, we intend to review our existing and future policies and program with reconciliation front of mind, enabling us to identify potential areas of ambiguity and duplication, informing any required adjustments to plans, resources and progress reporting.

## Building our Cultural Capability

Achieve intend to embark on a cultural capability development program to increase our cultural maturity, deepen our commitment to reconciliation, and broaden our knowledge and acceptance of First Nations communities, cultures, histories, strengths, and needs. We believe by doing so, our teams will be better equipped and able to respectfully engage with Aboriginal and Torres Strait Islander colleagues and communities to deliver culturally appropriate services with and to First Nations peoples with disability, realising our inclusion goals and strategic priorities.

Our approach to cultural capability will be holistic and consider existing programs such as our D&I training and varying levels of knowledge amongst our multi-cultural teams, many of whom may have had little exposure to the history, experiences and contributions of Aboriginal and Torres Strait Islander peoples. Our thinking will be expansive as we explore our development needs from First Nations and disability perspectives, identifying opportunities for and with Aboriginal and Torres Strait Islander peoples.



## Sustaining Momentum through Communication

In addition to our cultural capability learning strategy, we intend to develop a communication and engagement approach for our teams to ensure we all remain united in our commitment to reconciliation, learn from each other's experiences, and celebrate our successes together.

Utilising our existing communication channels and operational team meetings, we aim to provide regular communication and create opportunities for consultation and collaboration to improve understanding and uptake of the RAP. We also intend to take a comprehensive approach by ensuring our engagement and messaging is aligned with our "Ways of Working" program and other D&I initiatives.

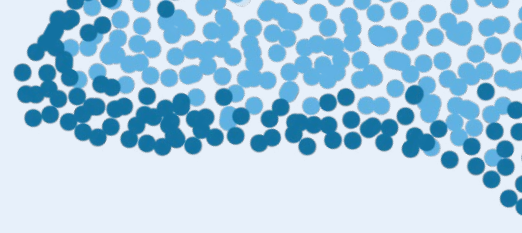
## Inclusion, Diversity and Equal Opportunity

We know a workplace that embraces diversity and fosters inclusivity unlocks creativity, innovation, connection and better decision making. Further, there is enormous value in a diverse range of lived experiences to help us better understand the people we support. Increased participation in the workforce not only creates positive impact for First Nations employees and communities but also increases our ability to deliver culturally safe services.

For Achieve to realise the unique perspectives and lived experiences of First Nations employees, we need to create a culturally sensitive workplace where Aboriginal and Torres Strait Islander employees feel engaged, valued and heard. A review of our current Human Resource policies and practices through a First Nations lens will assist us in identifying and eliminating any barriers to employment, genuine inclusion and ongoing engagement. We can also learn from our current D&I initiatives as a potential model for extension to First Nations staff and people we support.

The Achieve Foundation Disability Employment Catalyst project is to employ a considerable number of people with disability across all levels of the organisation. We aim to leverage this work and are exploring the option of establishing a group of First Nations peoples with disabilities to advise Achieve on the employment of Aboriginal and Torres Strait Islander peoples with disabilities. Informed by our RAP, we intend to include in our strategic workforce plan reference to First Nations employment.





## Respecting and Celebrating First Nations Cultures

Our involvement to date with First Nations culturally significant events has inspired us to increase our level of contribution. During this Reflect RAP phase we intend to develop a cultural event calendar and promote these events to our staff, people with disability and our broader industry network. We also intend to engage with First Nations organisations we work with, local councils and industry bodies to host combined events and seek out other sponsorship opportunities for local sporting teams.

We aim to further embed cultural protocols across the organisation, to ensure that all our staff understand the meaning of an Acknowledgement of Country and Welcome to Country. We also intend to actively explore opportunities at Achieve meetings and public events to invite local Elders to conduct a Welcome to Country and other appropriate ceremonies.

## Engaging and Collaborating with First Nations Communities

We see our Reflect RAP as an opportunity to adopt a strategic approach to building relationships with First Nations leaders, communities, and organisations to educate, advise, consult and collaborate with Achieve in the pursuit of supporting First Nations peoples with disability in living full, socially connected lives where they feel included and valued.

Our aim is to develop an Aboriginal and Torres Strait Islander engagement and communication strategy. We intend to conduct a stakeholder analysis and establish a relationship map to inform our engagement strategy and communication roadmap. We will also invite First Nations peoples with disability, community Elders, and individuals from Aboriginal and Torres Strait Islander organisations to join a First Nations advisory group.

This group, guided by YarnnUp, will advise Achieve on all matters of relevance to First Nations peoples and disability, and help us to foster mutually beneficial, respectful relationships. We recognise the importance of consulting with First Nations leaders in the regions we operate on all aspects of our work and see our advisory group as crucial to us being able to do so in a respectful, authentic manner.

A key outcome we hope to achieve is to understand disability from a First Nations perspective, the services that are most needed, and how we can best support Aboriginal and Torres Strait Islander peoples with disability.

We also hope that through trusting relationships we will identify collaboration and partnering opportunities with First Nations organisations and suppliers. As a starting point, we have reviewed our procurement policy and supplier processes to optimise opportunities for Aboriginal and Torres Strait Islander businesses. Achieve will continue to improve our Procurement Policy in view of our RAP to build collaborative relationships with First Nations organisations and suppliers.

Our aim is to also engage with First Nations organisations and others in the disability sector to seek out collaboration and co-design opportunities to evolve our services for First Nations peoples with disability. We also hope to learn from other organisations who are further along the reconciliation journey so we can work with them and Aboriginal and Torres Strait Islander communities and organisations to accelerate our efforts.



# Championing the RAP



## **The Achieve Senior Leadership Team and Board have actively supported this Reflect RAP to date and will continue to do so.**

Our RAP champion is Hannah Tonge, who has provided invaluable input during the consultation phase and as we progress through implementation our RAP champion will provide regular updates to the Executive Leadership Team and the Board as part of our standard meeting and performance reporting process. Our Executive Sponsor is Jo-Anne Hewitt as Chief Executive Officer and our RAP Champion is Karen Moore Evans, Operations Manager – Projects. Jo-Anne and Karen are supported by Sarah Archer and Hannah Tonge, who have been instrumental in driving this initiative while ensuring adequate resourcing to bring this project to life.

We appreciate the input of YarnnUp during this process and we will turn to them to assist us in guiding the RAP Working Group (RWG) throughout the implementation process to ensure cultural sensitivity and appropriateness when embarking on and executing initiatives and deliverables. YarnnUp will also collaborate and work alongside other First Nations stakeholders that we engage with during the next 12 months.

In our initial meetings with the RWG, we will establish a detailed project plan and map out our deliverables to ensure we have the capacity to enact the responsibilities of co-ordinating, communicating and reporting on RAP outcomes. Our governance structure will be set through a terms of reference which will ensure adequate accountability and adherence of all RWG members.

Throughout our internal RAP consultations, we identified several challenges which we could encounter throughout the implementation process. These challenges included competing priorities, communicating our reconciliation journey effectively across the organisation, creating space for cultural capability development, maintaining momentum and providing sufficient resources and realistic timeframes so our RWG members can effectively deliver on their substantive roles and working group commitments.

As a leadership group, we acknowledge these challenges and remain steadfast in our commitment to reconciliation. We will hold ourselves accountable to meet our obligations, and we believe that the development of proposed communication and engagement strategies and the integration of the RAP into our strategic documentation, governance and priorities, along with the goodwill and commitment within our workforce will enable us to meet these challenges and progress towards our vision for reconciliation.

## RAP Working Group Membership

| RWG Role                 | Title  |
|--------------------------|--|
| <b>Executive Sponsor</b> | Jo-Anne Hewitt<br>Chief Executive Officer                            |
| <b>Member</b>            | Sarah Archer<br>Chief Strategy Officer                               |
| <b>Member</b>            | Hannah Tonge<br>General Manager Legal                                |
| <b>Member</b>            | Kate Southam<br>Communications Manager                               |
| <b>Member</b>            | Ainsley Carpenter<br>Operations General Manager                      |
| <b>Member</b>            | Geraldine Daniel<br>The Sewing Basket Manager                        |
| <b>Member</b>            | Surinder Panesar<br>Manager Office of the<br>Chief Executive Officer |
| <b>Member</b>            | Karen Moore Evans<br>Operations Manager - Projects                   |

# Relationships



| Action   | Deliverable  | Timeline            | Responsibility                         |
|--|--|---------------------|--|
| 1 <b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b> | Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.                | January 2025        | Communications Manager                 |
|  | Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | November 2024       | Operations Manager Projects            |
| 2 <b>Build relationships through celebrating National Reconciliation Week (NRW).</b>   | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.  | September 2025      | Communications Manager                 |
|  | RAP Working Group members to participate in an external NRW event.   | 27 May- 3 June 2025 | Chief Strategy Officer                 |
|  | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.               | 27 May- 3 June 2025 | Communications Manager                 |
| 3 <b>Promote reconciliation and our RAP through our sphere of influence.</b>   | Communicate our commitment to reconciliation to all staff.   | January 2025        | Communications Manager                 |
|  | Identify RAP and connect with other like-minded organisations that we could approach to collaborate with on our reconciliation journey.    | July 2025           | Chief Strategy Officer                 |
|  | Identify external stakeholders that our organisation can engage with on our reconciliation journey.  | August 2025         | Chief Strategy Officer                 |
| 4 <b>Promote positive race relations through anti-discrimination strategies.</b>   | Research best practice and policies in areas of race relations and anti-discrimination.  | February 2025       | General Manager Legal                  |
|  | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.                      | February 2025       | General Manager People Shared Services |

# Respect



| Action   | Deliverable   | Timeline             | Responsibility                            |
|--|---|----------------------|---|
| <b>5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b> | Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. | December 2024        | Operations Manager<br>- Projects          |
|  | Conduct a review of cultural learning needs within our organisation.  | February 2025        | General Manager<br>People Shared Services |
| <b>6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>   | Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.  | April 2025           | Operations Manager<br>- Projects          |
|  | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.                        | April 2025           | Operations Manager<br>- Projects          |
| <b>7 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>                       | Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.   | June 2025            | General Manager<br>Legal                  |
|  | Introduce our staff to NAIDOC Week by promoting external events in our local area.  | June 2025            | General Manager<br>Legal                  |
|  | RAP Working Group to participate in an external NAIDOC Week event.  | First week July 2025 | General Manager<br>Legal                  |

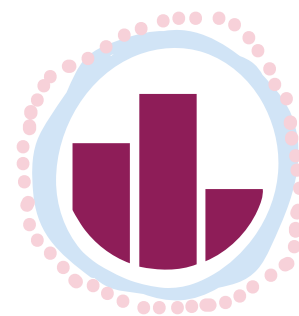
# Opportunities



| Action  | Deliverable   | Timeline       | Responsibility                     |
|---|---|----------------|------------------------------------|
| <b>8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b> | Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.   | May 2025       | Chief People Officer               |
|   | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | June 2025      | Chief People Officer               |
| <b>9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>                  | Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.  | May 2025       | General Manager Corporate Services |
|   | Investigate Supply Nation membership.   | September 2025 | General Manager Corporate Services |



# Governance



| Action   | Deliverable   | Timeline          | Responsibility  |
|--|---|-------------------|---|
| <b>10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>  | Form a RWG to govern RAP implementation.  | November 2024     | General Manager<br>Legal  |
|  | Draft a Terms of Reference for the RWG.   | November 2024     | General Manager<br>Legal  |
|  | Maintain Aboriginal and Torres Strait Islander representation on the RWG.   | November 2024     | General Manager<br>Legal  |
| <b>11 Provide appropriate support for effective implementation of RAP commitments.</b>   | Define resource needs for RAP implementation.   | November 2024     | <b>Lead:</b> Chief Executive Officer<br><b>Support:</b> Operations Manager - Projects |
|  | Engage senior leaders in the delivery of RAP commitments.   | November 2024     | <b>Lead:</b> Chief Executive Officer<br><b>Support:</b> Operations Manager - Projects |
|  | Maintain a senior leader to champion our RAP internally.  | November 2024     | <b>Lead:</b> Chief Strategy Officer<br><b>Support:</b> General Manager Legal          |
| <b>12 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b> | 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. | August 2024       | Operations Manager - Projects   |
|  | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.   | 1 August 2025     | Operations Manager - Projects   |
|  | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.  | 30 September 2025 | General Manager<br>Legal  |
| <b>13 Continue our reconciliation journey by developing our next RAP.</b>  | Review RAP based on achievements, challenges and lessons learned  | October 2025      | General Manager<br>Legal  |
|  | Register via Reconciliation Australia's website to begin developing our next RAP.   | October 2025      | General Manager<br>Legal  |



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