



Reconciliation Action Plan

REFLECT | August 2025 - November 2026



Ageing Australia acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to land, sea, waters and community.

We pay our respects to Aboriginal and Torres Strait Islander cultures, and to Elders past and present.



Ageing
Australia

Contents

Featured artists and about the artwork	04
Statement from Reconciliation Australia	06
Message from our CEO	07
Our organisation	08
Our role	09
Our ongoing commitment to reconciliation	10
Our Reconciliation Action Plan	13
Pillars	15
• Relationships	18
• Respect	20
• Opportunities	22
• Governance	23



Featured artists

Bayadherra | Luke and Siena Tieri

Bayadherra is a 100% Aboriginal owned and operated creative studio founded by proud Aboriginal Yorta Yorta brother and sister Luke and Siena Tieri. As descendants of the James Family, their cultural origins are embedded in Yorta Yorta Nation; Shepparton Victoria. Luke and Siena's grandfather Glenn James OAM is a respected Elder within community and is recognised as the first Aboriginal man to umpire Australian rules football in the AFL.

Inspired by their grandfather's community impact and as young emerging artists with an Aboriginal business, their purpose is to advance reconciliation and promote cultural awareness, education and understanding by reflecting their Indigenous heritage and traditional storylines in contemporary art and design. Luke and Siena's unique canvas and digital creations reflect Country, culture and community by combining contemporary colours with traditional visual language.

'Bayadherra' in Yorta Yorta language means 'turtle', the spiritual animal totem of the Yorta Yorta clan; a name reflective of Luke and Siena's Aboriginal identity and connection to community and Country.



About the artwork

Bultjubul Dungula - 'Two Rivers' Yorta Yorta Language

Bultjubul dungula meaning 'Two rivers' in Yorta Yorta language acknowledges the merging of Ageing Australia's two predecessor organisations and reflects the collaboration and growth between Aboriginal and Torres Strait Islander communities and Ageing Australia. The two flowing rivers ripple inwards and merge to form a communal Algabonya ('meeting place') where strong, meaningful and respectful relationships are developed to foster cultural engagement, collaboration, understanding and inclusion. People situated along the riverbank emphasise its significance as a symbolic meeting place and life source to community, encouraging everyone to connect and contribute to the reconciliation journey.

By respectfully engaging, orange journey lines emerge from the Algabonya and link to three campfires depicting community partnership, outreach and Ageing Australia's commitment to aged and community care. The three campfires also symbolise the three pillars of reconciliation; respect, opportunities and relationships. Featured around the campfires are Elders in possum skin cloaks acknowledging the importance of their enduring leadership, resilience and strength on community. We draw on their cultural guidance, wisdom and sharing of knowledge to ensure the longevity of culture and the survival of stories and songlines. Native plants combined with four coloured dots depict the integration of water, earth, fire and desert sand to represent our unique landscape and connection to Country. Green and charred grey leaves symbolise cleansing, growth and welcoming Ageing Australia to embrace reconciliation.



Statement from Reconciliation Australia

Reconciliation Australia congratulates Ageing Australia on their participation in the Reconciliation Action Plan (RAP) Program with the formal endorsement of its inaugural Reflect RAP.

Through this plan, Ageing Australia continues to play an important role in 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 continues the journey and primes 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 to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Ageing 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Ageing Australia on your first Reflect RAP, and I look forward to following your continuing reconciliation journey.

KAREN MUNDINE
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA



Message from our CEO

As Chief Executive Officer of Ageing Australia, I am deeply humbled to lead our organisation as we take this important first step on our reconciliation journey.

This is a significant milestone, not only for us as an organisation but for the aged care sector more broadly. Reconciliation is everyone's business, and I'm proud that Ageing Australia is making this commitment with purpose and shared accountability.

In aged care, we often speak about honouring older people – recognising their stories, experiences, and the immense value they bring to our communities. These values resonate deeply with the central role of Elders in Aboriginal and Torres Strait Islander cultures, where age is revered and Elders are respected as knowledge-holders, leaders, and custodians of culture, land, and community. But acknowledgement alone is not enough. We must actively work to ensure that older First Nations people can age with dignity, cultural understanding, and access to care that is safe, respectful and responsive to their needs. Elders are not only recipients of care – they are active contributors to the spiritual, cultural, and social wellbeing of their communities. They bring strength, continuity, and insight into what respectful ageing truly looks like.

The Government's aged care reform agenda, including the introduction of a new Aged Care Act, places a welcome and overdue focus on cultural safety. It signals a turning point: an opportunity to embed equity and accountability into our systems and services, and to strengthen the trust between providers and the communities they serve.

At Ageing Australia, we see it as our role to support providers to meet this moment – and to lead by example. We recognise that reconciliation is not a single act or document – it is a journey. A journey we must take together, grounded in truth, partnership and a willingness to listen and learn. Our theme, 'Where two rivers run together' reflects that spirit. It speaks to the power of two paths converging – not just the unification of our legacy organisations, but also our commitment to walk alongside First Nations peoples in genuine collaboration.

This plan is just the beginning. As a national peak body, we have a responsibility – and a real opportunity – to help lead and support reconciliation across the aged care sector that uplifts and includes everyone. By working in partnership with Aboriginal and Torres Strait Islander peoples, and alongside our members, we can help shape a future where culturally safe, inclusive and respectful care is embedded across all services for older Australians.

I look forward to us walking this path together.

TOM SYMONDSON
CHIEF EXECUTIVE OFFICER
AGEING AUSTRALIA



Our organisation

Ageing Australia is the national industry association representing aged care providers, across retirement living, seniors housing, residential care, home care, community care, and related services.

Ageing Australia was formerly known as the Aged & Community Care Providers Association (ACCPA). We adopted the name Ageing Australia following a strategic and collaborative process, with the updated identity more effectively reflecting our vision. We proudly represent a range of care service providers, working together to support a sector that enables older Australians to age with dignity, care, and respect. We empower our members to deliver high-quality, sustainable care, driving performance and excellence across the sector. We amplify our members' voices to government, the community, and the media, ensuring their needs and contributions are recognised. Additionally, we provide expert advice, essential resources, and tailored services that enable our members to focus on delivering exceptional care.

Ageing Australia currently employs 114 staff across all states and territories in Australia, with physical offices in Melbourne, Sydney, Canberra, Hobart, Adelaide, and Perth. Currently our organisation has no known staff that identify as Aboriginal and/or Torres Strait Islander people.



Our role

At Ageing Australia, reconciliation is at the heart of our actions, and we honour the rich histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples.

As a leading voice in the aged care, retirement living and seniors housing sectors, we are committed to taking meaningful action to protect and enhance the health and wellbeing for all older Australians. This includes ensuring culturally inclusive and safe care for older First Nations peoples in our community and the broader aged care sector.

Ageing Australia has a significant sphere of influence, as we have forged productive and collaborative relationships with many key aged care sector stakeholders including providers, consumer groups, other associations and industry bodies, and government. While working at local and national levels is our priority, we understand the benefits of establishing connections with global thought leaders and neighbouring countries in our region. These connections enable the exchange of knowledge and insights, and perpetuate a culture of learning, innovation, and continuous improvement.



Ageing Australia State Manager WA/NT Liz Behjat and Tina Cooper, a textile artist at Bábbarra Women's Centre, Maningrida, Central Arnhem Land, NT.

Our ongoing commitment towards reconciliation

Ageing Australia is committed to fostering reconciliation with Aboriginal and Torres Strait Islander peoples and communities.

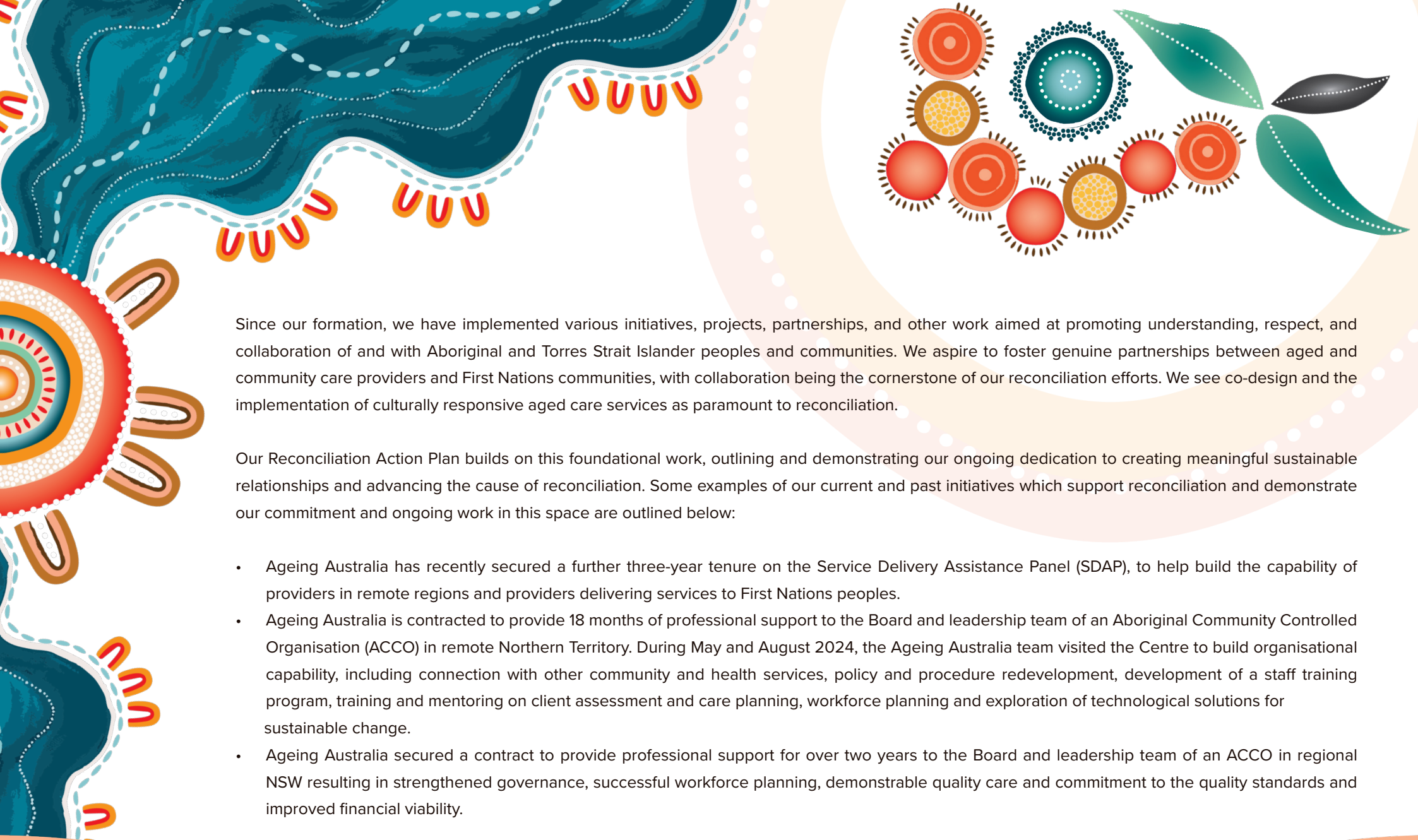
ACCPA's formation in 2022 united two separate aged care peak bodies; the Aged & Community Services Australia (ACSA) and Leading Age Services Australia (LASA). ACSA had already taken steps towards reconciliation by establishing a Reflect Reconciliation Action Plan (RAP). By uniting the voices of aged care providers in Australia, Ageing Australia recognises the importance of including our newly established organisation in the journey of developing a RAP – one that authentically reflects our combined values, objectives, and journey.

WE HAVE CHOSEN THE THEME, 'WHERE TWO RIVERS RUN TOGETHER' FOR OUR INAUGURAL AGEING AUSTRALIA RAP.

This theme is inspired by the vision of two rivers running together into one, symbolising the harmonious merging of our two predecessor organisations, and the rich and diverse histories and cultures of Aboriginal and Torres Strait Islander communities. Just as two rivers combine to create a stronger, unified flow, our collaboration aims to foster mutual respect, understanding, and shared growth. We believe this theme encapsulates our commitment to working alongside not only one another, but Aboriginal and Torres Strait Islander peoples, embracing their cultures, knowledge, and experiences as we journey together towards reconciliation.

As we embark on this journey as Ageing Australia, we acknowledge that we are not starting from scratch, we bring with us valuable knowledge and experience from a previous Reflect RAP. This existing foundation allows us to build on established relationships and successful initiatives, and we are already working towards deliverables ordinarily outlined in an Innovate Reconciliation Action Plan.





Since our formation, we have implemented various initiatives, projects, partnerships, and other work aimed at promoting understanding, respect, and collaboration of and with Aboriginal and Torres Strait Islander peoples and communities. We aspire to foster genuine partnerships between aged and community care providers and First Nations communities, with collaboration being the cornerstone of our reconciliation efforts. We see co-design and the implementation of culturally responsive aged care services as paramount to reconciliation.

Our Reconciliation Action Plan builds on this foundational work, outlining and demonstrating our ongoing dedication to creating meaningful sustainable relationships and advancing the cause of reconciliation. Some examples of our current and past initiatives which support reconciliation and demonstrate our commitment and ongoing work in this space are outlined below:

- Ageing Australia has recently secured a further three-year tenure on the Service Delivery Assistance Panel (SDAP), to help build the capability of providers in remote regions and providers delivering services to First Nations peoples.
- Ageing Australia is contracted to provide 18 months of professional support to the Board and leadership team of an Aboriginal Community Controlled Organisation (ACCO) in remote Northern Territory. During May and August 2024, the Ageing Australia team visited the Centre to build organisational capability, including connection with other community and health services, policy and procedure redevelopment, development of a staff training program, training and mentoring on client assessment and care planning, workforce planning and exploration of technological solutions for sustainable change.
- Ageing Australia secured a contract to provide professional support for over two years to the Board and leadership team of an ACCO in regional NSW resulting in strengthened governance, successful workforce planning, demonstrable quality care and commitment to the quality standards and improved financial viability.

- In partnership with Jawun, Ageing Australia provided support to an ACCO in metro NSW to strengthen quality systems and identify strategic visions to inform strategic and executive succession plans. Jawun works with Aboriginal and Torres Strait Islander leaders, organisations and communities, facilitating long-term engagement, through partners with corporate, government and First Nations Communities across Australia to achieve locally driven aspirations.
- Through the Services and Sector Development program, Ageing Australia provided 1:1 support to four ACCO in NSW to navigate adverse compliance outcomes, build leadership capability in quality and compliance, and review strategic priorities to prepare for reforms and position their organisations for future success.
- Ageing Australia has welcomed the establishment of the Interim First Nations Aged Care Commissioner. In response to a consultation opportunity led by the Interim Commissioner, we identified areas that should be prioritised to support culturally safe, trauma-aware and healing-informed access to aged care. These include: implementing cultural safety training for aged care providers and workers; making the aged care system easier to access, navigate and understand; and increasing the First Nations aged care workforce.
- Our RAP Working Group completed cultural awareness training with our RAP Ambassador, Sharon Wood-Kenney. The training, titled 'Perception is OUR Truth' was a diversity and cultural immersion masterclass providing the team with an opportunity for self-reflection, the unpacking of bias, truth-telling of history and our social responsibilities. It also explored themes such as healing, belonging, growth, innovation, and respect.
- Ageing Australia offers our members and industry partners the opportunity to join our First Nations Special Interest Group. This group can receive information from us about relevant developments and opportunities relating to First Nations aged care policy issues.
- Ageing Australia has previously offered targeted scholarships for First Nations people. Examples have included an AICD short course, Strategic Innovation Program and the Transition to Practice New Graduate Program.
- Ageing Australia are further embedding cultural inclusivity within operational activities. For example, in revising the Ageing Australia Enterprise Agreement, leave provisions for cultural events such as Sorry business were included. In 2024, Ageing Australia provided staff choice and flexibility in taking a public holiday in lieu of the Government mandated Australia Day holiday. This allowed staff to observe a different day that better aligns with their personal beliefs and reflections on Australia's history.

Our Reconciliation Action Plan (RAP)

At Ageing Australia, we understand that reconciliation is an ongoing process that requires dedication, humility, and openness to learning.

In implementing our RAP, we will strive to listen, learn, reflect, and adapt, acknowledging that genuine reconciliation is an ongoing process of evolution. Ageing Australia is committed to taking meaningful action to protect and enhance the health and wellbeing for all older Australians – this includes ensuring safe and culturally inclusive care for older Aboriginal and Torres Strait Islander peoples in our community and broader aged care sector. As a national organisation and a leading role in the aged care and retirement living and seniors housing sectors, we seek to use our influence to not only support the achievement of meaningful change, but to encourage other stakeholders to do the same.

Through the development and implementation of our RAP we strive to embed cultural awareness of Aboriginal and Torres Strait Islander peoples in our organisational culture and support the principles and purpose of reconciliation. The RAP will serve as a roadmap for implementing change and initiatives that promote diversity, equity and inclusion. Through our RAP we aim to build stronger and mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. We will prioritise the promotion of reconciliation internally, as well as externally to our members, partners and the wider public.



Sharon Wood-Kenney (centre) welcomes Ageing Australia CEO Tom Symondson and RAP Committee representatives Julie Anderson, Belinda Allen and Liz Behjat to the Swan River

Ageing Australia is committed to initiatives aimed at respecting, honouring, recognising and acknowledging Aboriginal and Torres Strait Islander cultures and histories, such as celebrating First Nations cultural events, and fostering a culturally inclusive environment. We are also committed to building our capacity for supporting opportunities for Aboriginal and Torres Strait Islander peoples, such as employment and procurement from First Nations owned or run organisations. We aim to position ourselves in a manner that leads our stakeholders to consider their own opportunities for reconciliation, change, and healing.

Ageing Australia is committed to advancing initiatives that embed reconciliation principles within our governance structure. We will closely monitor and evaluate progress, providing regular reports and updates to our Executive Leadership Team (ELT) and Board of Directors.

Ageing Australia's inaugural RAP Working Group (RWG) was comprised of seven staff across various roles, teams and geographical locations:

- Belinda Allen, General Manager Services & Sector Capacity
- Julie Anderson, Head of Innovation
- Liz Behjat, State Manager WA & NT
- Keelie Bormann, Senior Policy Advisor
- Jane Floyd, Member Advisor Home & Community Care
- Laurance Malmgren, Senior Advisor Strategy & Projects
- Suzanne Martin, Learning and Professional Development Officer

THE RAP CHAMPION FOR AGEING AUSTRALIA'S RAP IS LAURANCE MALMGREN.

The Working Group and our RAP journey are being supported by Sharon Wood-Kenney. Sharon is a proud Noongar Yamatji woman, the inaugural chairwoman for the City of Joondalup's Reconciliation Action Plan community reference group, and the founder and General Manager of the Djinda Bridiya Wellbeing Australian Aboriginal Organisation Foundation.

We are collaborating with Sharon to support the development of our RAP. Currently, Ageing Australia lacks representation from Aboriginal and Torres Strait Islander people as staff, which we recognise as a significant gap. Our commitment is to address this and improve diversity, equity and inclusivity as part of our journey.



Ageing Australia's Hazel Penfold, Georgie Davie, Laurance Malmgren, and Mark Fischer with Uncle Den on an Aboriginal Heritage Walk at the Royal Botanic Gardens Victoria.



Pillars

In developing our RAP, we have considered the below four pillars to guide us and shape our journey.

1

Relationships

Our goal is to identify and communicate with key organisations and stakeholders to foster relationships and explore opportunities for collaboration that further our vision and reconciliation.

2

Respect

Our goal is to learn, understand and incorporate cultural knowledge into our work, celebrating Aboriginal and Torres Strait Islander cultural events, and creating a culturally inclusive environment. We will focus on initiatives aimed at educating our staff and the broader sector about Aboriginal and Torres Strait Islander peoples, their cultures, and their histories.

3

Opportunities

Our goal is to design initiatives and create opportunities for Aboriginal and Torres Strait Islander peoples. These include employment and training programs and opportunities, procurement from Aboriginal and Torres Strait Islander businesses, and scholarships and sponsorships. We will prioritise initiatives designed to support research and innovation projects that benefit First Nations communities, and to position ourselves in a manner that leads our stakeholders to consider their own opportunities for Aboriginal and Torres Strait Islander people.

4

Governance

Our goal is to embed reconciliation into our governance structures through activities such as establishing the RAP Working Group, setting clear goals and targets, and monitoring and evaluating progress.



Ageing Australia's Ruth Metcalf, Liz Behjat, Julie Anderson and Andrew Hayward at Yaandina Aged Care Facility, Roebourne with CEO Emma Dumbrell and Facility Manager Joan Watt

Our RAP

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Relationships



Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander organisations and influencers within our sphere of influence.	February, 2026	GM Policy & Advocacy, RAP Champion
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April, 2026	GM Services & Sector Capacity, RAP Champion
	Engage with Aboriginal and Torres Strait Islander stakeholders to build networks and explore opportunities for collaboration.	May, 2026	Lead: GM Services & Sector Capacity Support: Member Relations team
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May annually	RAP Champion, GM Marketing & Communications
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June annually	RAP Champion
	Encourage and support staff and senior leaders to participate and share their experience, in at least one external event to recognise and celebrate NRW.	27 May- 3 June annually	RAP Champion, GM Marketing & Communications
	Promote NRW resources and events to staff, members, and publicly including via Ageing Australia's social media channels.	27 May- 3 June annually	RAP Champion, GM Marketing & Communications
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff and stakeholders.	September, 2025	RAP Champion, GM Marketing & Communications
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February, 2026	GM Services & Sector Capacity, RAP Champion
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February, 2026	RAP Champion, GM Services & Sector Capacity
	Publish our RAP on our website and share with Ageing Australia members.	August, 2025	GM Marketing & Communications
	Ask organisations to reference or detail commitment to reconciliation when providing us with a response to a tender, quotation, or other request.	October, 2025	GM Services & Sector Capacity

Relationships



Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies.	Secure budget to send a representative to attend Reconciliation Australia's RAP Conference.	June, annually	GM Services & Sector Capacity, Head of People, Culture & Safety
	Promote our First Nations Special Interest Group to members and industry partners.	October, 2025	GM Marketing & Communications
	Research best practice and policies in areas of race relations and anti-discrimination.	November, 2025	Head of People, Culture & Safety, RAP Champion
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December, 2025	Head of People, Culture & Safety, RAP Champion
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	February, 2026	Head of People, Culture & Safety, RAP Champion
	Develop, implement, and internally communicate an anti-discrimination policy for our organisation.	April, 2026	Head of People, Culture & Safety, RAP Champion



Respect



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a framework for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	January, 2026	RAP Champion, Head of People, Culture & Safety
	Conduct a review of cultural learning needs within our organisation.	May, 2026	Lead: Head of People, Culture & Safety Support: Learning & Professional Development Team
	Ensure induction documents outline cultural learning opportunities and cultural documents and information available to staff.	February, 2026	Head of People, Culture & Safety
	Explore opportunities to engage our team in cultural learning and immersion programs/learning.	September, 2025	RAP Champion, Head of People, Culture & Safety
	RAP Working Group to commit to participate in annual cultural immersion learning, activities, or training.	March, annually	GM Services & Sector Capacity, RAP Champion
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March, 2026	RAP Champion
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November, 2025	RAP Champion, GM Marketing & Communications
	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating significant dates of importance to Aboriginal and Torres Strait Islander peoples (including National Sorry Day, NAIDOC Week, National Reconciliation Week, Mabo Day).	August, 2025	GM Marketing & Communications, RAP Champion
	Foster respect for First Nations cultures and histories by offering staff the option to substitute the Government-mandated Australia Day holiday with an alternative day of their choice.	January, annually	Head of People, Culture & Safety, RAP Champion



Respect



Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff and our stakeholders about the meaning of NAIDOC Week.	May, annually	GM Marketing & Communications, RAP Champion
	Introduce our staff to NAIDOC Week by promoting external events, especially those being conducted within our sector.	July, annually	GM Marketing & Communications, RAP Champion
	Members of the RAP Working Group to participate in an external NAIDOC Week event.	July, annually	Lead: RAP Champion Support: RAP Working Group



Opportunities



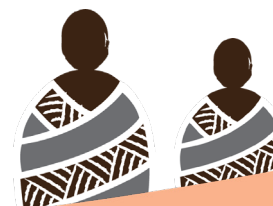
Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Continue to build understanding of current Aboriginal and Torres Strait Islander workforce requirements to inform future employment and professional development opportunities.	April, 2026	Head of People, Culture and Safety
	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	January, 2026	Head of People, Culture and Safety
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June, 2026	RAP Champion, CFO
	Investigate Supply Nation membership.	April, 2026	CFO, RAP Champion
	Develop a procurement portal strategy.	June, 2026	CFO



Governance



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain and monitor a RWG to govern RAP implementation.	August, 2025	RAP Champion
	Annually review the RWG Terms of Reference.	July, annually	RAP Working Group
	Explore and consider opportunities for Aboriginal and Torres Strait Islander representation on the RWG.	November, 2025	RAP Working Group
	The RWG maintains oversight of actions and deliverables.	August 2025, monthly	RAP Champion
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September, 2025	RAP Champion
	Engage senior leaders in the delivery of RAP commitments.	September, 2025	RAP Champion
	Appoint a senior leader to champion our RAP internally.	August, 2025	RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October, 2025	RAP Champion
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	June, annually	RAP Champion
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August, annually	RAP Champion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September, annually	RAP Champion
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September, 2026	RAP Champion



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Artwork and RAP design by Bayadherra

