

Innovate Reconciliation Action Plan Annual Report 2025



Where mental wellbeing thrives

Acknowledgement

We acknowledge the traditional custodians of the lands, seas and waterways upon which we live and work. We pay our respects to Elders past and present, and recognise the strong and continuing connection to Country, culture and spirit. We thank Aboriginal and Torres Strait Islander staff for their leadership and many contributions to the Innovate Reconciliation Action Plan and its implementation.



Summary

Throughout 2025, Flourish Australia made significant strides in implementing our Innovate Reconciliation Action Plan. The completion of 71% of RAP actions in its first year of implementation demonstrates strong organisational commitment to reconciliation, while ongoing progress on a further 12% of actions highlights sustained engagement and momentum. Notably, the plan has strengthened relationships with Aboriginal and Torres Strait Islander peoples, fostered greater cultural awareness among staff, and promoted inclusive practices across the workplace. Positive outcomes also include active celebration of important cultural events and improved employment opportunities for Aboriginal and Torres Strait Islander communities, all contributing to a more respectful and empowering environment.

- Flourish Australia’s Innovate RAP focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, and developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.
- Figure 1 provides a summary of progress against each of the four areas of the Innovate RAP 12-months after its implementation:

Innovate RAP

Annual Progress Report - 31/12/2025

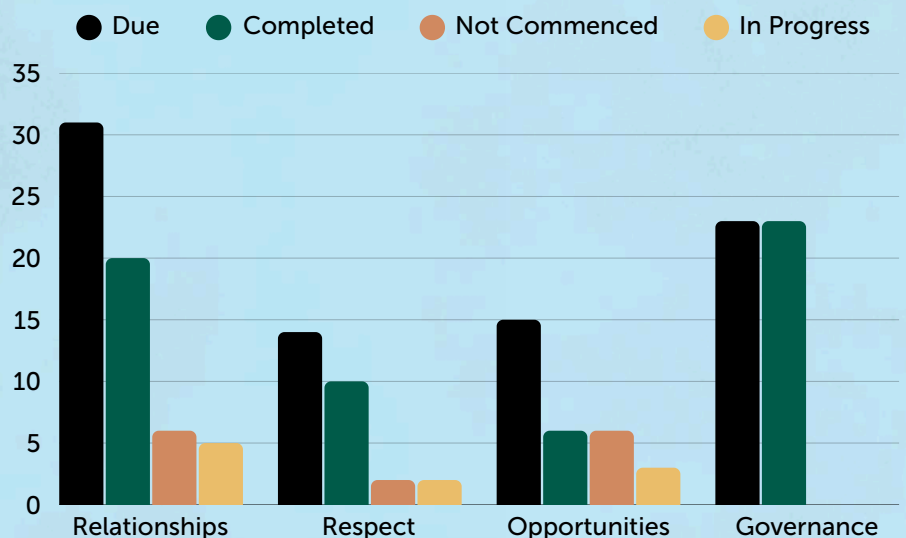


Figure 1 : Progress against each area of the innovate RAP

Impact

The implementation of the Innovate Reconciliation Action Plan (RAP) has had a significant and multifaceted impact on Flourish Australia.

Strengthening Relationships

Through the RAP, Flourish Australia has deepened its relationships with Aboriginal and Torres Strait Islander peoples. The organisation has fostered engagement by actively supporting staff participation in cultural events such as National Reconciliation Week and NAIDOC Week, and by facilitating regular opportunities for Aboriginal and Torres Strait Islander staff to connect and share experiences. The “Yarn Up” initiative, for example, leverages technology to maintain communication and support for First Nations staff regardless of geographical location.

Regular meetings and quarterly reporting have ensured consistent oversight and momentum in delivering RAP commitments. Additionally, Aboriginal and Torres Strait Islander representation on the Reconciliation Working Group (RWG) has enhanced inclusive and culturally informed decision-making within the organisation.

The contributions of Flourish Australia’s First Nations Board Director is providing important opportunities to improve and fast track changes that will enhance impact.

Promoting Respect and Cultural Awareness

The RAP has played a pivotal role in increasing cultural awareness and respect across the organisation. Key outcomes include the inclusion of an Acknowledgement of Country at all important meetings and events, the recognition of significant cultural dates, and the delivery of targeted education to staff and senior leaders on the impacts of racism and the importance of cultural protocols. The 2025 NAIDOC Week event, featuring insights from Aboriginal Cultural Consultant Binowee Bayles, has further strengthened staff understanding of Aboriginal culture and protocols.

Expanding Opportunities

The organisation’s membership with Supply Nation and the review of HR and recruitment practices have removed barriers to participation and promoted job vacancies widely. A draft strategy focused on the recruitment, retention, and professional development of First Nations employees underlines a strong commitment to fostering a diverse and inclusive workforce. A new Aboriginal and Torres Strait Islander Procurement Strategy is helping focus procurement decisions to support local businesses and communities.

Enhancing Governance and Accountability

Robust governance structures have been established to ensure the RAP’s ongoing success. Senior leaders and RAP Champions play a visible role in driving initiatives, and systems such as Microsoft Teams Project Planner are used to track, measure, and report on RAP commitments. Regular updates to staff and the Board, as well as participation in national surveys and the biennial Workplace RAP Barometer, reflect a culture of transparency and accountability.

Summary of Achievements

Relationships

Communication and Awareness of Significant Events

- Information about the significance of upcoming events has been regularly communicated through the internal staff intranet, ensuring all team members are kept informed and engaged.
- All significant cultural dates, days, and weeks were included in the organisation's significant events calendar. This comprehensive approach guarantees that the workforce is aware of important occasions and their meanings.

Promotion and Recognition of National Reconciliation Week

- Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials were circulated to staff to foster understanding and participation.
- NRW events were registered on Reconciliation Australia's NRW website, ensuring visibility and alignment with national initiatives.
- RAP Working Group members, along with Yarn Up members (our Aboriginal and Torres Strait Islander staff group), were encouraged to participate in external NRW events, actively engaging with the broader reconciliation community.
- Additionally, staff and senior leaders were supported and encouraged to attend at least one external event to recognise and celebrate NRW, strengthening their commitment to reconciliation.
- Recognition of Significant Cultural Days
- The organisation is dedicated to recognising significant cultural days and weeks in culturally meaningful ways for Aboriginal and Torres Strait Islander communities.
- Events such as Sorry Day and Survival Day were acknowledged and commemorated via our staff intranet ensuring respect and inclusivity across all locations.

Staff Engagement and Education

- Human Resource policies and procedures reviews were conducted to identify existing anti-discrimination provisions and to determine future needs, supporting a fair and inclusive workplace.
- Senior leaders received education on the impacts of racism, equipping them with the knowledge to foster a more supportive environment.

Support and Collaboration

- Staff were provided with opportunities to access referrals to Aboriginal and/or Torres Strait Islander-specific services upon request, ensuring culturally appropriate support is available where needed.
- The organisation collaborated with other Aboriginal and Torres Strait Islander organisations to develop innovative approaches that advance reconciliation and build stronger relationships.

Connection for Aboriginal and Torres Strait Islander Staff

- Regular opportunities were provided for Aboriginal and Torres Strait Islander staff across the organisation to connect using technology – Yarn Up. This ensures ongoing communication, support, and connection regardless of geographical location.

Summary of Achievements

Governance

Regular Meetings and Reporting

- To ensure effective implementation and ongoing progress of the Reconciliation Action Plan (RAP), meetings were held four times per year. These meetings served to drive and monitor the delivery of RAP commitments, ensuring consistent oversight and momentum.
- The progress of RAP activities was reported quarterly to all staff and senior leaders.
- A comprehensive report on the implementation of the plan was provided to the Board every six months, ensuring continued accountability and visibility at all organisational levels.

Leadership Engagement and Resource Allocation

- Senior leaders and other staff members have been actively engaged in the delivery of RAP commitments.
- The Senior Leadership Team has included regular discussion of the RAP on their meeting agenda, highlighting the importance of reconciliation at the highest level of the organisation.
- Resource needs for RAP implementation are being clearly defined, and an internal RAP Champion from senior management has been appointed and maintained. This ensures that there is dedicated leadership and support driving the plan forward.

Systems, Tracking, and Accountability

- Appropriate systems have been established and maintained to track, measure, and report on RAP commitments. This systems, Microsoft Teams Project Planner, will enable accurate monitoring of progress and assist in identifying areas for improvement.
- The Terms of Reference for the Reconciliation Working Group (RWG) were reviewed and amended as required through the year, ensuring they remain relevant and effective.

- Aboriginal and Torres Strait Islander representation has been maintained on the RWG, supporting inclusive and culturally informed decision-making.

Engagement with Reconciliation Australia

- To maintain clear communication and access to essential resources, the organisation contacted Reconciliation Australia to verify that both primary and secondary contact details are up to date. This ensures that important RAP correspondence is always received.
- The organisation also requested its unique link to access the online RAP Impact Survey and submitted the annual RAP Impact Survey to Reconciliation Australia.
- Participation in Reconciliation Australia's biennial Workplace RAP Barometer occurred.

Summary of Achievements

Respect

Significant Events Calendar

- A Significant Events Calendar has been developed to highlight key dates and occasions relevant to the organisation.
- This calendar ensures that important cultural and organisational events are recognised and planned for appropriately.

Acknowledgement of Country

- An Acknowledgement of Country is now included on the agenda for important meetings including Board Meetings, Executive Meetings, our AGM and at events.
- Significant events have been discussed as they arise, allowing for timely recognition and engagement.

Participation in NAIDOC Week

- There were no barriers preventing staff from participating in NAIDOC Week activities.
- Leaders were reminded to actively support staff involvement in NAIDOC Week events, reinforcing a culture of inclusion and recognition.
- Invitations to significant events, such as the RAP launch and the 2025 Annual General Meeting (AGM), have been extended, allowing for broad engagement.
- Resources outlining how staff can participate in NAIDOC Week events were distributed to all employees.
- A NAIDOC Week event was live streamed across the organisation from the Support Hub, enabling widespread participation.
- Staff participation in NAIDOC Week events has occurred, demonstrating a commitment to celebrating and recognising First Nations culture.

Cultural Protocols and Commitments

- The CEO sent an email to all staff highlighting the organisation's RAP commitments regarding cultural protocols. These include the practice of acknowledging Country at the beginning of meetings and inviting local Aboriginal cultural representatives to deliver a Welcome to Country at major events.
- These protocols are important ways to show respect for First Nations peoples and their ongoing custodianship of the land and waterways.
- By engaging in these practices, staff have gained a greater understanding of the land, its traditional owners, and local language and culture.
- The email also emphasised other cultural protocols that staff need to be aware of, such as Sorry Business and Men's and Women's Business.
- The 2025 NAIDOC Week event served as a valuable reminder of these protocols.
- Binowee Bayles, an Aboriginal Cultural Consultant, shared insights into the importance of cultural protocols, including what may or may not be recorded and the permissions required.
- This education supports respectful and informed engagement with Aboriginal culture.

Branding Guidelines

- Branding guidelines for the organisation's work in Aboriginal and Torres Strait Islander communities have been developed with the assistance of a First Nations Graphic Designer, to align with organisational values and commitments, ensuring consistency and respect across communications and events.

Summary of Achievements

Opportunities

Supply Nation Membership

- The organisation is a current member of Supply Nation, demonstrating our commitment to supporting and engaging with Indigenous businesses across Australia.

Promotion of Job Vacancies

- The Talent Acquisition team has been equipped with specific resource links designed to effectively promote job vacancies. These resources ensure our job opportunities reach a wide and diverse audience, including First Nations communities.

Community-Focused Advertising

- The Talent Acquisition team worked closely with Regional Managers to identify the most effective channels for advertising job opportunities within local communities. In addition, we are commencing job advertising in the Koori Mail, further enhancing our reach within Aboriginal and Torres Strait Islander communities.

Reconciliation Action Plan (RAP) Visibility

- Our Reconciliation Action Plan is prominently featured on our external website, ensuring transparency and accessibility for all stakeholders. For further details, please visit <https://www.flourishaustralia.org.au/reconciliation-flourish-Australia>.

Inclusive HR and Recruitment Practices

- The Human Resources and recruitment procedures have undergone a thorough review to eliminate any potential barriers to participation for First Nations peoples in our workforce.

Aboriginal and Torres Strait Islander Strategy

- A comprehensive strategy focused on the recruitment, retention and professional development of Aboriginal and Torres Strait Islander employees has been drafted, reinforcing our commitment to fostering a diverse and inclusive workplace.





Priorities

- While we have achieved meaningful progress in our Innovate RAP 2025-26, there are clear opportunities to further strengthen our efforts. Focusing on increasing site-level recognition, enhancing engagement with local Aboriginal and Torres Strait Islander stakeholders, and fostering a supportive Community of Practice will help us build on our successes.
- The Innovate RAP 2025-2026 outlines a comprehensive schedule of reconciliation initiatives planned for the second year of its implementation.
- Moving forward, we will concentrate on three actionable areas: enhancing cultural competency training across all levels, embedding Indigenous procurement targets into our supply chain, and establishing regular feedback mechanisms with Aboriginal and Torres Strait Islander stakeholders. These steps represent a tangible shift from previous approaches, ensuring our actions are measurable and aligned with our commitment to reconciliation.
- With the end of the current plan in December 2026, planning has commenced for the next Reconciliation Action Plan.
- By continuing to listen, learn, and collaborate, we are well placed to create more inclusive and culturally meaningful outcomes in the year ahead.

Contact details

Name: Tim Fong Position: General Manager

People and Culture Phone: 02 9393 9000

Email: tim.fong@flourishaustralia.org.au

