



Philanthropy Australia Reflect Reconciliation Action Plan

February 2023 – May 2024

PHILANTHROPY
AUSTRALIA





Philanthropy Australia acknowledges Australian Aboriginal and Torres Strait Islander peoples as the first inhabitants of the nation and the Traditional Custodians of the lands and waters where we live, learn and work. We pay our respects to Elders past and present.





Contents

A message from Reconciliation Australia	4
Our Business	5
Our Values & Behaviours	6
Our RAP	7
Philanthropy Australia Reconciliation Journey to date	8
<i>Case Study: 2021 Indigenous Philanthropy Award winner</i>	12
Relationships	16
Respect	18
Opportunities	20
Governance	22
Artwork	23

A message from Reconciliation Australia



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

Philanthropy Australia joins a network of more than 1,100 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 Philanthropy 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 Philanthropy 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

Vision:

A generous and inclusive Australia

Purpose:

To inspire more and better philanthropy

Philanthropy Australia is the peak body for philanthropy, serving a community of funders, social investors and social change agents working to achieve positive social, cultural, environmental and community outcomes. Our purpose is to inspire more and better philanthropy for a generous and inclusive Australia. Our membership consists of trusts, foundations, organisations, families, individual donors, professional advisers, intermediaries and for-profit organisations.

OUR WORK IS GUIDED BY 5 STRATEGIC PILLARS:

Engage with a larger and more diverse audience as we build on the wider Philanthropy Australia network and extend our member base.

Inspire and cultivate a new wave of philanthropy through inspirational stories and campaigns that illuminate the importance and joy of giving.

Foster more and better giving through accessible guidance, tools and information

Advocate for policy, regulatory and other reform to unlock the enormous potential for giving in Australia

Invest in our organisation – our people, our processes and our systems – to ensure an efficient and effective business framework that exceeds our members' expectations and sustains the organisation for the long term.

Philanthropy Australia's 2022–2025 Strategic Plan set an ambitious growth agenda to inspire more and better philanthropy across Australia. The priorities outlined in our Strategic Plan incorporate initiatives identified in the implementation of our Blueprint to Grow Structure Giving, a national framework to double structured giving from \$2.5 billion to \$5 billion annually by 2030. The Strategic Plan seeks to ensure that a good portion of the anticipated \$1.1 trillion transfer in intergenerational wealth in Australia by 2030 is directed to philanthropic endeavours that change systems and lives. Working with government to open up more giving is a key focus of the Strategic Plan.

Philanthropy Australia is a national organisation that employs 29 Staff across five offices in Adelaide, Brisbane, Melbourne, Sydney and Perth. The organisation has 13 Board members, one of whom is an Aboriginal man from the Taungurung nation. Philanthropy Australia engages Aboriginal and Torres Strait Islander peoples on a remunerated basis to advise our practice, speak at our events and lead our First Nations Funders Peer Network.



Our Values and Behaviours

Respect

- We respect the inherent dignity of each and every human and each individual's skills, experience and contribution.
- We acknowledge the special connection of First Nations' Custodians to the lands and waters on which we work and pay our respects to First Nations Custodians and Elders past and present.
- We value when people give of their time, treasure, talent, and ties, to good causes.

Impact

- We encourage philanthropy that makes a real and lasting difference by supporting organisations in their programs, capacity, and advocacy.
- We practice, and foster, collaboration as we build connections for greater impact.
- We encourage funders to be strategic, catalytic, and responsive to need in their giving.

Trust

- We create welcoming environments that are safe, inspiring, and fun.
- We are caring and direct in our conversations, accountable for our decisions, and do what we say we'll do.
- We are committed to deepening trust between donors, service providers and beneficiaries.

Celebration

- We promote the joy of philanthropy and profile inspiring philanthropy.
- We celebrate and build a culture of learning.
- We create space for all voices to be heard and celebrated.

Humility

- We don't have all the answers and we look to learn from others.
- We grow from our mistakes and our vulnerabilities.
- We carve out time to be still and listen deeply.

Sharing

- We practice, and encourage, the timely sharing of information, knowledge, experience, and expertise.
- We work as one Philanthropy Australia team with a shared commitment to our vision, purpose and values.
- We share our appreciation with those who support and enable our work.

Our RAP

Philanthropy Australia acknowledges and respects the special connection that Aboriginal and Torres Strait Islander peoples have with the lands and waters on which we live and work. We acknowledge this connection extends back more than 65,000 years and carries with it a special contribution by Aboriginal and Torres Strait Islander peoples which renders this place we call Australia unique and distinct among all lands.

As the peak national organisation for philanthropy with a quest to inspire more and better philanthropy, we have an opportunity and responsibility to influence and promote a philanthropy that:

- delivers practical, positive outcomes for Aboriginal and Torres Strait Islander peoples and their communities;
- supports constitutional recognition and a Voice to Parliament for Aboriginal and Torres Strait Islander peoples; and
- leads to self-determination for Aboriginal and Torres Strait Islander peoples.

We accept the invitation in the Uluru Statement from the Heart to walk together with Aboriginal and Torres Strait Islander peoples in a movement of the Australian people for a better future – unless we walk together, we believe there can be no better future.

Philanthropy Australia draws upon the connection and contribution of Aboriginal and Torres Strait Islander peoples as a source of national pride, identity and strength. We also acknowledge the material wealth, privilege and power which philanthropy holds and the opportunities this provides.

As we go about our work, we seek to build and nurture deep, authentic relationships which require an enhanced internal cultural understanding within Philanthropy Australia. We see our Reconciliation Action Plan (RAP) as a critical element in this process.

From these relationships and through the RAP, we will seek to foster and broaden the cultural competency of the wider philanthropic sector in a way which builds deep and genuine partnerships between Aboriginal and Torres Strait Islander peoples and philanthropies for mutual benefit.

In particular, Philanthropy Australia will:

- provide thought leadership and case studies with our members which encourage values-based, ethical and informed practice in Aboriginal and Torres Strait Islander peoples philanthropy;
- encourage our members to collaborate with one another, with the aim of providing sustainable, long term funding support for communities in greatest need; and
- convene our members and the wider sector to learn from one another by providing safe, high-trust settings in which people can have open and honest conversations about their challenges and learnings.

We will implement our RAP consistent with our value of humility – we know we don't have all the answers and we look to learn from Aboriginal and Torres Strait Islander peoples Elders, leaders and communities. We will grow from our mistakes and vulnerabilities, and we will carve out time to be still and listen deeply.

We enthusiastically embrace this RAP as an important stepping stone to a better future for all Australians.



Philanthropy Australia

Reconciliation Journey to date

Since 1999, Philanthropy Australia (PA) and its members have acknowledged and sought to address the unique challenges that Aboriginal and Torres Strait Islander peoples and organisations encounter when engaging with the philanthropic sector. Areas of reflection have included how authentic relationships are built and kept, how funders demonstrate respect and cultural understanding, and how the leadership, insight and innovation of Aboriginal and Torres Strait Islander peoples can be championed and fostered.

As the peak body for philanthropy, PA facilitates discussions, convenes members, encourages collaboration, celebrates good practice and provides information to its members to ensure they are aware of issues that concern Aboriginal and Torres Strait Islander peoples.

PA has worked alongside its members and partners to create and share reports and guides designed to assist grantmakers to improve their practice. PA has also collaborated with others in the sector on efforts to elevate

Aboriginal and Torres Strait Islander peoples' leadership and encourage self-determination in grant making. Organisations and initiatives such as Woor Dungen, the Blak Loungeroom and the Fellowship for Indigenous Leadership now exist to place Aboriginal and Torres Strait Islander peoples' leadership front and centre, and funds have been established that are distributed by Aboriginal and Torres Strait Islander peoples.

The following timeline outlines how engagement with Aboriginal and Torres Strait Islander peoples has developed over time both in the philanthropic sector and at PA. The impact of this work is still evolving and more can be done to ensure that recommendations are adopted by the sector and relationships and grantmaking reflect self-determination and respect for and understanding of culture. The progress to date and continuing momentum is encouraging, and PA will continue to work with its members to inspire more and better philanthropy to improve outcomes for Aboriginal and Torres Strait Islander peoples communities.

** Note. References to the philanthropic sector represent funding organisations (Philanthropic Foundations, Family Foundations, Private Ancillary Funds, Community Foundations, sub funds of Public Ancillary Funds, Charitable Trusts and other structured giving vehicles) and intermediaries such as philanthropic advisors and trust companies.

1999

Establishment of PA's Indigenous Affinity Group (now First Nations Funders Peer Network) a network of philanthropists that fund Aboriginal and Torres Strait Islander peoples organisations and programs.

The network is now the largest of PA's National Peer Networks. Peer Networks come together two to three times per year in person and online to hear from experts and learn from one another. In 2019, PA actively sought out Aboriginal and Torres Strait Islander leadership for this group. The meeting content and member communication is now designed in partnership with the Network Chairs.

2012

Woor-Dungen established – Indigenous Community and Philanthropy partnership organisation funded by PA member, the Reichstein Foundation.

2016

The Indigenous Philanthropy Award is established to celebrate and acknowledge funding initiatives that support, strengthen and sustain Aboriginal and Torres Strait Islander peoples leaders, community and culture. The Award is for funding initiatives that demonstrate direct support of Indigenous-led or controlled and operated organisations.

2010

Dr Jackie Huggins, Bidjara and Birri-Guba woman, joins the PA Council

2004

Australian Indigenous Guide to Philanthropy – An updated guide of the 1999 publication, Where to find that Much Needed Moola, written by VACCHO.

This version was developed by VACCHO in partnership with PA's Indigenous Affinity Group.

2016

Presentation at PA National Conference: Right Way, Wrong Way, Which Way?

Stories from the field, practical steps and tools to forge respectful funding relationships and invest in leadership of Aboriginal Australia. This session informs the Right Way, Wrong Way, Which Way report and offers further understanding of how philanthropy can work respectfully with Aboriginal and Torres Strait Islander peoples.

2017

Philanthropy meets Parliament Summit – Call to Give, Stand & Respect. A call was made to philanthropic organisations to better engage with Aboriginal and Torres Strait Islander communities within the framework of Give, Stand, Respect, informing the second report designed to provide guidance for philanthropy and a way forward towards reconciliation.

2018

Koondie Woonga-gat Toor-rong Fund established, Australian Communities Foundation Community-led sub fund.

2018

Right Way, Wrong Way, Which Way? Respectful Philanthropy and Culturally Aware Relationships with Aboriginal and Torres Strait Islander Communities and Peoples.

Report created in partnership with PA, Woor-Dungin and Probono Australia. Document captured key issues that came out of a workshop at the 2016 PA National Conference and sought to progress the conversation for philanthropy to engage respectfully and effectively with Aboriginal and Torres Strait Islander peoples. The discussion stimulated by this report led to further enquiry through the Journey to Give, Stand, Respect Report.

2018

Woor-Dungin On-Country Gathering brings together Victorian community members and philanthropic organisations for the first time. The impact of this engagement is increased awareness of, and philanthropic funds committed to, Woor-Dungin and grass roots Aboriginal and Torres Strait Islander peoples organisations.

2018

Journey to Give, Stand, Respect report – Jumbunna Institute for Indigenous Education and Research. Report created in partnership with PA. Report captured the then-current state of Indigenous Affairs post the Federal Government's rejection of the Statement from the Heart and provided further guidance as to where philanthropic organisations may best target their resources. The report made several recommendations to support a sector strategy to support self-determination. These recommendations are yet to be adopted by the sector and are still relevant in 2022.

2019

PA, with 62 philanthropists and philanthropic foundations, supports the call for the establishment of a First Nations Voice enshrined in the Constitution and for a Makarrata Commission. On behalf of its members, PA places an 'open letter on behalf of philanthropy' in the Financial Review in support of the Uluru Statement from the Heart. The impact of this collaboration and momentum was increased awareness in the sector regarding the process of seeking treaty and recognition for Aboriginal and Torres Strait Islander peoples in Australia's Constitution, and public support by PA's members of Aboriginal and Torres Strait Islander peoples. Report led to further enquiry through the Journey to Give, Stand, Respect Report.

2019

PA shares information with its membership regarding the From the Heart Campaign led by Dean Parkin, Quandamooka man, and Noel Pearson, Guugu Yimithirr man, and The Uluru Statement campaign led by Professor Megan Davis, Cobble Cobble woman, and Pat Anderson, Alyawarre woman. This engagement resulted in many of PA's members funding the two campaigns.

2019

Rick Macourt, Gumbaynggirr man, and Adele Peek, Yawuru/Bunuba woman, agree to lead as Co-Chairs of PA's First Nations Funders Peer Network. This is the first time that PA has invited Aboriginal and Torres Strait Islander peoples leaders to shape the strategic direction and programming of the First Nations Funders Peer Network.

Timeline Cont'd overleaf

Timeline Cont'd

2020

Barmal Bijiril established to provide mainstream philanthropy with advice to invest in community outcomes and support Aboriginal and Torres Strait Islander Peoples working in the philanthropic sector.

2021

Anthony Cavanagh, Taungurung man, joins the PA Board

2021

Establishment of Executive RAP Working Group comprised of sector professionals that represent Aboriginal and Torres Strait Islander people's voices, PA executive staff and board members. They are:

- Adrian Appo OAM, Gureng Gureng man
- Leah Armstrong, Torres Strait Islander woman, Managing Director, First Australians Capital
- Mundanara Bayles, Wonnarua and Bundjalung woman, Managing Director, BlackCard
- Rob Brittain, Ballardong Noongar man, Trustee, Noongar Charitable Trust
- Anthony Cavanagh, Taungurung man, PA board member and CEO, Ganbina
- Traci Williams, Wakka Wakka woman, PhD Candidate
- Amanda Miller, PA Board Co-Chair and Co-Founder, Impact Generation Partners

- Jon Cheung, PA Board Member and Partner, Prolegis Lawyers
- Stacey Thomas, PA Board Member and CEO, Wyatt Trust
- Jack Heath, CEO, Philanthropy Australia
- Adam Ognall, Executive Director of Engagement, Philanthropy Australia
- Vicki Norton, Blueprint Implementation Lead, Philanthropy Australia

2022

Significant increase in number and integration of Aboriginal and Torres Strait Islander peoples voices throughout PA's National Conference program in Sydney, resulting in richer content and discussion, a different perspective throughout the conference of Aboriginal and Torres Strait Island peoples' challenges and lens, and recognition of the extraordinary leadership and resilience of Aboriginal and Torres Strait Island peoples communities and those working in and with the sector.

2022

Senator Patrick Dodson speaks to PA members and partner organisations about the federal government's process to move forward with a Referendum for Australians to decide whether to change the Australian Constitution to enshrine a First Nations Voice to Parliament. Given the philanthropic sector's role in funding the referendum campaigns, this engagement provides timely, accurate information to the sector.

2022

RAP Gathering takes place on Gadigal Country with PA board members, employees and the Executive RAP Working Group, providing connection with and shared understanding of PA's reconciliation journey and a commitment from the entire organisation to reflect on where we have been, where we are now and what we will do to build our own Cultural Understanding and that of the sector.



Case Study

2021 Indigenous Philanthropy Award winner

CAGES Foundation and Maarie Ma Health Aboriginal Corporation

It all started with a playgroup in Broken Hill. Maari Ma, an Aboriginal community controlled regional health organisation in far west NSW, decided to establish a playgroup for Aboriginal children as part of a strategic framework document around Aboriginal child development and well-being.

At that stage, Maari Ma had no government funding, but in the words of its CEO Bob Davis, "...it was us putting our money where our mouth was." Maari Ma planned that the playgroup for Aboriginal children would be led by an early childhood trained teacher and supported by clinic-based staff. And that's where the CAGES Foundation came in.

For the past nine years, CAGES has been part of Maari Ma's progress, although that first playgroup is something that still gives Bob Davis a sense of achievement. "Very soon we had a weekly playgroup attended by large numbers of families who saw the playgroup as a sanctuary and a safe space, which eventually culminated in a float in the Broken Hill Christmas pageant. It was glorious to see," he says.

The relationship between Maari Ma and CAGES has been important to both organisations.

Gemma Salteri, CAGES Foundation Executive Director, is candid about the impact of its work with Maari Ma. "CAGES has learned more from this relationship with Maari Ma than they have from us," she says. "The key lesson is to trust community vision and community capability. It's challenging as a funder, and as a human in anything to leave your own world view at the front door...you have to constantly check in and remind yourself that your vision of success might be completely different to another community, another culture's vision of success."

For Bob Davis, it was CAGES' preparedness to be engaged with what Maari Ma was doing. "CAGES was the first philanthropic organisation to ever approach Maari Ma, so that was a unique situation for us. And straight away that made the relationship different. We hadn't gone looking for funding with our hat in our hand; CAGES had asked around and gone looking for something specific that would achieve their own objectives," he says. "That was specifically a community-led organisation focussed on Aboriginal maternal and child health and wellbeing."

The key lesson is to trust community vision and community capability

One of the consequences of CAGES funding that playgroup was that it opened up Maari Ma to government funding. And that changed the situation too.

"If CAGES had not funded the playgroup, we wouldn't have had the actual data and rich stories of the impact the playgroup had on the lives of the children and their parents. Seeing children learn through play, seeing their parents understanding their child's development, learning through role modelling, taking that important position as their child's first teacher, building connections for people, supporting people to access the other services Maari Ma offers...this all came about through that first playgroup," Bob explains. "Government could not deny the importance of it after that and that was all thanks to CAGES."

Once the playgroup was up and running though, it didn't mean that CAGES walked away from Maari Ma. It shifted its focus to help in other areas. "CAGES supported the training of two Aboriginal allied health assistants to work with our new allied health team. Then they provided funding for our maternal and child health program; and now they have funded the expansion of a school readiness program we were running in Broken Hill which we can now offer in Wilcannia and Menindee," Bob says.

Gemma explains that CAGES has grown with Maari Ma, and the funding arrangement has changed to reflect Maari Ma's priorities. "It's really been driven by Maari Ma," she says.

So perhaps it's entirely appropriate that Maari Ma means "coming together" or "working together."

But the relationship between funder and recipient has also, in some ways, highlighted how different it is to government's approach in the same space.

"Government funding is done on such a macro level that it doesn't have flexibility or space for communities to use that funding to deliver unique community needs and every community is different," Gemma says. "Governments fund in such [a] regimented siloed way, organisations are then just trying to scramble to make things fit to what governments need."

Rachel Kerry, CAGES Executive Officer, says there are clear differences between government and the Foundation when it comes to the relationship on the ground. "We put trust, autonomy and self-determination on the table with the funding we give to Maari Ma," she says.

And it's clear from discussions with Maari Ma and CAGES that the critical element of the relationship is Maari Ma's independence and preparedness to set the direction and priorities. When asked to identify the key elements of the relationship with CAGES, Bob Davis talks about their equal footing and shared vision.

"CAGES do not take Maari Ma for granted and we do not take them for granted," he says. "A long time ago, Maari Ma had discussions with government about the need for longer term funding than just two, three or five years as is the norm. In order to make a real difference in Aboriginal health and families, you need to invest for at least 10 years. Well, this is what CAGES has done. We are very grateful that CAGES shared our vision for supporting Aboriginal families."

We put trust, autonomy and self-determination on the table

Gemma agrees. "We try to create space for organisations to do two things – to build out a strategy that makes sense to their community and is driven by their community, but also to just have the ability to respond to community needs as they arise," she says. "And I think that's what government funding fails to do."

Bob calls it "...reliable quiet support..." and says it's made a 'huge difference' to Maari Ma. "We would encourage other philanthropists to take a similar approach: support over a longer term rather than a shorter term makes a big difference to an NGO or community-based organisation and the 'data' you get back will not just be numbers but richer outcomes in children and families' lives," he says.

In the absence of other players, Gemma sees philanthropy has a vital role in demonstrating and building evidence that autonomy with funding provides the most effective outcomes.

"Certainly, in our experience with Maari Ma and across many other Aboriginal-controlled organisations that we fund, our experience has been that if you give autonomy and agency with funding then organisations just deliver superior outcomes every time," she says.



Relationships

We will nurture our existing relationships and seek out new partnerships to engage more diverse voices. We will use our sphere of influence to inspire more and better philanthropy for Aboriginal and Torres Strait Islander peoples communities.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Establish and strengthen relationships with Aboriginal and Torres Strait Islander peoples representatives on PA's Executive RAP Working Group.	Oct 2023	CEO, RAP Implementation Lead
	Identify and broaden Aboriginal and Torres Strait Islander stakeholders and organisations within PA's sphere of influence whilst maintaining existing relationships.	Apr 2024	CEO, RAP Implementation Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2023	RAP Implementation Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources, reconciliation materials and other useful resources to our employees and board.	May 2023 and May 2024	RAP Implementation Lead
	All board members and employees to participate in an external NRW event.	27 May to 3 June 2023, 2024	CEO, RAP Implementation Lead
	Deliver a PA NRW event	27 May to 3 June 2023, 2024	CEO, RAP Implementation Lead, People and Culture Manager

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all employees.	Jan 2023	CEO, People and Culture Manager, RAP Implementation Lead
	Communicate to our members our commitment to reconciliation around culturally important days and events throughout the year.	Dec 2023	Director of Marketing and Communications, Director Programs and Content
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Jul 2023	CEO, RAP Implementation Lead, Executive Director Engagement
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Feb 2023	RAP Implementation Lead
	Inform and engage with our members on significant issues that impact philanthropic giving as well as significant issues impacting Aboriginal and Torres Strait Islander peoples and communities	Oct 2023	CEO, RAP Implementation Lead, Executive Director Engagement
	Reflect on and interrogate our journey to date, and the impact of the reports, events and guides that have informed our engagement thus far.	Nov 2023	CEO, RAP Implementation Lead, Executive Director Engagement
	Showcase best practice philanthropy relating to reconciliation and self-determination for Aboriginal and Torres Strait Islander peoples through our engagement channels.	Mar 2023	Executive Director Engagement
	Place Aboriginal and Torres Strait Islander voices and leadership at the centre of conversations about philanthropy that affects them.	Mar 2023	CEO, RAP Implementation Lead, Executive Director Engagement
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Jul 2023	People and Culture Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination, equality and bullying and harassment provisions, and future needs.	Aug 2023	People and Culture Manager

Respect

We will take the time to learn about the country we are on, in each of our locations and share that information with our members. We will invest time in our people to build their cultural understanding and share our journey with our members. We will demonstrate respect by using appropriate language across our communication and engagement channels and celebrate culturally significant dates for Aboriginal and Torres Strait Islander peoples throughout the year.

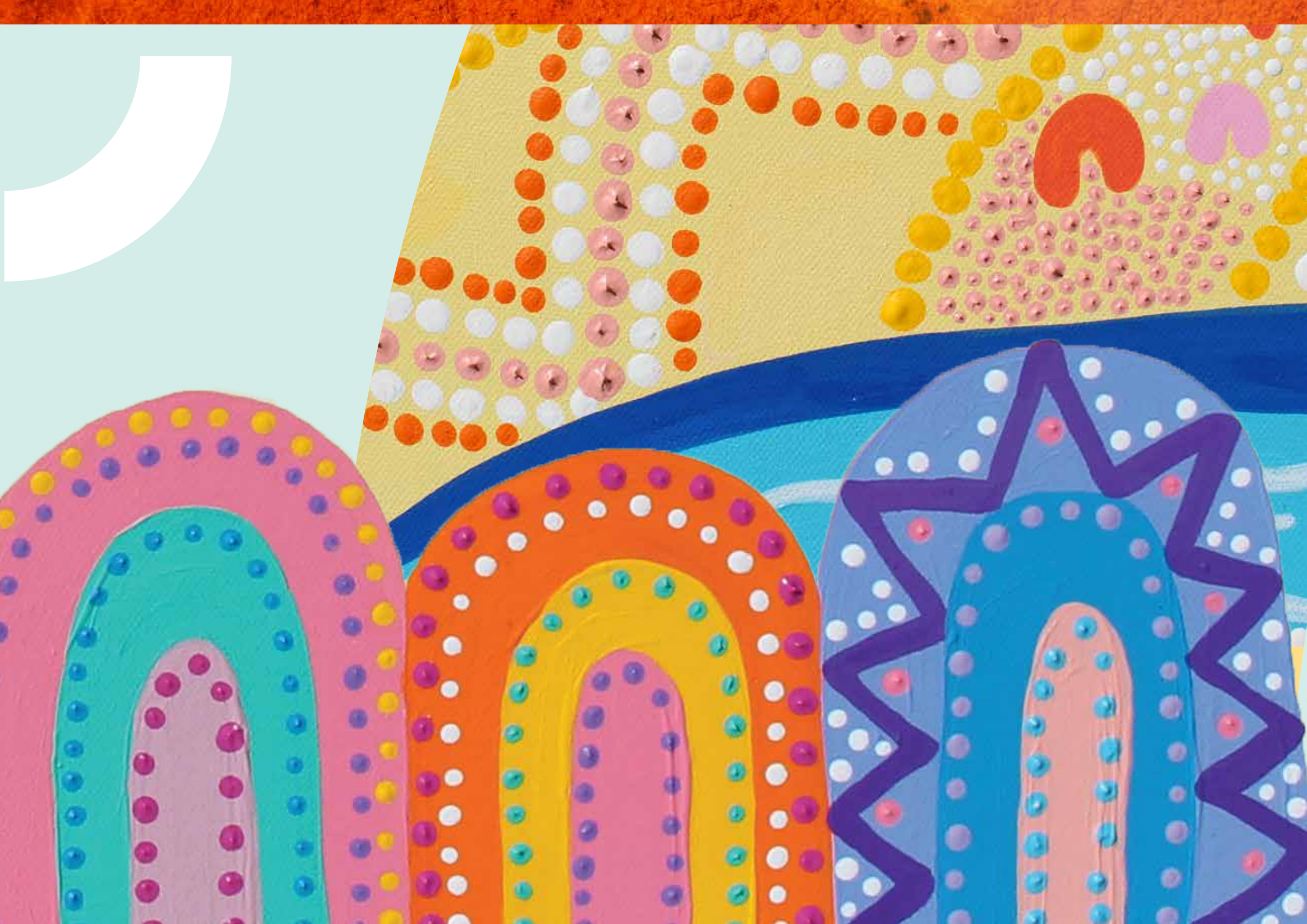
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	Oct 2023	RAP Implementation Lead
	Conduct a review of cultural learning needs within our organisation via a staff survey, facilitated discussions and board engagement.	Nov 2023	People and Culture Manager
	Provide Cultural Understanding training across all levels of the organisation.	Dec 2023	People and Culture Manager
	Raise awareness and share information amongst our staff about dates of significance to Aboriginal and Torres Strait Islander peoples throughout the year.	Nov 2023	RAP Implementation Lead, People and Culture Manager

Action	Deliverable	Timeline	Responsibility
6. 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 each of PA's city offices and include with contact details for each regional office on PA's website.	Apr 2023	RAP Implementation Lead, Director of Marketing and Communications
	Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2023	RAP Implementation Lead, People and Culture Manager
	Develop a 'Cultural Protocols Guide' for all member engagement channels, based on Reconciliation Australia's resources and advice from our Aboriginal and Torres Strait Islander partners, outlining culturally appropriate ways of using language and terminology across different states and in relation to philanthropic practice.	Sep 2023	RAP Implementation Lead, Executive Director Engagement
	Include Acknowledgement of Country prominently on the PA website, staff email signatures and Acknowledge Country at the beginning of member events and meetings. Welcome to Country to be undertaken at appropriate events and activities on Country.	May 2023	RAP Implementation Lead, Executive Director Engagement
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our board and employees about the meaning of NAIDOC Week.	June and July 2023	RAP Implementation Lead, People and Culture Manager
	Introduce our board and employees to NAIDOC Week by promoting external events in our local area.	June and July 2023	RAP Implementation Lead, People and Culture Manager
	All employees and board members to participate in an external NAIDOC Week event.	First week in July 2023	CEO, RAP Implementation Lead

Opportunities

We will workshop and consult widely with Aboriginal and Torres Strait Islander peoples professionals in the philanthropic sector to determine the best approach to employment of Aboriginal and Torres Strait Islander peoples in our organisation. We will procure goods and services from Aboriginal and Torres Strait Islander businesses wherever possible, particularly when we run activities that involve Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Oct 2023	People and Culture Manager
	Build understanding of current Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities.	Oct 2023	People and Culture Manager
9. 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.	Mar 2023	RAP Implementation Lead
	Investigate Supply Nation membership.	Feb 2023	RAP Implementation Lead



Governance

We will respectfully engage Aboriginal and Torres Strait Islander peoples to provide advice and feedback regarding our RAP planning and implementation. We will ensure that the whole organisation is engaged and responsible for the implementation of our RAP and ultimately achieve a state of operation where the Relationships, Respect and Opportunities pillars of the RAP framework become business as usual for PA.

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain an Executive RWG with gender, geographical and professional diversity, to govern RAP implementation.	Mar 2023	CEO, RAP Implementation Lead
	Maintain an Employee RWG representing all areas of the organisation to implement the RAP.	Feb 2023	RAP Implementation Lead
	Review and update a Terms of Reference for the Executive and Employee RWGs.	Feb 2023	CEO, RAP Implementation Lead
	Maintain Aboriginal and Torres Strait Islander representation on the Executive RWG.	Mar 2023	CEO, RAP Implementation Lead
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Feb 2023	RAP Implementation Lead, Director Business Services
	Engage senior leaders in the delivery of RAP commitments.	Mar 2023	CEO, RAP Implementation Lead
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Feb 2023	RAP Implementation Lead, Director Business Services
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 2023	RAP Implementation Lead
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Apr 2024	CEO, RAP Implementation Lead

Artwork



Gobata Kinkinbil (Take Care of People)
Jenna Oldaker
(Acrylic on Canvas)

This artwork is a celebration of community and connection, as we all come together as one. Our ancestors and Elders travelled these same lands sharing their culture, sharing their stories and ideas, and it is now our responsibility to take care of and nurture our Country home.

The top right-hand corner of the artwork illustrates our beautiful sun rising high in the sky, providing the land and its people with a vital source of life. The sun is connected all the other elements of the artwork, illustrating how we all rely on the sun for warmth, healing and light. The pink, golden sun rising high above the land holds the spirits, knowledge and stories of our past and present Elders, whilst below is our home land. The colours depict the Ochre that comes from our land Country.

Running through the centre of the artwork is the blue of our water Country, including our coastal Country, rivers and wetlands. The flowing water is also symbolic of our journey together as we all travel on Country as one in unity.

In the top left-hand corner of the artwork is the symbol for meeting place, a place where we can all gather together to yarn and share stories. Within the centre of the meeting place is the symbol for 'people/person', recognising the significance of all the people within our community, and those that have shaped who we are.

The central meeting place is connected to all other elements through journey lines – symbolising our connection to not only one another, but also our land Country, the community, our culture, and our heritage.

The traditional 'U' shapes represent people on Wadawurrung Country, as they move around the tracks weaving back and forth across the land sharing their stories, history and culture. The eucalyptus leaves symbolise our land Country and all our beautiful native Australian fauna.

Surrounding the eucalyptus leaves, is the symbol for 'stars', a representation of our Elders and their spirits surrounding us, providing guidance, wisdom and strength.

Near the centre of the artwork is the symbol for meeting place/yarn circle representing our community coming together as one in unity.

The connected journey lines are also symbolic of our cultural, spiritual and community continuity – how we must continue to look after one another and our land, in order for the land and community to continue to provide and care for us.

As we have cared for this land for thousands of years, the Country has reciprocated and cared for us providing healthy and nourished land and water, allowing us to create new life and spirit.

Nyatne (Thank You)



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