

OCTOBER

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2024-2026

Innovate Reconciliation Action Plan





Acknowledgment of Country

We acknowledge the Traditional Custodians of the Country throughout Australia and recognise their continuing connection to land, waters and the community and its importance to cultural vitality, life, and identity. We pay respect to them, their cultures, and contributions and to Elders past, present, and emerging.



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Message from Our CEO

I acknowledge the Traditional Custodians of the Country throughout Australia and recognise their continuing connection to land, waters and the community and its importance to cultural vitality, life, and identity. I pay respect to them, their cultures, and contributions and to Elders past, present, and emerging.

I am proud that Guidera O'Connor continues its reconciliation journey with the launch of our new Innovate Reconciliation Action Plan (RAP) 2024 -2026. This RAP provides an opportunity to gain a greater understanding of our sphere of influence and establish the best approaches to advance reconciliation and empower the current and future generations. It is a time to reflect on what has changed since our first RAP, as well as look to the journey that lies ahead.

This RAP provides us with a great opportunity to focus inward on our own systems and culture and put into place the actions we will take to build closer, more inclusive, and mutually beneficial relationships with Aboriginal and Torres Strait Islander people and their communities.

Our goal for the future is to create an environment of Aboriginal and Torres Strait Islander recognition and inclusivity. By fostering a positive workplace environment that understands and appreciated Aboriginal and Torres Strait Islander people and culture, we are able to educate employees and embrace a more inclusive society. We strive to make our workplace environment so that Aboriginal and Torres Strait Islander culture is so engrained in our workplace culture, it becomes a business normality within our organisation.

I would like to sincerely thank the many staff across the business who have dedicated their time and expertise in developing, implementing, and promoting this RAP. I would also like to extend my gratitude to all of the Aboriginal and Torres Strait Islander stakeholders who have contributed their advice, support, guidance and services to Guidera O'Connor. We are honoured to have the opportunity to work with and learn from exceptional Aboriginal and Torres Strait Islander individuals and businesses. Lastly, I warmly thank Reconciliation Australia for their support in the development of this RAP, and their continued efforts in advancing reconciliation within our country.

Richard Trapp

Chief Executive Officer

Message from Reconciliation Australia

Reconciliation Australia commends Guidera O'Connor on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Guidera O'Connor 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, Guidera O'Connor 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.

First Innovate RAP

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. Guidera O'Connor is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Guidera O'Connor'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 Guidera O'Connor on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia





Our Vision for Reconciliation

Our vision for reconciliation is that Aboriginal and Torres Strait Islander peoples, cultures, heritages and knowledge systems are understood, respected and valued.

We wish to acknowledge our past through education and understanding and provide the right opportunities to Aboriginal and Torres Strait Islander people to thrive. We aspire to raise the bar on social responsibility and accountability through empowering and educating the people within our business on Aboriginal and Torres Strait Islander people history, culture, and stories, whilst enriching the lives of the future generation.

Our values and principles that inform our commitment to reconciliation.

At GO, we do what we say we are going to do. When it comes to reconciliation, we understand this to mean systematic change. We are committed to ensuring Aboriginal and Torres Strait Islander people are encouraged to, and feel comfortable, applying for work at GO and every effort is made to assist in presenting the right opportunities to thrive through the commitment and to obtaining real Wellbeing. These key actions are underpinned by the guiding principles of Relationships, Respect and Opportunities.

Through our RAP, we aim to achieve a workplace that recognises, celebrates and supports Indigenous culture. We value, care for and respect the various stakeholders we work with and our environment, and acknowledge Aboriginal and Torres Strait Islander peoples have a deep connection with land and waters within this Country. As an organisation with national reach, we extend our respect to all Aboriginal and Torres Strait Islander peoples, Elders and land and are committed to increasing the employment, engagement and participation of Aboriginal and Torres Strait Islander peoples in our organisation.

We want all Aboriginal and Torres Strait Islander peoples in Australia to lead happy, healthy, fulfilling lives. As a construction company, this means not only providing a safe environment in the field but creating an inclusive culture in the workplace and providing a safe space for Aboriginal and Torres Strait Islander people, no matter where they work. We acknowledge safety is not just physical, it is emotional, mental, spiritual and social safety that is paramount in everything we do.

We recognise and acknowledge the past injustices inflicted on Australia's First Peoples. We aim to build trust and strengthen existing and new relationships with local Aboriginal and Torres Strait Islander clients, community groups, suppliers, subcontractors and stakeholders through acting with character and competence to ensure these wrongs are never repeated.

The world is changing at an unprecedented pace, whether it be our economy, social values, or eco-systems, these challenges will be inherited by the future generations of our young people. Although we can strive for excellence, we understand the road to reconciliation is a long journey. We want to create a better future, and we know that starts with our people. Our continuous commitment to better understand Aboriginal and Torres Strait Islander peoples and cultures will help our people to rethink the world, strengthen the community and support reconciliation within our sector. It will be through our people that we become leaders within our industry, providing a strong example by demonstrating our commitment to reconciliation and move forward together to achieve greater outcomes.

Our Values

Our guiding principles is the pillar of our purpose for reconciliation. Our organisational values of care, integrity, passion, respect, and future inform and drives how we operate our business and our work, including our commitment to reconciliation.

Care

WE create a place where our people are safe and can flourish

Integrity

WE do what we say and we act with character and competence

Passion

WE work together to achieve outstanding outcomes

Respect

WE value the people we work with and the world we live in

Future

The work WE do enriches the lives of future generations





Our Business

We recognise that what we do at Guidera O'Connor is important and meaningful work. To sustain our environment and secure a future for our future generations, we recognise that we have a critical role in conserving the most precious resource of all...WATER!

We provide in-house expertise to complete design, procurement, construction and commissioning in:

- Water and wastewater treatment
- Stormwater and wastewater reuse, including aquifer storage and recovery
- Membrane filtration and desalination
- Chemical dosing and disinfection facilities

At Guidera O'Connor, we place a high priority on maintaining ongoing collaborative and local industry participation with clients, consultants, suppliers and subcontractors. As a national company we work with selected subcontract partners to deliver water projects in urban and regional areas throughout Australia.

We strive for continuous incremental improvement. We seek excellence within ourselves and for our clients. We aim to excel personally, professionally and collectively in an all-inclusive and diverse work environment.

As a sustainability focused company, we strive to minimise our carbon footprint and all activities that have an adverse impact on the environment. This approach keeps our environmental management strategy front of mind with all employees and innovative ideas for enhancing sustainability outcomes.

We have a positive, energetic, talented and passionate team who work hard, communicate well, support each other, and thrive on the challenges the water industry presents. We understand that our people are our core asset, and relationships with our business partners are vital. We also pride ourselves in knowing that we can solve the most complex challenges in the water industry and generating industry changing ideas.

Currently Guidera O'Connor has 209 employees and we engage several other businesses to partner with us in the work that we do. We currently have 3% of employees that identify as Aboriginal and/or Torres Strait Islander people.

Our offices are situated in:

- **Kaurna** Adelaide – Head Office at Thebarton
- **Wajuk** Perth at Bibra Lake
- **Awabakal** Newcastle
- **Worimi** Newcastle





Our RAP & People

Our Innovate Reconciliation Action Plan (RAP) is an agreed strategy on how Guidera O'Connor will implement actions for achieving our organisation's vision for reconciliation.

We strongly believe our RAP is an important acknowledgement of our commitment to reconciliation for Aboriginal and Torres Strait Islander peoples.

The RAP Working Group is responsible for identifying initiatives, creating content, and driving progress in accordance with the RAP. RAP Champions are authorised to represent Guidera O'Connor and publicly share our corporate values, RAP objectives and details of relevant GO activities in support of interactions, development, and engagement. RAP Champions are ultimately responsible for its implementation and success, reporting to the CEO, whilst the Executive Leadership Team are responsible for deliverables within their area and receive regular progress updates on the RAP development and implementation. We strongly encourage Aboriginal and Torres Strait Islander representation within the RAP Working Group.

Our RAP Working Group membership consists of:

- **Chief Executive Officer** 1 Rep
- **People and Culture** 1 Rep
- **Executive Leadership Team** 5 Reps
- **Southern States Champions** 9 Reps
- **Western States Champions** 3 Reps
- **Eastern States Champions** 1 Reps





Our RAP Journey so far

Our organisation is developing its third RAP after the success of our first and second Reflect RAP. We believe that the journey is continuing to evolve, and GO is now ready to move into the 'Innovate' phase.

The strong endorsement of our RAP from the Board and our CEO has played a significant role in ensuring that the senior leadership of the company fully support the participation of more Aboriginal and Torres Strait Islander peoples, businesses and acknowledging cultural significance in the delivery of our projects. This commitment also extends to the GO supply chain and subcontractors we engage with.

Some of the key outcomes of the 2022 – 2023 Reflect RAP include:

- Acknowledging the importance of cultural obligations and observances of our Aboriginal and Torres Strait Islander communities, GO introduced the Aboriginal and Torres Strait Islander Cultural Leave to our Company Leave Policy. This additional leave entitlement is for eligible employees in order to support attendance and participation in cultural activities.
- Executive management attended the WA Water Corporation Aboriginal and Torres Strait Islander Tradeshow and the SA Office of Industry Advocate Aboriginal and Torres Strait Islander Trade Show to align with government objectives and investigate ways to increase the participation of Aboriginal and Torres Strait Islander peoples in the GO workforce.
- Educating employees on the cultural significance of Cultural Heritage through implementing Smoking Ceremonies on project sites facilitated local Aboriginal and/or Torres Strait Islander Elders. The smoking ceremonies are conducted as a way of welcoming a new project and new site, cleansing the area and the people of bad spirits and to promote the protection and well-being of visitors. In the spirit of inclusion, employees are encouraged to accept the smoke as a gift, welcoming harmony, peace and collaboration. Employees are also informed on how to manage Aboriginal or Torres Strait Island cultural discoveries, who to call, and what can and cannot be disturbed. At one site, several artifacts were discovered and the local Elders used these to educate staff by explaining what they were, how they were used and their cultural significance.

- In 2023, GO onsite teams and offices participated in NAIDOC week in various ways across the country, relevant to their local communities. Some of these activities included:
 - In our WA office we had local artist, musician and designer Brent Matters from the Creative Native Perth talk about his learnings and works and performed his didgeridoo and guitar.
 - In our SA office, Senior Kaurna Man, Uncle Mickey 'Kumatpi Marrutya' O'Brien lead us with a Welcome to Country and interactive cultural presentation which helped us understand our lands history and past.
 - In NSW we had Aunty Marie from Koori Kulcha talked about dreamtime stories and cultural learnings on site at Sydney Science Park.
 - Each state worked together on puzzles from Kakadu Plum Co, and we also had various catering to enjoy while participating in the puzzle activities.





- GO gave back to our local community by sponsoring the Mallee Park Netball Club teams at the SA Nunga Carnival in Adelaide. The Mallee Park U15 and U23 female team travelled from Port Lincoln to Adelaide to play in the 2-day carnival, a significant event that brings together Aboriginal netball teams from across South Australia, providing a platform for talented netballers to showcase their skills and celebrate their culture.
- We have incorporated a 'Recognising Indigenous Australians' section into our monthly CEO address, where our CEO addresses the entire organisation educating the company on an inspirational past or present Indigenous Australian. This platform improves our awareness of Indigenous people and history, providing interesting education to our people.
- During Reconciliation Week of 2023, we invited local Ngarrindjeri and Kurna Aboriginal artist, Samantha (Sam) Gollan to showcase her art in our company board room. We created a gallery type display of some of her works, along with information on each piece to provide context to what they represent for her. We held an official event where we were able to continue the conversations about reconciliation and by the end of the week several artworks were sold.
- GO proudly celebrated employee, and proud Wiradjuri woman, Chloe Brown, who was awarded the CareerTrackers 2024 Intern of the Year Award. GO engaged Chloe as an intern through CareerTrackers, who has now transitioned to full-time employment with Guidera O'Connor after she completed her Bachelor in Civil Engineering in 2023.

We have been challenged to find new ways of engaging staff and keeping the wider organisation updated of RAP activities. Utilising social media platforms like LinkedIn and internal systems such as Sharepoint has enabled employees across the company to be more informed on what we are doing as a business to support our commitment to reconciliation.

As our company continues to experience significant employee growth, we have established a dedicated 20-member RAP Champion group, which includes individuals who work across different teams, portfolios, states and communities. As we enter our Innovate phase, we are committed to maintaining at least 10% of our workforce being RAP Champion members.



Action Plan



Relationships

The Relationship pillar is Guidera O'Connor's acknowledgement that building and maintaining strong relationships and partnerships with Aboriginal and Torres Strait Islander people and communities is important to the delivery of our work. We deliver projects across a wide area and many First Nations communities. Building strong relationships with Aboriginal and Torres Strait Islander people provides opportunities to learn from them and understand their knowledge, expertise and needs. We understand the importance of providing opportunities for Aboriginal and Torres Strait Islander peoples and businesses and these will improve outcomes for the projects themselves and the individuals and communities that we are working with.

The relationship pillar is linked to Diversity and Inclusion across our business and the projects that we deliver in areas across the country.

We commit to continuing to educate our people on the importance of positive race relations, and engaging, including and ensuring opportunities for Aboriginal and Torres Strait Islander people in the projects we deliver.

Action	Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop relationships for future engagement. 	October 2024 October 2025	Business Development, People & Culture, CEO
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	October 2024 October 2025	Business Development, CEO
2 Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff each year. 	May 2025 May 2026	Executive Manager, People & Culture Manager, CEO
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2025 27 May - 3 June 2026	Executive Manager, People & Culture Manager, CEO
	<ul style="list-style-type: none"> 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 27 May - 3 June 2026	Executive Manager, People & Culture Manager, Executive Leadership Team (ELT), CEO
	<ul style="list-style-type: none"> Organise at least one internal NRW event each year at each GO Office. 	27 May - 3 June 2025 27 May - 3 June 2026	Executive Manager, People & Culture Manager, ELT, CEO
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2025 May 2026	CEO

Action	Deliverable	Timeline	Responsibility
3 Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	October 2024 October 2025	CEO
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. – Talking points for senior managers, posters (simple plain language, pictures) 	October 2024 October 2025 October 2026	CEO
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	October 2024 October 2025	CEO
	<ul style="list-style-type: none"> Collaborate with RAP Organisations and other like-minded organizations to visibly and physically undertake actions to advance reconciliation. 	October 2024 October 2025	CEO
4 Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2024 December 2025	Executive Manager, People & Culture Manager, P&C Advisor
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	October 2025	Executive Manager, People & Culture Manager, ELT, CEO
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	October 2025	Executive Manager, People & Culture Manager, ELT, CEO
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	November 2024 November 2025	Executive Manager, People & Culture Manager
5 Develop (at least 2) partnerships with Aboriginal and Torres Strait Islander organisations to tender and if awarded continue through delivery phase.	<ul style="list-style-type: none"> Establish a list of Aboriginal & Torres Strait Islander subcontractors, suppliers and consultants for engagement. 	October 2024 October 2025	CEO, Business Development / Pre-Contracts
	<ul style="list-style-type: none"> Ongoing maintenance and communication of list through pre-contract to delivery. 	October 2024 October 2025	CEO, Business Development / Pre-Contracts





Respect

The Respect pillar is Guidera O'Connor's acknowledgement of the importance and benefits of having and promoting a genuine knowledge, understanding, and respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.

The projects we deliver provide access to water service across many First Nations communities and we understand that for this to be successful, we must respect, understand, and promote the cultures, histories and rights of the communities we are working for and with.

At Guidera O'Connor we are committed to continuing to promote Reconciliation through promoting awareness and encouraging participation in Aboriginal and Torres Strait Islander people's cultural observance days, historical and cultural celebrations and those close to the communities we work in.

Action	Deliverable	Timeline	Responsibility
6 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	October 2025	Executive Manager, People & Culture Manager, CEO
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	October 2025	Executive Manager, People & Culture Manager, CEO
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our staff. 	December 2025	Executive Manager, People & Culture Manager, CEO
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, People & Culture managers, and other key leadership staff to participate in formal and structured cultural learning. 	October 2024 October 2025	Executive Manager, People & Culture Manager
7 Demonstrate respect to Aboriginal and Torres Strait Islander 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 October 2025	Executive Manager, People & Culture Manager, ELT, CEO
	<ul style="list-style-type: none"> Consider more meaningful alternatives and identify and communicate importance of cultural protocols. 	October 2024 October 2025	Executive Manager, People & Culture Manager, ELT, CEO
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	November 2024	Executive Manager, People & Culture Manager, ELT, CEO
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocols at significant events each year. 	October 2024 October 2025	ELT, CEO
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	October 2024	ELT, CEO
8 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2025 and 2026	Executive Manager, People & Culture Manager, ELT, CEO
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	October 2024	Executive Manager, People & Culture Manager, ELT, CEO
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2025 and 2026	Executive Manager, People & Culture Manager, ELT, CEO



Opportunities

The Opportunities pillar is Guidera O'Connor's commitment to genuinely engaging with Aboriginal and Torres Strait Islander peoples and organisations to enable improved relationships and reconciliation for everyone and enriching the cultural, social and economic outcomes for First Nations peoples and communities by providing opportunities for First Nations people to generate income, gain employment, develop professional skills and participate in the nation's economy, while maintaining a continued Connection to Country, land and water.

To achieve this, we will focus on:

- Identifying Aboriginal and Torres Strait Islander employment opportunities in the work we do and working to increase participation.
- Providing a culturally safe and supportive work environment. Engaging with Aboriginal and Torres Strait peoples to advise us on our approach to doing this.
- Partnering with First Nation's businesses, services and communities to contribute to the work we do.

Action	Deliverable	Timeline	Responsibility
9 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	January 2025	Executive Manager, People & Culture Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	February 2025	Executive Manager, People & Culture Manager
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development practices as part of the Company's engagement strategy. 	March 2025	Executive Manager, People & Culture Manager
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	October 2024	Executive Manager, People & Culture Manager
10 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	March 2025	Executive Manager, People & Culture Manager
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	January 2025	Business Development Manager, CEO
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	July 2025	Business Development Manager, CEO
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	January 2025 January 2026	Business Development Manager, CEO
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	February 2025 February 2026	Business Development Manager, CEO
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	April 2025 April 2026	Business Development Manager, CEO



Action	Deliverable	Timeline	Responsibility
11 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	<p>October 2024 October 2025 October 2026</p>	CEO
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	October 2024	CEO
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	June, September, December, March 2024, 2025, 2026	CEO
12 Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	October 2024	CEO
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	February 2025 February 2026	CEO
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	October 2024	CEO
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	October 2024 October 2025	CEO
13 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. 	October 2024 October 2025	CEO
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August 2025 1 August 2026	CEO
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2025 30 September 2026	CEO
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	June, September, December, March 2024, 2025, 2026	CEO
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, quarterly. 	July, October, January, April, 2024, 2025, 2026	CEO
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	February 2026	CEO
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	June 2026	CEO
14 Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	December 2025	CEO



Our goal for the future is to create an environment of Aboriginal and Torres Strait Islander recognition and inclusivity.

Contact

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RAP Committee Chair

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