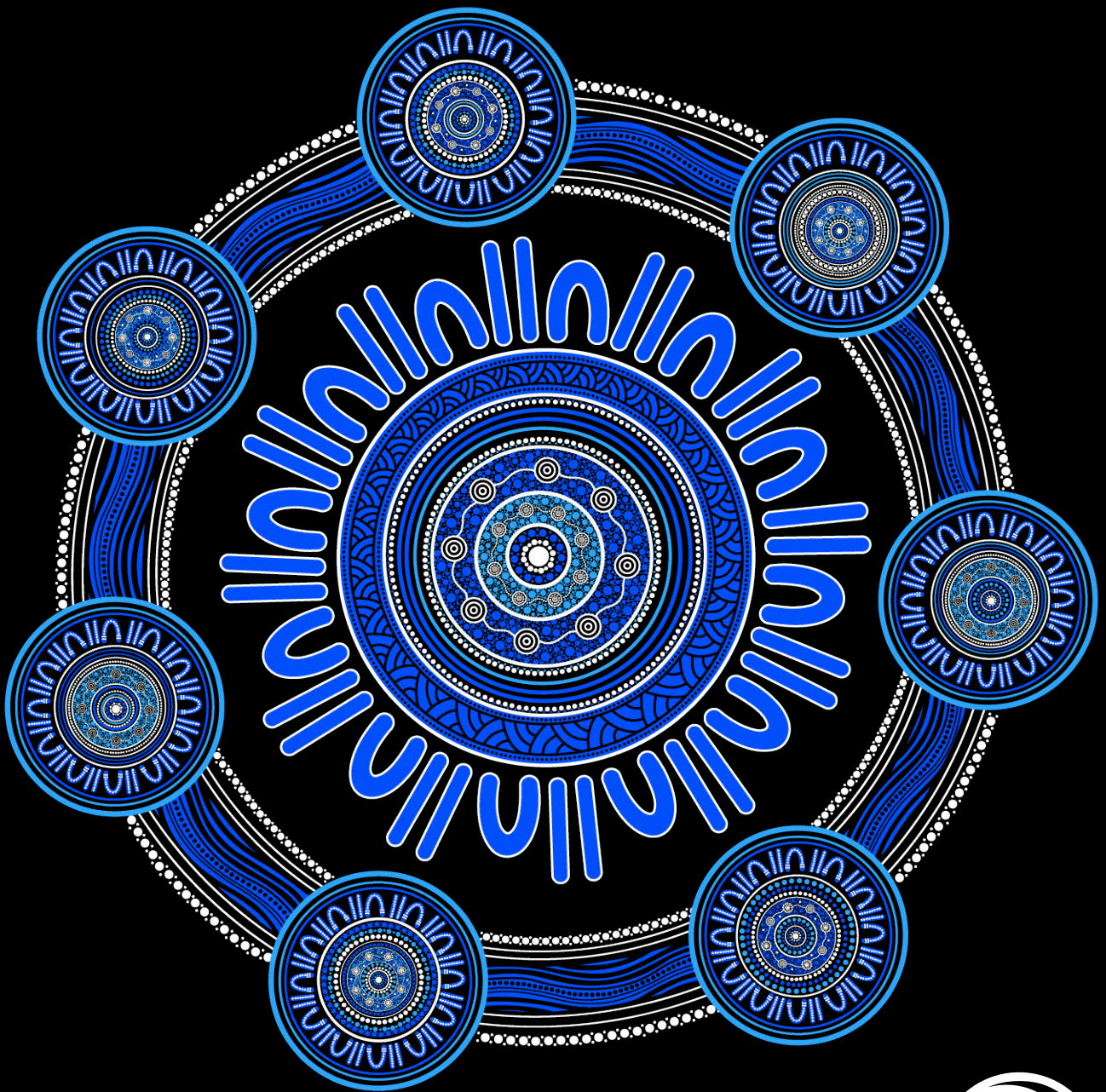


kirinari

Reconciliation Action Plan

September 2026—January 2028





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Acknowledgment of Country.

Kirinari acknowledges the Traditional Custodians of the lands on which we work, and we pay our deepest respects to Elders past and present.

We recognise the rich cultures and connection to the land, water, sky, and community of all First Nations peoples across these diverse regions.

We are committed to working together with Aboriginal and Torres Strait Islander communities to foster respect, opportunities, understanding, and reconciliation.

Kirinari Community Services
Reflect Reconciliation Action Plan
September 2026—January 2028

Reconciliation Australia CEO Statement.

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



Karen Mundine,
Chief Executive Officer
Reconciliation Australia

Kirinari Community Services joins a network of more than 3,000 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 over 5.5 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 Kirinari Community Services 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 Kirinari Community Services, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

About the Artwork.

At the centre of this artwork sits a meeting, representing space for gathering, yarning and shared learning. It is a place where people come together to listen, to speak, and to be heard, a space grounded in respect, cultural safety and connection.



Within Aboriginal culture, knowledge is not simply taught but lived and shared through storytelling. It is passed from one generation to the next through deep listening, observation and a strong connection to Country. Learning is shaped by community, experience and the relationships we build with one another.

The pathways represent both individual and collective journeys. Each line reflects a person's unique story, shaped by their own experiences, identity and connection to place. While each journey is different, these pathways remain interconnected, illustrating that we are never walking alone.

Surrounding these pathways are elements that represent Country as a living teacher. Country holds memory, carries stories and provides guidance, it teaches us about responsibility, belonging and care. The flowing waterways to kangaroo prints within the artwork reflect the rhythms of land, water and sky, acknowledging that learning also comes from observing and respecting the natural world around us.

Smaller gathering circles are placed throughout the piece to honour Elders, families and support networks. These circles recognise the cultural importance of guidance, wisdom and the role of community in shaping who we are. Elders are knowledge holders, and their presence within the artwork reflects the strength and continuity of culture, as well as the importance of nurturing future generations.

Together, these elements express that true belonging is created through connection, to people, to stories and to Country. It is built through shared experiences, cultural understanding and the creation of safe spaces where learning can occur openly and respectfully. This artwork is a reflection of that ongoing journey, one of connection, growth and walking together.

Chloe Eastwood and Tay-la Shearley, Bindi Bindi Art

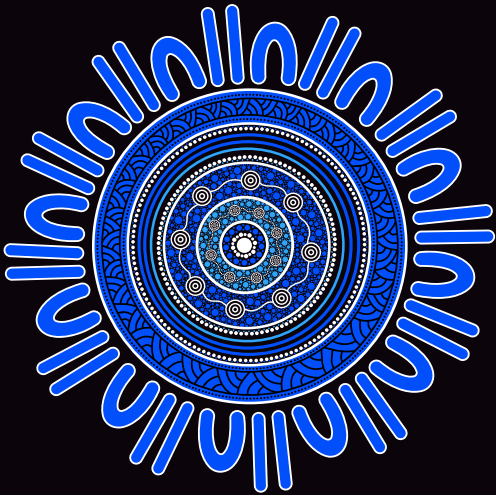
Bindi Bindi Art is a creative collaboration founded by two Indigenous artists, Chloe Eastwood and Tay-la Shearley, proud Ngemba and Wiradjuri women. They celebrate their rich cultural heritage while honouring their connection to Dharug and Gadigal land, which they reside and work on.

Chloe and Tay-la channel the strength, beauty, and resilience of their communities, sharing meaningful stories and cultural wisdom through their vibrant artistry. Their journey into painting began as a heartfelt exploration of their cultural roots. It was a way to nurture their connection to their Ancestors and traditions. This personal journey soon evolved into a shared mission to create stunning, unique artworks that resonate with audiences and bridge the gap between culture and creativity.

Each piece they create carries the essence of storytelling, reflecting themes of identity, belonging, and the interconnectedness of land, people, and spirit. Their art celebrates not only their heritage but also the enduring power of Indigenous culture to inspire, teach, and connect. Chloe and Tay-la infuse every canvas with a blend of traditional and contemporary elements, offering a fresh perspective on ancient traditions while honouring their timeless significance.

Through Bindi Bindi Art, Chloe and Tay-la invite people from all walks of life to experience the magic of their culture. Their art is not just visual; it is an invitation to celebrate, respect, and engage with the stories that make up their lives and the rich tapestry of First Nations culture in Australia.





At the centre of this artwork is Kirinari, representing a place of support, connection and possibility. The five internal layers reflect Kirinari’s core values: Connection, Balance, Innovation, Respect and Accountability. Each one working together to support individuals on their journey. The circular design symbolises wholeness and continuity, reminding us that life is made up of many moving parts, and that support is not one-dimensional but layered and evolving. Together, these elements reflect Kirinari’s commitment to standing beside people through life’s challenges, creating pathways toward a good life built on trust, respect and meaningful connection.



This symbol represents Kirinari’s Disability Services as one of seven interconnected supports. At its centre, it reflects care and connection, while the surrounding pathways represent empowerment and individual journeys. Together, these elements highlight a holistic approach to support, grounded in inclusion, dignity and walking alongside each person.



This symbol represents Kirinari’s Transport Services as one of seven interconnected supports. It reflects safe, reliable travel that enables people to access appointments, services and community life with ease. The pathways symbolise movement, independence and connection, supporting people to stay engaged with their community. Together, these elements highlight freedom, accessibility and the ability to live life on your own terms.



This symbol represents Kirinari’s Children and Youth Services as one of seven interconnected supports. It reflects safe, supportive environments where young people are empowered to grow, learn and build a positive start in life. The pathways represent each child’s unique journey, supported through care, stability and strong relationships. Together, these elements highlight a nurturing, trauma-informed approach that fosters safety, confidence and future potential.



This symbol represents Kirinari’s Accommodation and Housing Services as one of seven interconnected supports. It reflects safe, supportive homes and the opportunity to build independence, develop new skills and stay connected to community. The pathways symbolise different living options and journeys, from supported living to secure housing, all designed to meet individual needs. Together, these elements reflect a foundation of stability, choice and empowerment.



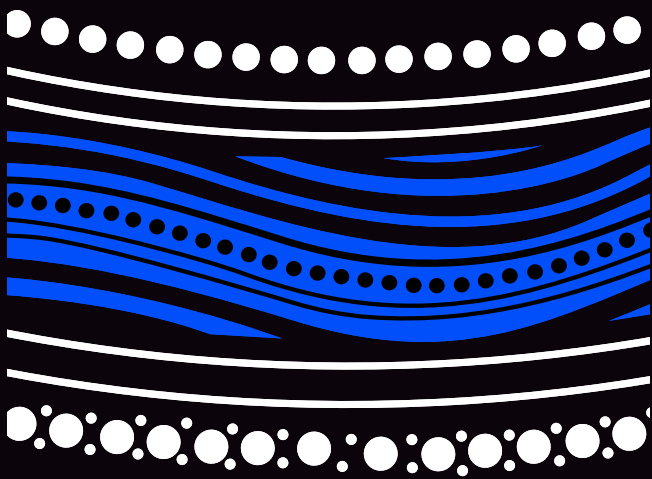
This symbol represents Kirinari’s Healthy Ageing Services as one of seven interconnected supports. It reflects the ability to continue living a good life at home, with pathways symbolising independence, choice and connection to community. The design highlights flexible, in-home supports and services that make daily life easier, empowering people to stay connected, supported and living life on their own terms.



This symbol represents Kirinari’s Health Services as one of seven interconnected supports. It reflects holistic care that supports physical, emotional and overall wellbeing, delivered within the home and community. The pathways symbolise each person’s journey toward better health, supported through tailored services and a coordinated approach to care. Together, these elements highlight a focus on wellbeing, independence and supporting people to live a good life.

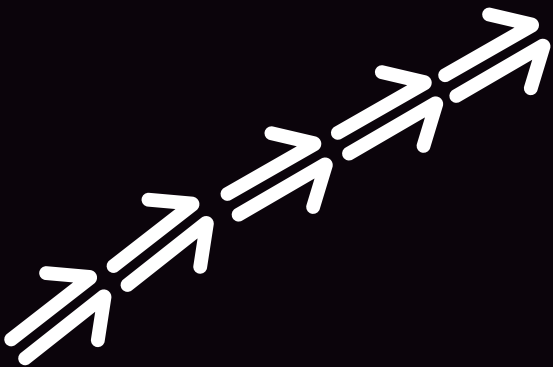


This symbol represents Kirinari’s Social Enterprises as one of seven interconnected supports. It reflects meaningful opportunities that empower people of all abilities through training, employment and connection. The pathways symbolise growth, confidence and purpose, with initiatives like Rise Training, Rise Espresso and GoodyBeans creating inclusive spaces for learning and participation. Together, these elements highlight empowerment, community and building a more inclusive future.

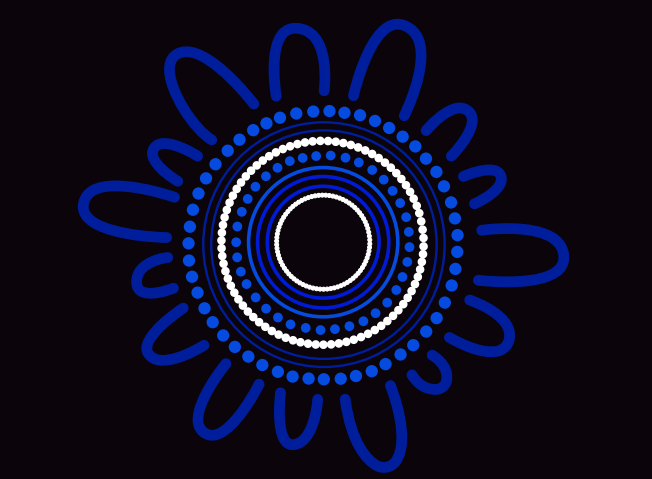


These flowing lines form a continuous circle, representing the connection between all Kirinari services. Each line moving together in harmony to create a strong, unified system of support. The circular form symbolises continuity, wholeness and the idea that support is ongoing, not linear, but always surrounding and available. The movement within the lines reflects life's changing needs, with services adapting and flowing alongside each individual journey.

Together, these elements represent a connected network of care, ensuring people are supported at every stage of life, with no beginning or end, just ongoing connection and continuity while walking together.

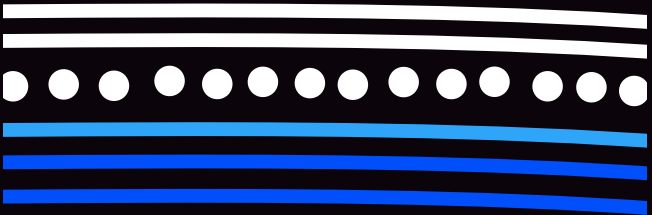


These symbols represent the footprints of kangaroos, moving across the diverse landscapes, leaving their mark as a symbol of life, journey and connection to the land.



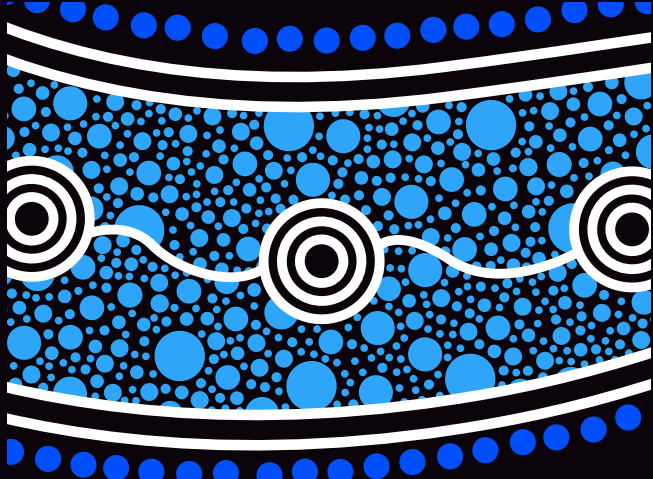
Surrounding the central meeting place, smaller gathering symbols represent individuals, families and support networks. Each is unique yet connected within the same flow.

Together, they reflect that while every journey is different, we are all part of a larger, interconnected community.

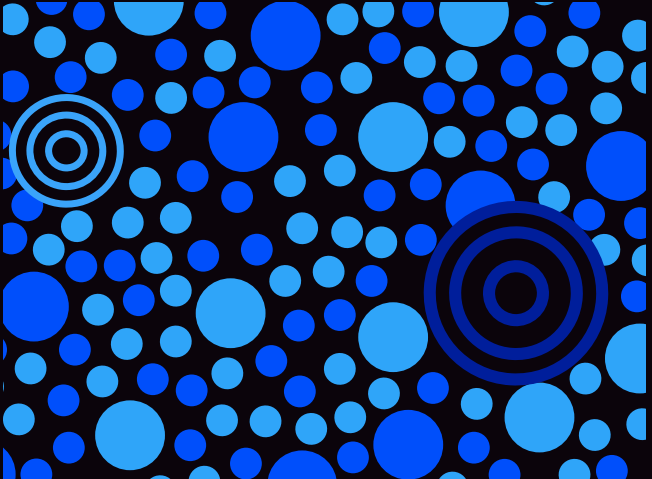


The lines represent the individual journey, flowing through life with its natural ups and downs. The shifting lines reflect moments of challenge, growth and change, while the continuous path symbolises resilience and moving forward.

Together, it captures the idea that every journey is unique, yet always evolving, shaped by experience, supported by connection and guided by strength.

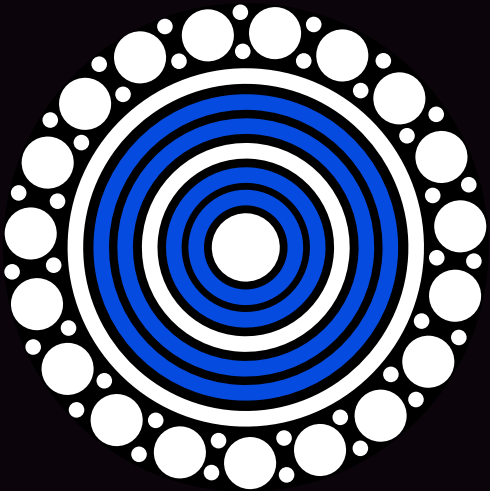


The flowing dots and lines represent water currents moving steadily, sometimes gently, sometimes with strength, reminding us that just like our connection to the land our connection to others is not always loud, but it is always present. Like rivers and tides, our relationships travel across distance, time and circumstance, carrying stories, knowledge and care.



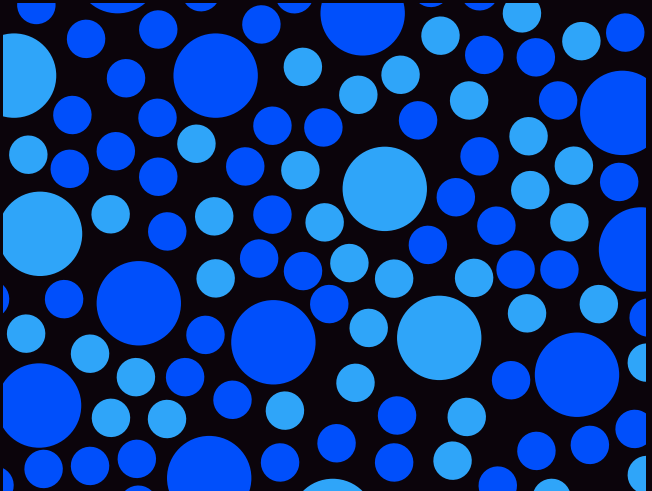
These symbols represent campsites, places of rest, gathering and shared experience. Each one reflects a moment to pause, connect and be supported along the journey.

Though separate, they are all connected within the same circle, showing that no matter where we are, we are part of a larger community. Together, they symbolise belonging, support and the importance of having a place to come together.



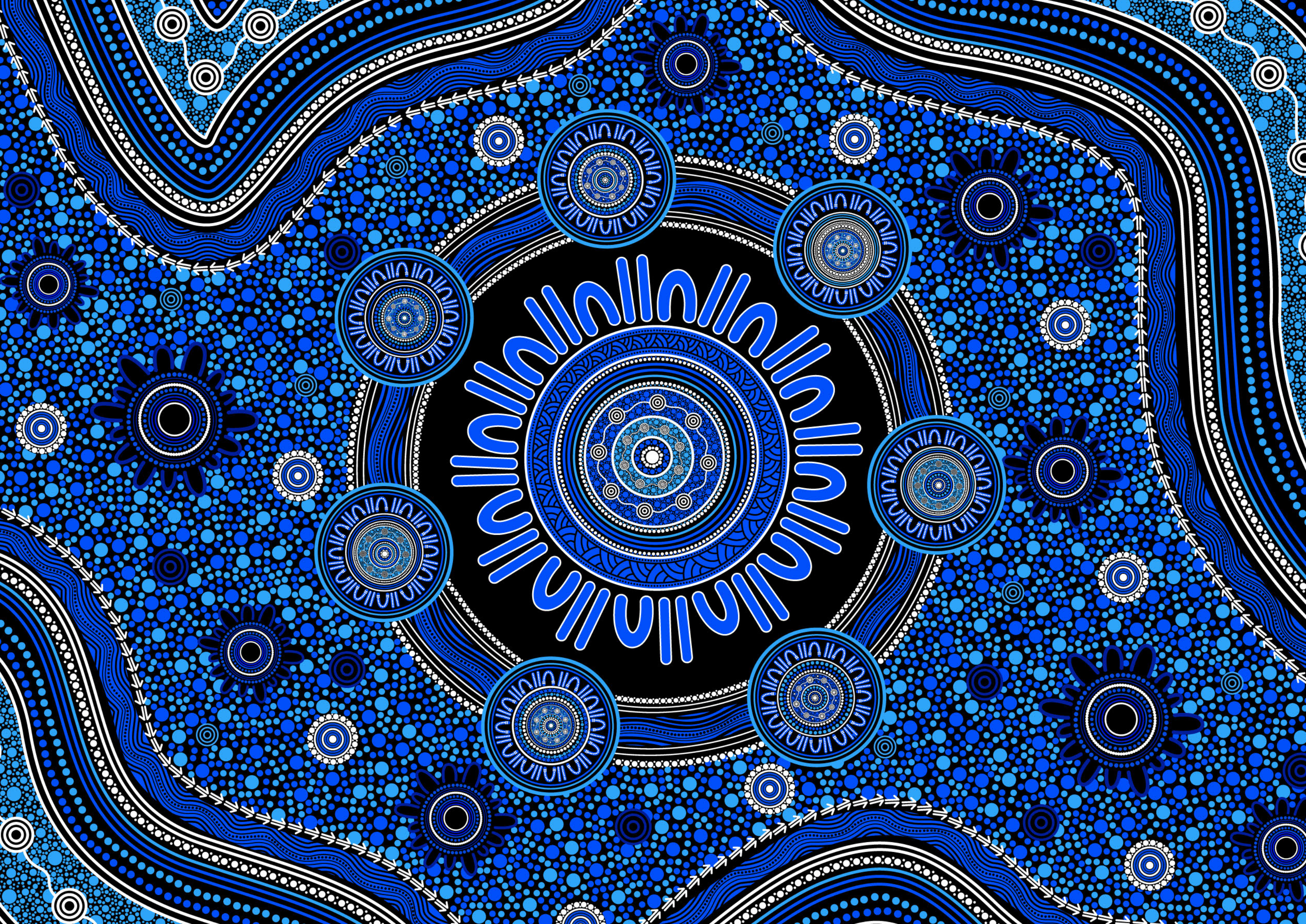
This symbol represents a central place of connection and support, surrounded by community. The layered circles reflect strength, care and the many levels of support that surround each individual.

The outer dots represent people, stories and shared experiences, coming together to create a strong and connected community. Together, these elements symbolise belonging, support and the collective strength found in connection.



The dot work across the artwork represents people, the many different voices, stories and experiences. Every dot is individual, yet connected, reflecting the diversity within community and the importance of each person's journey.

They create a sense of strength, unity and continuity. Together, these dots reflect that while every story is unique, it is through community and collective experience that strength is formed and carried forward.



A Message from Kirinari's CEO.

On behalf of the Kirinari Board, our executive team, and our employees, I am pleased to announce the commencement of our organisation's inaugural Reconciliation Action Plan (RAP), marking a significant milestone in our commitment to meaningful reconciliation with Aboriginal and Torres Strait Islander peoples.



Diane Lynch,
Chief Executive Officer
Kirinari Community Services

The journey towards reconciliation must start by acknowledging the historical injustices and ongoing inequities experienced by Aboriginal and Torres Strait Islander peoples. At Kirinari, we believe that reconciliation is the pathway to equity and equality for all Australians, and this Reconciliation Action Plan lays the foundation for meaningful and lasting change.

As a for-purpose human services organisation with more than 35 years' experience working in regional, rural and remote communities, we recognise that strong relationships grounded in respect and trust are essential to achieving better outcomes for Aboriginal and Torres Strait Islander peoples. This RAP will be foundational in strengthening how we deliver on our mission—to build a good life for all—by embedding reconciliation principles into everything we do.

Our mission is closely aligned with the ambitions of Reconciliation Australia, and I am confident this Reconciliation Action Plan will guide our organisation in working towards genuine and lasting reconciliation with First Nations Australians. Our very name—Kirinari, an Aboriginal word meaning “place of learning” or “to learn”, grounds us in purpose and serves as a reminder that continuous learning is essential to progress, both as an organisation and as a society.

Kirinari's mission is supporting all people to live safe, healthy and fulfilling lives. We are committed to advancing reconciliation through meaningful action. We understand that the work of reconciliation calls on us to confront inequities, challenge systemic barriers and ensure our services are culturally safe, inclusive and responsive.

Through consultations with First Nations Australians over the past 12 months, we have deepened our understanding of the history and ongoing inequities that continue to affect Aboriginal and Torres Strait Islander peoples and communities. At the same time, we have been privileged to witness the strength, wisdom and resilience of Aboriginal and Torres Strait Islander peoples—reminding us of the vital role that connection plays as we continue our reconciliation journey.

For Kirinari, this RAP represents an essential step in building trust-based relationships with our staff, customers and communities, and in delivering culturally responsive services that create positive and lasting outcomes for First Nations peoples.

I sincerely thank everyone who has contributed to the development of this Reconciliation Action Plan and look forward to the shared journey ahead.

Our Business.



Our Story.

Kirinari is Australia's largest regionally-based provider of human services. We are passionate about regional Australia and have a unique understanding of regional, rural and remote communities. We support our customers to live a good life, and believe everyone deserves access to quality care, no matter where they live.

Kirinari delivers a broad range of services that support people of all ages and abilities, including disability supports, aged care, housing, children and youth programs, allied health, community nursing, transport, and carer supports.

Over the past decade, Kirinari has experienced significant growth—both organically and through several amalgamations, meaning our reach has expanded to encompass regional, rural and remote communities in New South Wales, Queensland, Victoria, Tasmania, South Australia and the Australian Capital Territory.

Today, we proudly support more than 15,000 customers through a workforce of over 2,500 employees, including a growing number of Aboriginal and Torres Strait Islander staff, whose participation we are committed to strengthening. While the number of Aboriginal and Torres Strait Islander staff is currently not known, we will work within this RAP to determine culturally appropriate ways to understand this.

kirinari
**Children, Youth
and Families**

kirinari
**Social Enterprises
and Training**

kirinari
Transport

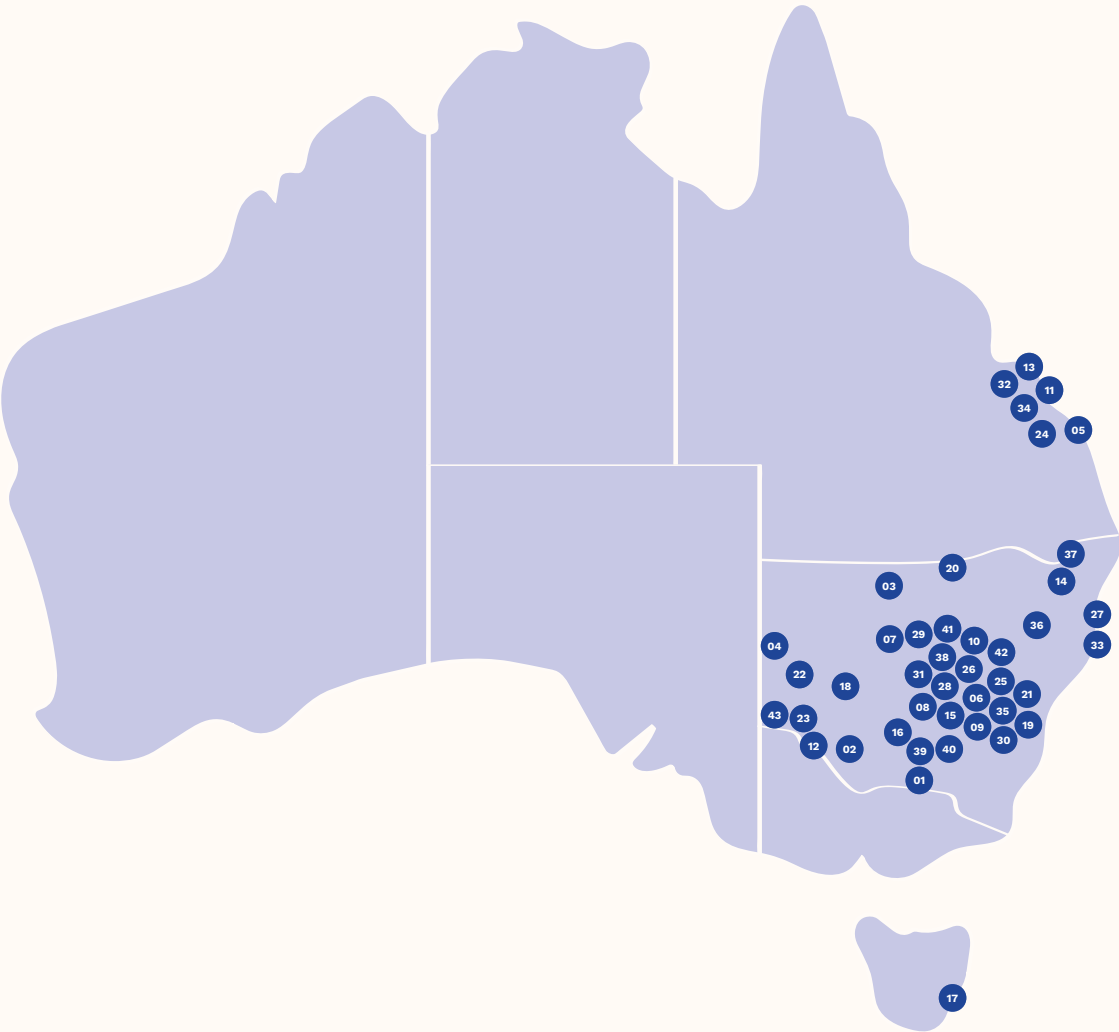
kirinari
Disability

kirinari
Healthy Ageing

kirinari
**Accommodation
and Housing**

kirinari
Carer Support

Our Locations.



With a physical presence in more than 43 communities and a highly mobile workforce, we deliver services directly into homes and communities, including Kirinari-owned and leased properties.

- | | | | |
|-------------------|--------------------|-------------------|----------------|
| 01—Albury/Wodonga | 12—Euston | 23—Mildura | 34—Rockhampton |
| 02—Bathurst | 13—Gladstone | 24—Monto | 35—Spring Hill |
| 03—Bourke | 14—Glen Innes | 25—Mudgee | 36—Tamworth |
| 04—Broken Hill | 15—Grenfell | 26—Mullion Creek | 37—Tenterfield |
| 05—Bundaberg | 16—Griffith | 27—Nambucca Heads | 38—Tullamore |
| 06—Clergate | 17—Hobart | 28—Nashdale | 39—Uranquinty |
| 07—Cobar | 18—Ivanhoe | 29—Nyngan | 40—Wagga Wagga |
| 08—Condobolin | 19—Katoomba | 30—Oberon | 41—Warren |
| 09—Cowra | 20—Lightning Ridge | 31—Orange | 42—Wellington |
| 10—Dubbo | 21—Lithgow | 32—Parkes | 43—Wentworth |
| 11—Emu Park | 22—Menindee | 33—Port Macquarie | |

Our values shape and guide everything we do.

From building meaningful connections with our customers and communities, to fostering a positive and inclusive work culture, our values shape and guide everything we do. At the heart of these values is trust, which we believe is fundamental to ensuring people have the freedom, support and opportunity to build a good life. Like everything we do, our values will be central to the implementation of our RAP.

Our Values



Connection

We put ourselves in our customers' position and build meaningful and trusted relationships with all stakeholders. We collaborate with one another to achieve the best possible outcomes for rural and regional communities.



Respect

We value equity, inclusivity, and transparency. We listen to others and value different perspectives. We treat others how we want to be treated.



Balance

We efficiently navigate the complexities of Human Services, building a good life with our customers. We build positive relationships and find time to enjoy the lighter moments.



Accountability

We take responsibility for our actions and do what we say we will do. We own our successes and learn from our mistakes.

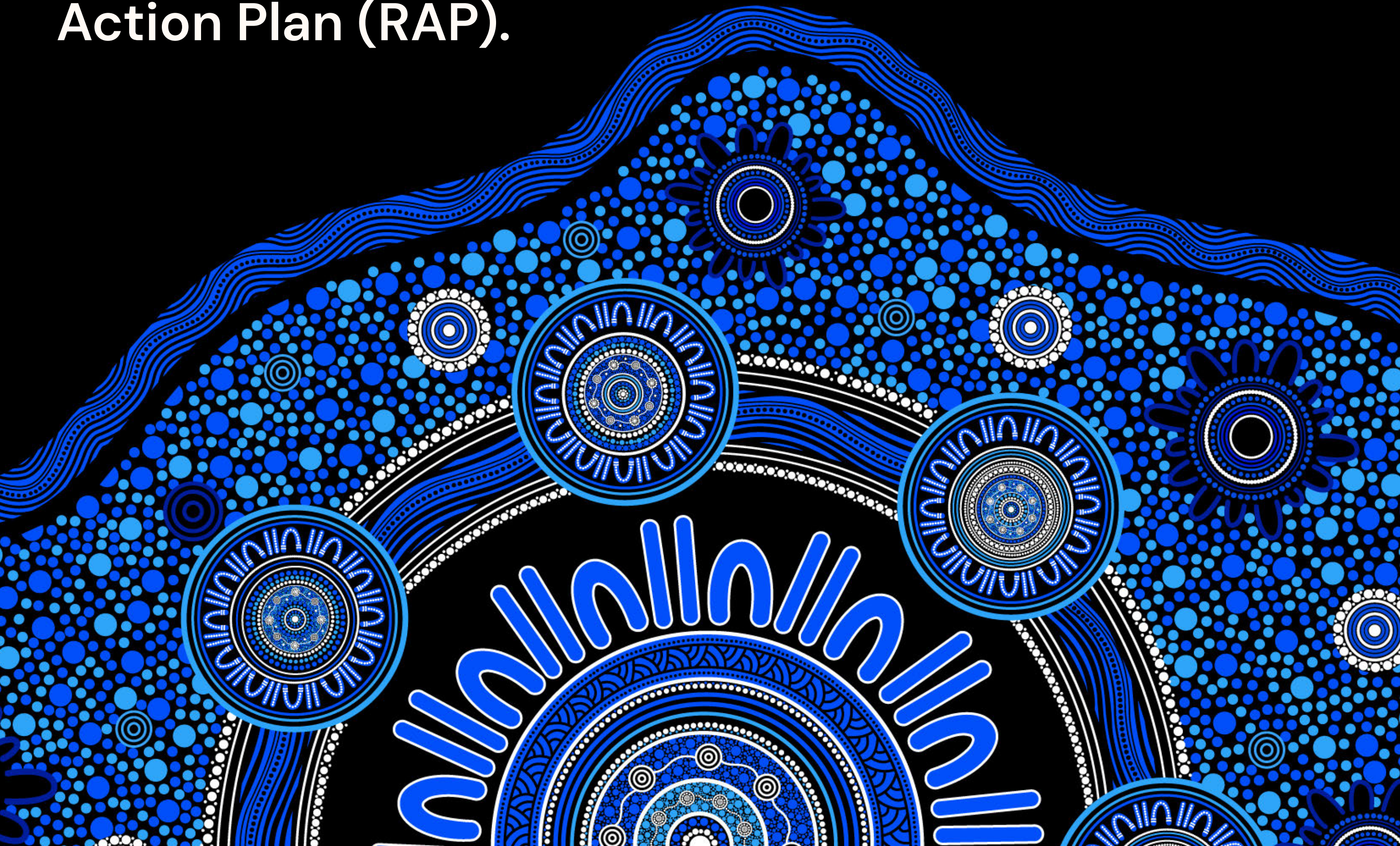


Innovation

We challenge the status quo. We utilise and invest in innovative programs and initiatives, believing there is no finish line—just endless progress.



Our Reconciliation Action Plan (RAP).



A message from our RAP Champion.

Michelle Stocks, Head of Specialist Homelessness Services and Cultural Development.

Kirinari operates across many regional, rural and remote communities throughout New South Wales, Queensland and Victoria, South Australia and Tasmania including areas with significant Aboriginal and Torres Strait Islander populations. As a provider of disability, aged care, out-of-home care, family and community services, we recognise that our work takes place on the lands of many First Nations peoples and that we have a responsibility to build respectful, meaningful and mutually beneficial relationships with Aboriginal and Torres Strait Islander communities, organisations and stakeholders.



Michelle Stocks,
Head of Specialist Homelessness
Services and Cultural Development
Kirinari Community Services

The amalgamation of Kirinari and LiveBetter in 2025 brought together two of Australia's largest human services providers, each with its own history, experiences and commitment to reconciliation. This milestone presents an important opportunity for us to reflect on our individual reconciliation journeys, acknowledge the progress made by both organisations, and learn from the successes and challenges experienced along the way. It also provides a platform to bring together the strengths, relationships, cultural knowledge and reconciliation initiatives that existed across both organisations to create a stronger and more unified approach.

In the context of this RAP, the amalgamation represents more than organisational growth; it is an opportunity to recommit to reconciliation as one organisation with a shared vision, values and purpose. Our renewed RAP will guide how we embed reconciliation across all areas of our operations, strengthen cultural capability within our workforce, increase opportunities for Aboriginal and Torres Strait Islander peoples through employment and procurement, and ensure Aboriginal and Torres Strait Islander voices are actively informing decision-making processes. It also provides a framework to build on existing partnerships and establish new relationships that support self-determination, cultural safety and improved outcomes for Aboriginal and Torres Strait Islander peoples and communities.

As a united organisation, we recognise that reconciliation is an ongoing journey that requires accountability, action and genuine partnership. Through this RAP, we are committed to listening, learning, and working alongside Aboriginal and Torres Strait Islander peoples to create lasting positive change—while ensuring our services, workplaces, and practices reflect respect for the cultures, histories, knowledge, and aspirations of the First Peoples of Australia.

This RAP provides a clear framework to strengthen relationships with Aboriginal and Torres Strait Islander communities, embed cultural understanding across our organisation, and deliver culturally responsible services for First Nations Australians.

To support the delivery of the commitments outlined in this plan, Kirinari's RAP Working Group will provide leadership, strong governance, and accountability, while ensuring cultural integrity is upheld. The Working Group is chaired by Kirinari Head of Specialist Homelessness Services and Cultural Development, Michelle Stocks.

The Working Group comprises 13 members, including three Aboriginal community members and 10 non-Aboriginal staff members. Members represent a diverse range of roles within the organisation, including Chief Strategy Officer, Marketing and Communications Manager, Specialist Services Manager, First Nations Cultural Advisor, Access Facilitator, Custom Engagement Officer, NDIS Strategic Advisor, Occupational Therapist, and Disability Support Workers.

Alongside the RAP Working Group is our First Nations Advisory Group, comprising staff who identify as Aboriginal and/or Torres Strait Islander. This group will play a crucial role in shaping, informing and supporting our reconciliation actions by providing cultural insight and guidance, supporting decision making, fostering connection and community among First Nations staff, and strengthening networks within communities we serve.

Our Reconciliation Activities.



External Partnerships.

Kirinari has established and continues to strengthen meaningful partnerships with Aboriginal and Torres Strait Islander communities to ensure culturally safe, responsive, and community-led outcomes for our customers. Our Specialist Services Manager has been actively researching and embedding best practice approaches to working with First Nations stakeholders since April 2021.

We recognise Aboriginal Community Controlled Health Organisations (ACCHOs) as key stakeholders in supporting the holistic wellbeing of people receiving services, and Kirinari actively engages with these stakeholders (including DURRI Aboriginal Medical Services, Walgett Aboriginal Medical Services, Brewarrina Aboriginal Medical Services, and more) to support the delivery of culturally appropriate care.

We maintain strong connections with Elders Groups in the lands that we work on through both formal and informal yarning circles, which provide essential cultural guidance and support for enabling truth-telling practices across our organisation. We look forward to developing more reconciliation-specific initiatives through this RAP.

Kirinari is committed to building strong, respectful partnerships with Aboriginal Corporations, community organisations, and local decision-makers to ensure services are informed by community needs and aspirations. Through ongoing consultation and collaboration, Kirinari actively participates in community events, outreach initiatives, and locally led programs that strengthen relationships and improve access to services.

Examples of these partnerships include supporting the annual Walgett Aboriginal Medical Service Health Expo, which provides valuable opportunities for networking, assertive outreach, and engagement with community members while supporting a highly respected local Aboriginal health service. Kirinari also participates in the Murdi Paaki Tenancy Support Education Program Fun Days held across Walgett, Collarenebri, Lightning Ridge and Goodooga, bringing together multiple service providers and creating a one-stop opportunity for communities to access information, support and resources.

In partnership with the Services NSW Roadshow, Kirinari has joined a mobile service hub alongside Centrelink, Medicare, Births, Deaths and Marriages, and the NDIS to visit small rural communities. This initiative has helped improve access to essential services and information for residents who may otherwise face significant barriers due to distance and isolation.

Kirinari is committed to the continuous strengthening of existing relationships with internal First Nations stakeholders and fostering new connections with local First Nations communities to ensure our initiatives are guided by First Nations voices and priorities.

We also work closely with Local Aboriginal Land Councils (LALCs) at local, zone, and state levels to ensure our engagement aligns with community priorities and governance structures.

These partnerships are underpinned by principles of respect, ethical engagement, and a commitment to empowering Aboriginal and Torres Strait Islander individuals and communities.

We are committed to ongoing monitoring and evaluation of our engagement practices, ensuring that First Nations stakeholders are actively involved in shaping and reviewing the effectiveness of our programs and partnerships.

Case Study.

Walgett Community Working Party Wirringah (Women's) Sewing Group

One particularly impactful partnership has been Kirinari's collaboration with the Walgett Community Working Party to establish a Wirringah (Women's) Sewing Group. Through consultation with local women and community leaders, a need was identified for a culturally safe space that promoted social connection, wellbeing, skill development, and community participation.

Kirinari supported the establishment of the group by working alongside local stakeholders to create an inclusive and welcoming environment where women could come together, share knowledge, learn new skills, and strengthen community connections. The initiative quickly gained strong community support and participation, demonstrating the value of community-led solutions and culturally responsive engagement.

The success of the sewing group resulted in additional funding being secured, enabling it to transition into an independent, community-owned program. This outcome highlights the importance of genuine partnerships, local leadership, and investing in initiatives that are designed and driven by community members themselves.

A similar example is Kirinari's early support of the Native Grains Program, which focuses on traditional native grains, healthy eating, recipe development using traditional foods, and culturally based activities such as lingo bingo. Following strong community engagement and demonstrated outcomes, the program successfully secured ongoing funding and is now fully established within the community, further illustrating the lasting impact that can be achieved through collaborative partnerships and consultation.

Internal partnerships.

Kirinari has a range of internal initiatives and activities in place to foster a culture of reconciliation among our staff. These include promoting a diverse and inclusive organisation through our Equal Employment Opportunity (EEO) practices, supporting staff participation in cultural learning and events, and embedding culturally responsive practices throughout service delivery.

Kirinari maintains a strict, zero-tolerance policy toward discrimination, harassment, and bias. This is underpinned by clear and accessible reporting channels, robust processes for handling complaints, and ensuring accountability for inappropriate behaviour.

We regularly assess the effectiveness of our diversity and inclusion efforts through staff surveys, feedback sessions and diversity audits. These mechanisms enable us to identify areas for improvement and implement meaningful changes based on staff feedback.

Kirinari recently conducted an all-staff survey to better understand current knowledge, perspectives and opportunities for growth in relation to reconciliation at Kirinari.

From the 197 responses received, we learned that 72% of all staff that participated in the survey feel culturally safe and included, and perceptions of organisational support for developing a RAP are positive. The results also highlighted opportunities to further strengthen cultural understanding and improve access to cultural training.

Through these internal initiatives, Kirinari is actively embedding reconciliation into everyday practice, ensuring our workforce is equipped to deliver culturally safe, respectful, and inclusive supports.



Relationships			
1.	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
	Responsibility	Deliverables	Timeline
	Lead RAP Champion Support First Nations Cultural Advisor	Foster and strengthen existing relationships with Aboriginal and Torres Strait Islander communities through regular engagement with local stakeholders, organisations and Elders across Kirinari service regions to inform and enhance the delivery of culturally appropriate human services.	September 2026 Reviewed quarterly
		Identify and explore best-practice partnership models that align with Kirinari’s service delivery approach, with a focus on meaningful engagement with Aboriginal and Torres Strait Islander-led organisations and the integration of culturally safe service models.	
	Lead First Nations Cultural Advisor Support RAP Champion	Continue to hold formal and informal yarning circles with Elders Groups in areas where we work.	
	Lead RAP Champion Support First Nations Cultural Advisor	Identify and engage with Aboriginal Community-Controlled Organisations (ACCOs) and other key stakeholders to enhance our delivery of culturally safe services.	
2.	Build relationships through celebrating National Reconciliation Week (NRW).		
	Responsibility	Deliverables	Timeline
	Lead Head of Marketing and Communications Support First Nations Cultural Advisor	Share NRW materials with employees to increase awareness and promote active engagement in reconciliation efforts across all Kirinari service areas.	27 May—3 June/ Annually
	Lead RAP Champion Support First Nations Cultural Advisor, Local RAP Champions	RAP Working Group will attend external NRW events to build connections and demonstrate our commitment to reconciliation within the health and disability sectors.	
	Lead RAP Champion Support First Nations Cultural Advisor, First Nations Advisory Group	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	

Relationships			
3.	Promote reconciliation through our sphere of influence.		
	Responsibility	Deliverables	Timeline
	Lead Head of Marketing and Communications Support RAP Champion, First Nations Cultural Advisor, First Nations Advisory Group	Embed reconciliation principles within our organisational culture by clearly articulating our commitment to employees through regular internal communication.	December 2026
	Lead Quality and Care Governance Manager Support RAP Champion, First Nations Cultural Advisor, First Nations Advisory Group	Embed reconciliation principles within our service delivery frameworks and practices.	
	Lead RAP Champion Support Chief Strategy Officer, First Nations Cultural Advisor	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	
	Lead Head of Marketing and Communications Support RAP Champion, First Nations Cultural Advisor	Develop a customer-facing document for inclusion in customer onboarding packs that reinforces our commitment to reconciliation and our approach to delivering culturally appropriate services.	
	Lead Head of Specialist Homelessness Services and Cultural Development Support First Nations Cultural Advisor, First Nations Advisory Group	Seek collaboration opportunities with organisations that share our commitment to reconciliation and culturally responsive service provision.	February 2027
	Lead Head of Marketing and Communications Support RAP Champion	Promote Kirinari's commitment to reconciliation on our public-facing website, in customer communication and through other external communication channels, for example, social media and public relations.	

Relationships			
4.	Promote positive race relations through anti-discrimination strategies.		
	Responsibility	Deliverables	Timeline
	Lead Chief People and Change Management Officer Support RAP Champion, First Nations Advisory Group	Research best practices and policies in areas of race relations and anti-discrimination to inform any future revisions of our policies and service delivery frameworks.	April 2027
	Lead Quality and Care Governance Manager Support RAP Champion, First Nations Advisory Group	Review national and sector-specific policies to ensure our organisation upholds best practices in fostering inclusive, discrimination-free workplaces and service environments.	
	Lead Chief People and Change Management Officer Support Local RAP Champions, First Nations Advisory Group	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs: • Equal Employment Opportunity (EEO) Statement • Anti-Discrimination Policy • Training and Awareness Programs • Support Resources • Diversity and Inclusion Initiatives • Harassment Prevention • Reasonable Accommodations	
Respect			
5.	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.		
	Responsibility	Deliverables	Timeline
	Lead Chief People and Change Management Officer Support RAP Champion, First Nations Advisory Group	Conduct a review of cultural learning needs within our organisation by November 2026, with a focus on enhancing the cultural competency of all employees, ensuring that Kirinari’s services are aligned with local Cultural protocols and community needs and expectations.	June 2027
	Lead Quality and Care Governance Manager Support RAP Champion, First Nations Advisory Group	Using insights gathered from our cultural learning needs review, develop a training and development plan for our Board and employees to increase cultural understanding and recognition of Aboriginal and Torres Strait Islander Cultures, histories, knowledge, and rights within our organisation.	
	Lead RAP Champion Support Quality and Care Governance Manager, First Nations Advisory Group	Consult with First Nations community leaders and educators to develop the training and development plan.	

Respect			
6.	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
	Responsibility	Deliverables	Timeline
	Lead Quality and Care Governance Manager Support First Nations Advisory Group	Conduct a review of cultural learning needs within our organisation, with a focus on enhancing the cultural competency of all employees, ensuring that Kirinari’s services are aligned with local Cultural protocols and the intersectional community needs and expectations.	August 2027
	Lead Quality and Care Governance Manager Support RAP Champion, First Nations Cultural Advisory, First Nations Advisory Group	Increase understanding among employees of the local Traditional Owners or Custodians of the lands and waters across our organisation’s service areas through cultural awareness training.	
	Lead Quality and Care Governance Manager Support RAP Champion, First Nations Advisory Group	Increase employee understanding of the significance and importance of Acknowledgement and Welcome to Country through targeted training and learning materials, ensuring clear awareness of the appropriate protocols and the cultural meaning of these practices in recognising First Nations peoples and the lands on which we work and live.	
7.	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
	Responsibility	Deliverables	Timeline
	Lead Head of Marketing and Communications Support RAP Champion, First Nations Cultural Advisor	Raise awareness about NAIDOC Week among staff and promote local events to encourage participation.	First week in July—Annually
	Lead Head of Marketing and Communications Support Local RAP Champions, First Nations Cultural Advisor, First Nations Advisory Group	Encourage staff to share their experiences from attending NAIDOC Week events.	
	Lead RAP Champion Support Head of Marketing and Communications, First Nations Cultural Advisor	Attend external NAIDOC Week events as an organisation to build respect for Aboriginal and Torres Strait Islander cultures and histories.	
	Lead RAP Champion Support First Nations Cultural Advisor, Local RAP Champions	RAP Working Group to participate in at least one external NAIDOC Week event.	

Opportunities			
8.	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.		
	Responsibility	Deliverables	Timeline
	Lead Chief People and Change Management Officer Support Head of Specialist Homelessness Services and Cultural Development, First Nations Advisory Group	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2027
	Lead Chief People and Change Management Officer Support Head of Specialist Homelessness Services and Cultural Development, First Nations Advisory Group	Design and implement a recruitment strategy to attract and retain Aboriginal and Torres Strait Islander professionals across our service areas.	
	Lead Head of Specialist Homelessness Services and Cultural Support Chief Strategy Officer, First Nations Advisory Group	Form strong relationships with Aboriginal Community-Controlled Organisations (ACCOs) to inform recruitment strategy.	
	Lead Chief People and Change Management Officer Support Head of Marketing and Communications, RAP Champion, First Nations Advisory Group	Engage with First Nations staff to inform future employment and professional development opportunities.	
	Lead Chief People and Change Management Officer Support Local RAP Champions, First Nations Advisory Group	Continue to consult First Nations advisors in appropriately building our understanding of current Aboriginal and Torres Strait Islander staffing to inform and support employment and professional development opportunities.	October 2027
	Lead RAP Champion Support First Nations Advisory Group	Explore partnerships with recruitment agencies and Aboriginal-led organisations to strengthen employment pathways and support career progression.	

Opportunities			
9.	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
	Responsibility	Deliverables	Timeline
	Lead Chief Strategy Officer Support Head of Specialist Homelessness Services and Cultural Development	Develop a business case and implementation plan for engaging with First Nations businesses through Supply Nation membership. This will build organisational understanding of the value of First Nations procurement, identify opportunities to increase purchasing from Aboriginal and Torres Strait Islander businesses, and establish actions to strengthen Kirinari’s contribution to the economic empowerment of First Nations communities in alignment with our reconciliation commitments.	October 2027
		Develop a proposal for a partnership with Aboriginal and Torres Strait Islander-owned businesses.	November 2027
Governance			
10.	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.		
	Responsibility	Deliverables	Timeline
	Lead RAP Champion Support First Nations Cultural Advisor, First Nations Advisory Group	Form an RAP Working Group to drive the implementation and governance of our RAP.	September 2026
		Develop a contingency plan within the RAP Working Group (RWG) and with external contacts to maintain effective member numbers.	
	Lead RAP Champion Leads Support RAP Champion, First Nations Advisory Group	Draft a Terms of Reference for the RWG.	
	Lead RAP Champion Leads Support RAP Champion, First Nations Advisory Group	Establish Aboriginal and Torres Strait Islander representation within the RWG.	

Governance			
11.	Provide appropriate support for the effective implementation of RAP commitments.		
	Responsibility	Deliverables	Timeline
	Lead Quality and Care Governance Manager	Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2026
	Support RAP Champion, First Nations Cultural Advisor	Integrate regulator audit findings and service quality standards with RAP commitments.	
	Lead Head of Specialist Homelessness Services and Cultural Development	Maintain an appropriate senior Executive to champion our RAP within the organisation.	September 2026
	Support First Nations Cultural Advisor		
	Lead RAP Champion	Support senior leaders to participate in the delivery of our RAP commitments through regular engagement and sharing of priorities.	
	Support First Nations Cultural Advisor		
	Lead RAP Champion	Define resource needs for RAP implementation.	October 2026
	Support First Nations Cultural Advisor		
	Lead RAP Champion	Engage senior leaders in the delivery of RAP commitments.	November 2026
	Support First Nations Cultural Advisor, First Nations Advisory Group		
12.	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.		
	Responsibility	Deliverables	Timeline
	Lead RAP Champion	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September/ Annually
	Support First Nations Cultural Advisor	Provide regular reports to the Kirinari Board on agreed deliverables to drive accountability for RAP actions.	December 2026
	Lead RAP Champion	Encourage RAP Champions to share learnings and action items from their own meetings/engagements with the broader RWG.	Monthly
	Support RAP Champion, First Nations Cultural Advisor, First Nations Advisory Group		
	Lead First Nations Cultural Advisor	Establish a regular meeting cadence for the First Nations Advisory Group and the RWG to support timely progress against the actions outlined in this plan.	October 2026
	Support RAP Champion		

Governance			
13.	Continue our reconciliation journey by developing our next RAP.		
	Responsibility	Deliverables	Timeline
	Lead RAP Champion	Seek Board and CEO endorsement for developing Kirinari’s next RAP.	January 2028
	Support First Nations Cultural Advisor, Local RAP Champions		
	Lead RAP Champion	At the end of this project period, engage Aboriginal and Torres Strait Islander stakeholders, including Elders and community partners, to gauge our organisation’s progress.	June—Annually
	Support First Nations Cultural Advisor, Local RAP Champions		
	Lead Quality and Care Governance Manager	Create a “learning register” to support continuous learning and to inform our approach to developing our next RAP.	
	Support RAP Champion, First Nations Cultural Advisor		
	Lead RAP Champion	Identify new priorities, actions, and measurable targets to inform deliverables within the next RAP.	
	Support First Nations Cultural Advisor, First Nations Advisory Group		
	Lead RAP Champion	Register via Reconciliation Australia’s website to begin developing our next RAP. u	November 2027
	Support First Nations Cultural Advisor		





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