

Toora's Innovate Reconciliation Action Plan

March 2024 – March 26





Acknowledgement of Country

Toora Women Inc. acknowledges the Ngunnawal and Ngambri people as the Traditional Custodians of the Country on which we live and work. We recognise this land was never ceded and the experience of colonisation and loss continues to affect the lives of Aboriginal and Torres Strait Islander women and communities today.

Despite this, Aboriginal and Torres Strait Islander people's connection to land, sea and community is strong and continuing. We pay our respects to Elders past and present, and to Aboriginal and Torres Strait Islander children and future leaders, for they hold the memories, the traditions, the culture and the hopes of First Peoples. We express our gratitude for the privilege of being able to live and work on their land.

To all Aboriginal and Torres Strait Islander Women,
your families and communities.

We, non-Indigenous people of this land, apologise for the human suffering and injustice that you have experienced as a result of colonisation and generations of discrimination and marginalisation that has resulted from that.

We share with you our feelings of shame and horror at the actions and atrocities that were perpetrated against your people.

We acknowledge that the removal of children devastated individuals, families and entire communities and that the intention of those policies was to assimilate Indigenous children. We recognise this as a policy of genocide.

We recognise you as a sovereign people who have never given up your sovereignty of this land.

We collectively share a sense of outrage and feel a particular sense of responsibility around these racist policies of the past.

We acknowledge your human right to self-determination.

We commit to working in solidarity with you in ways that you choose and determine.

We work with many women who are affected by disadvantage, prejudice, poverty, violence, marginalisation, trauma and social circumstances out of their control. We understand the long-term damage to communities when these issues are unaddressed.

We recognise your leadership; we honour your visions, and we join with you in your hopes for your future and for our futures together.

We acknowledge the Ngunnawal people as the Traditional Custodians of the Country on which we live and work. We pay our respects to Elders past and present. We also express our gratitude for the privilege of being able to live and work on this land.

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The Heart of Toora Artwork

This artwork symbolises the heart of Toora, who honour our beautiful women in the community. They provide a safe space where there is trust, love and unconditional support in times of need. It's family! Accepting women exactly for who they are, contributing to what they have and building them. It represents a place for women to empower each other and bring out the best in each other. Most importantly, it's a safe place where their voices can be heard with respect.

The U shapes represent strong, beautiful women coming together with strength and resilience in their spirit and blood, uplifting each other's crowns and helping a sister when you see she needs it.

Even though every woman at Toora is different in their own beautiful way, Toora always makes sure these beautiful women are striving to be the best they can be. Most importantly, Toora leaves positive footprints for those who will follow and shape a community we can be proud of.



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Kristie Peters Wiradjuri Artist

Kristie Peters is a proud Wiradjuri woman from Dubbo, Wellington NSW. Kristie is a twin and comes from a large family of fifteen brothers and sisters. She lives in Canberra with her eight beautiful boys.

Recently recognised by ACT NAIDOC as 2021 Artist of the Year, Kristie is the founder of Yarrudhamarra Creations, which provides opportunities for people to learn and experience the beauty of Australian Aboriginal and Torres Strait Islander art and culture.

Kristie has always had a passion for creating art and sharing culture: Yarrudhamarra is a Wiradjuri word meaning 'dream' which underpins the mission of the organisation to turn dreams into reality. Yarrudhamarra

Creations provides opportunities for people to learn and experience the beauty of Australian Aboriginal art and culture and gain a deeper appreciation for the cultural practices of Aboriginal and Torres Strait Islander peoples.

Our Vision for Reconciliation

Toora's vision for reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community is an Australia in which Aboriginal and Torres Strait Islander peoples are included, deeply respected and meaningfully engaged on issues that are important to their culture, identities and communities.

We acknowledge that the ongoing impact and generational trauma that Australia's history evokes for Aboriginal and Torres Strait Islander peoples impacts the emotional wellbeing and sense of security for these individuals.

As a leading provider of gender-specific services in the Canberra (Ngunnawal) region, supporting some of the Territory's most vulnerable and marginalised people, Toora works in partnership with Aboriginal and Torres Strait Islander community sector organisations to show our support and solidarity. We understand that without knowledge sharing practices and genuine acceptance of the lived experiences of Aboriginal and Torres Strait Islander peoples, health, education and life expectancy outcomes will not improve for these individuals.

Using this vision to guide our practices, Toora seeks to provide a culture of safety, security and agency for all Aboriginal and Torres Strait Islander peoples.

In early 2023, Toora engaged Coolamon Consulting to assist in the development of a Toora Statement of Reconciliation. This was developed with stakeholders including clients, community service organisations, all staff and our Board.





Message from Karen Mundine CEO of Reconciliation Australia

Reconciliation Australia commends Toora Women Inc. on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Toora continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Toora will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Toora using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Toora to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Toora will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Toora's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Toora on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

Toora is a feminist, secular, not-for-profit organisation that has been delivering some of the largest gender specific services to women, trans women, and other feminine-identifying people and their children in Canberra and surrounds since 1982. Our purpose is to support, connect and advocate for Canberra women who are impacted by domestic violence, homelessness, institutions and substance dependency to create better life outcomes and community change.

Our services include:

- Residential support programs for people experiencing homelessness and/or domestic violence
- Case management and Outreach support
- Programs supporting women exiting prison
- Residential health treatment and support programs for women with substance dependency
- Counselling services for women and their children impacted by domestic and family violence, substance dependency, homelessness, mental health issues and time spent in institutions

Our main office is located in Weston Creek in Canberra however, we have multiple properties that are utilised by our clients in undisclosed locations across the ACT. Currently, Toora employs around 38 staff, of which, two (or 5%) identify as Aboriginal and/or Torres Strait Islander. In the last financial year, Toora supported 512 clients and 118 children in our services. Of these clients, 16% identified as Aboriginal and/or Torres Strait Islander.

Internally, our organisation's sphere of influence includes our clients, staff and board members. Externally, our sphere of influence includes other community services in the ACT, local media, ACT Government, the Canberra community, health services in the Canberra region and other relevant decision makers. We also are represented on various sectoral and cross-sectoral committees and advisory groups relevant to the work we do.



Our RAP

Toora's second Innovate RAP seeks to develop upon and cement the learnings that the organisation achieved during our previous RAP. We are committed to engaging in more meaningful ways with all Aboriginal and Torres Strait Islander stakeholders involved with Toora. We actively seek opportunities to embed improved consultation regarding issues concerning Aboriginal and Torres Strait Islander Peoples.

As we move into our new Reconciliation Action Plan, we seek to build on the genuine considerations and understandings to improve our relationships with Aboriginal and Torres Strait Islander communities and enhance our service delivery to Aboriginal and Torres Strait Islander women, by improving our ability to attract and retain Aboriginal and Torres Strait Islander staff, ensuing participation and engagement in decision making and placing our organisation in a position to listen, learn and improve.

Toora's Chief Executive Officer serves as the Champion of the organisation's RAP. This appointment signifies the importance of reconciliation within the organisation, and demonstrates the united effort required to implement significant change. By utilising a 'top down' methodology, we are prioritising the timely and successful implementation of the RAP while demonstrating that everyone has a role to undertake in reconciliation.

As a small organisation, Toora has one Diversity and Inclusion Committee which consists of seven members who are responsible for supporting and directing the implementation of the RAP and reporting on its deliverables. The Committee considers issues and topics related to Aboriginal and Torres Strait Islander peoples separate to

other diversity and inclusion issues, bringing in specialist consultants and stakeholders for these specific discussions, actions, and deliverables.

The committee comprises a diverse and inclusive team that reflects the organisation's commitment to reconciliation, and our workforce diversity:

- Chair – Chief Executive Officer
- Secretariat – Governance Officer
- Member – Corporate representative
- Member – Domestic Violence and Homelessness service delivery representative
- Member – Alcohol and Other Drugs service delivery representative
- Member – Aboriginal and Torres Strait Islander service user
- Member – Client stakeholder representative with lived experience or expertise in diversity
- Specific RAP member – Coolamon Advisors

In addition to our internal Diversity and Inclusion Committee, Toora is supported in our cultural competence by an external organisation, Coolamon Advisors, a local Aboriginal and Torres Strait Islander organisation specialising in cultural competence in organisations across Canberra. In 2023 Coolamon Advisors hosted a

Cultural Competency Planning Day with all staff to assist in the development of the Toora Cultural Competency Framework, which has informed our 2024-26 RAP.

Toora works with several Aboriginal and Torres Strait Islander stakeholders, informally and formally, supporting our clients and our organisation. These include Coolamon Advisors, Winnunga Nimmityjah Aboriginal Health and Community Services, Gudan Gulwan Youth Services, Ngunnawal Elder Serena Williams, ACT Aboriginal and Torres Strait Islander Elected Body.

In our first Innovate RAP (2020-2021), utilising Reconciliation Australia's framework, we set 28 organisational targets. Some of the key achievements Toora met in this period included:

- Engaging Coolamon Advisors to further our learning and understanding of Aboriginal and Torres Strait Islander peoples, their culture and how to achieve good social and emotional wellbeing outcomes for these individuals.
- Development of the Toora Cultural Competency Framework which guides our staff on culturally sensitive practices.
- Employing an Aboriginal and Torres Strait Islander Liaison Officer to offer specialised support for our Aboriginal and/or Torres Strait Islander clients.
- Appointing an Aboriginal woman to our Board to provide expertise and input on organisational issues, particularly those pertinent to Aboriginal and Torres Strait Islander peoples.
- Updating our governance arrangements for reporting accountabilities.
- Mandating, as part of our induction process, an Aboriginal and Torres Strait Islander cultural

training accredited course for all staff.

- Showing our respect and support for Aboriginal and Torres Strait Islander peoples by commissioning and displaying visual materials and artworks at all Toora sites.

Our previous RAP focused on enhancing practices related to the inclusion of Aboriginal and Torres Strait Islander peoples within our organisation and seeking strong acknowledgement and inclusion of Aboriginal and Torres Strait Islander people and issues in our business. It also demonstrated that we had invested sincerely in cultural awareness and competence training for all staff, ensuring that all members of our workforce have completed accredited training specifically designed for the community sector.

While we have achieved many successes in our reconciliation journey so far, we acknowledge that our goals in Aboriginal and Torres Strait Islander employment and capacity building were not fully achieved in the previous RAP. Therefore, we have placed a strong emphasis on these areas in the new 2024 – 2026 Innovate RAP.

Toora's 2024-2026 RAP will:

- Amplify and magnify the voices of Aboriginal and Torres Strait Islander women.
- Build a culturally competent service where Aboriginal and Torres Strait Islander peoples feel safe, respected and empowered.
- Embed a Holistic Case Management Model that delivers excellent outcomes for the Aboriginal and Torres Strait Islander community.
- Build and share collective intelligence through engagement with the Aboriginal and Torres Strait Islander community.

Relationships

Toora understands the importance of building strong relationships with Aboriginal and Torres Strait Islander peoples. We believe in the power of connection and the value of sharing experiences to foster understanding, respect, and collaboration.

By actively engaging with Aboriginal and Torres Strait Islander peoples and communities, we embrace their rich cultural heritage and wisdom. We recognise the significance of governance that respects and incorporates Aboriginal and Torres Strait Islander people's perspectives, ensuring that decision-making processes are inclusive and reflective of diverse voices.

Effective communication is key to building trust and fostering meaningful relationships. We strive to engage in open and honest dialogue, actively listening to the experiences, needs, and aspirations of Aboriginal and Torres Strait Islander peoples. Through this dialogue, we aim to co-create initiatives and programs that address the unique challenges faced by Aboriginal and Torres Strait Islander women in Australia.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2024	CEO
	As a component of the Toora Stakeholder Engagement Plan, develop a specific engagement strategy to work with Aboriginal and Torres Strait Islander stakeholders and organisation.	June 2024	Team Leader Engagement and Funding
	Diversity and Inclusion Committee to design Toora National Reconciliation Week activities that are inclusive of clients, staff and Aboriginal and Torres Strait Islander stakeholders.	April 2024	Team Leader Engagement and Funding
2. Build relationships through celebrating National Reconciliation Week (NRW).	Diversity and Inclusion Committee members to participate in an external NRW event.	27 May – 3 June 2024, 2025	Governance Officer
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024, 2025	Team Leader Engagement and Funding
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024, 2025	CEO
	Organise at least one NRW event each year.	27 May – 3 June 2024, 2025	Team Leader Engagement and Funding
	Register all our NRW events on NRW website.	April 2024, 2025	Team Leader Engagement and Funding
3. Promote reconciliation through our sphere of influence.	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	April 2024	CEO
	Routinely engage with ACTCOSS and WESNET to utilise their resources to inform our practice.	Annually June 2024, 2025	CEO
	Communicate our commitment to reconciliation publicly.	Annually Nov 2024, 2025	Team Leader Engagement and Funding
	Develop and implement a staff and client engagement strategy to raise awareness of reconciliation across our workforce.	March 2025	Team Leader Engagement and Funding
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2025	CEO and Team Leader Engagement and Funding

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	Governance Manager
	Educate senior leaders on the effects of racism.	July 2024	Human Resources Lead
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander clients and advisors to consult on a review of our anti-discrimination policy.	July 2024	Governance Manager
	Implement and communicate our updated anti-discrimination policy to staff, clients and stakeholders.	December 2024	Governance Manager
	Research best practice and policies in areas of race relations and anti-discrimination and embed in organisational policy, procedures and culture.	December 2024	Governance Manager
	Ensure Aboriginal and Torres Strait Islander staff and clients are engaged and consulted in relation to program, policy, and operational issues to provide diverse understanding of the impact of systemic arrangements on staff and clients.	December 2024	CEO
5. Establish an Advisory Group of former and current Aboriginal and Torres Strait Islander clients.	Develop a Terms of Reference setting out the purpose and objectives and scope of the Advisory Group.	April 2024	Governance Officer
	Endorse the membership and structure of the Advisory Group.	May 2024	CEO
	Actively engage Aboriginal and Torres Strait Islander clients and former clients to engage as members.	Annually July 2024, 2025	Governance Manager
	Recognise and acknowledge the contributions of Advisory Group members through formal recognition.	Annually Nov 2024, 2025	Team Leader Engagement and Funding

Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights lies at the heart of Toora and influences our core business activities. We deeply value and take pride in the rich tapestry of Aboriginal and Torres Strait Islander cultures and histories that shape Australia's identity.

Our respect is reflected in the vision for our RAP which is to be an organisation that demonstrates the principles of reconciliation by having representative decision makers and staff and which deliberately and meaningfully considers and seeks to understand and respond to Aboriginal and Torres Strait Islander views, experience, and advice in relation to all our business practices and service delivery arrangements.

We are committed to continuous learning, recognising that our understanding is a journey that requires ongoing engagement with Aboriginal and Torres Strait Islander communities. By actively

seeking opportunities to expand our knowledge and challenging our own assumptions, we can ensure that our practices align with cultural protocols (as appropriate) and the aspirations of the communities we serve. Celebrating the success and resilience of Aboriginal and Torres Strait Islander Peoples is an integral part of our work. We strive to amplify their voices, achievements, and contributions to society. By creating platforms for recognition and celebration, we promote empowerment and inspire positive change.



Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy and how it can inform our business practices as well as relationships.	July 2024	CEO
	Conduct a review of cultural learning needs across the organisation.	April 2024	Human Resources Lead
	Provide opportunities for RAP Working Group members, managers, and other key leadership staff to participate in formal and structured cultural learning.	Report Annually Dec 2024, 2025	CEO
	Maintain relationship with Coolamon Consulting as cultural advisors in relation to our cultural competence planning.	Annually Nov 2024, 2025	CEO
	Communicate and implement Toora's cultural learning strategy – informed by the Toora Cultural Competency Framework 2023–2024.	June 2024	CEO
	Provide opportunities for staff and client representatives to participate in formal and structured cultural learning as a key and compulsory competent of staff development.	Annually July 2024, 2025	Human Resources Lead
	Complete and internal gap analysis against the Cultural Respect Framework 2026-2026 – For Aboriginal and Torres Strait Islander Health to guide best practice culturally respectful services.	June 2025	Governance Manager
7. Increase the Board's understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning, to inform Board decisions and strategic planning.	Incorporate a cultural competence training requirement for Board Appointments.	Annually March 2024, 2025	CEO and Governance Manager
	Review the Board and Governance Policies and practices to ensure decision making formally considers cultural histories, knowledge and rights.	Annually July 2024, 2025	CEO – Lead Governance Manager – Support
	Maintain a relationship with Coolamon Consulting as cultural advisors to the Board.	Annually July 2025, 2025	CEO

Action	Deliverable	Timeline	Responsibility
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Review, communicate and ensure the consistent, implementation of a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2024	Governance Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Report Annually Feb 2024, 2025, 2026	CEO
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Report Annually March 2024, 2025, 2026	CEO – Lead Governance Manager – Support
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Annually Dec 2024, 2025	Director Service Excellence
	Develop, implement, and communicate an Acknowledgement of Country policy and practice guide.	March 2024	Governance Manager
	Review Toora's Case Management Framework to ensure respect for cultural protocols is imbedded in practice and client planning.	December 2024	Director Service Excellence and Governance Manager
	9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Diversity and Inclusion Committee to organise a function for staff and clients to host and engage in a Toora sponsored NAIDOC event.	First week in July 2024, 2025
Raise awareness and share information amongst staff about the meaning of NAIDOC Week.		First week in July 2024, 2025	Team Leader Engagement and Funding
Promote and encourage participation in external NAIDOC events to all staff.		May 2024	CEO
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.		First week in July 2024, 2025	Governance Manager
10. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating Aboriginal and Torres Strait Islander Childrens Day.	Diversity and Inclusion Committee to participate in an external NAIDOC Week event.	August 2024, 2025	Team Leader Engagement and Funding
	Diversity and Inclusion Committee to organise a function for staff and clients to host and engage in a Toora sponsored Aboriginal and Torres Strait Islander Childrens Day event.	August 2024, 2025	Team Leader Engagement and Funding

Opportunities

Creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities is fundamental to our organisation. We recognise the historical and ongoing systemic barriers faced by First Peoples and are committed to addressing these disparities.

Employment is a key focus, as we actively seek to provide meaningful job opportunities and career pathways for Aboriginal and Torres Strait Islander women. We place significant importance on professional development, ensuring that Aboriginal and Torres Strait Islander staff have access to relevant training and resources, enabling their personal and career growth. Retention strategies are implemented to create a supportive and inclusive work environment that values diversity and promotes long-term employment opportunities.

Our commitment to providing opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities reflects our dedication to equity and empowerment. Through initiatives such as employment, procurement, professional development, and inclusive access, we work towards creating a more inclusive society where Aboriginal and Torres Strait Islander voices and contributions are valued and uplifted.



Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2024	Human Resources Lead
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	April 2024	Human Resources Lead
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	June 2024	Human Resources Lead
	Establish and actively engage in meeting employment targets for Aboriginal and Torres Strait Islander women across the organisation. Our employment target is to match the percent of Aboriginal and Torres Strait Islander clients in our services.	Report Annually June 2024, 2025	Human Resources Lead
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Report January 2025, 2026	Human Resources Lead
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2024	Human Resources Lead
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to support Aboriginal and Torres Strait Islander employees by advocating for additional personal leave days in our MEA, which can be used for Cultural Leave.	February 2025	CEO
	Review and update procurement policy and practices remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2024	Governance Manager
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	December 2024	CEO
	Investigate Supply Nation membership.	June 2024	Governance Manager
13. Increase Aboriginal and Torres Strait Islander client economic and social outcomes.	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April 2025	CEO
	Monitor and report on education and workforce outcomes for Aboriginal and Torres Strait Islander clients.	Annually July 2024, 2025	Director Service Excellence
	Ensure education and employment outcomes are included in case planning.	Annually July 2024, 2025	Director Service Excellence
	Build staff knowledge of available resources from other RAP and Domestic Violence organisations regarding financial abuse.	April 2025	Director Service Excellence
Investigate partnership opportunities and seek funding to provide specialised education and employment support to Aboriginal and Torres Strait Islander clients.	Annually Nov 2024, 2025	Team Leader Engagement and Funding	

Governance

Action	Deliverable	Timeline	Responsibility
14. Strengthen Aboriginal and Torres Strait Islander voices across our governance structures.	Appoint and maintain an Aboriginal and Torres Strait Islander woman to our Board.	April 2024	CEO
	Encourage and support Aboriginal and Torres Strait Islander staff to be involved in the Toora's various Committees and Working Groups.	Annually July 2024, 2025	CEO
	Encourage and support Aboriginal and Torres Strait Islander clients and ex-clients to be involved in the Toora's various Committees and Working Groups, especially the RAP Advisory Group and Client Engagement Working Group.	Annually July 2024, 2025	Director Service Excellence
	Continue to use Coolamon Advisors to consult and advise on governance structures and practice.	Annually Nov 2024, 2025	CEO
15. Establish and maintain an effective Diversity and Inclusion Committee to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the Diversity and Inclusion Committee and engaged in the RAP.	Monthly meeting Feb through Nov 2024, 2025, 2026	CEO
	Review the Diversity and Inclusion Committee Terms of Reference and ensure they include strong arrangements for the delivery, monitoring, and evaluation of the Toora RAP.	April 2024	Governance Manager
	Meet at least ten times per year to drive and monitor RAP implementation.	Monthly meeting Feb through Nov 2024, 2025, 2026	CEO
16. Provide appropriate support for effective implementation of RAP commitments.	Engage our senior leaders and other staff in the delivery of RAP commitments, and add as a standing item on regular meetings.	Report Annually June 2024, 2025	CEO – Lead Governance Manager – Support
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2025	Governance Manager
	Maintain the appointment of the CEO as the internal RAP Champion.	Report Annually Nov 2024, 2025	CEO
	Embed appropriate resources for implementation of the RAP by ensuring implementation plan and deliverables is costed and budget.	June 2024, 2025	CEO

Action	Deliverable	Timeline	Responsibility
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Annually 1 June	Governance Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	Annually 1 August	Governance Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2025	Governance Manager
	Report RAP progress to all staff, including senior leaders, through organisational governance committee arrangements and normal staff communication and engagement processes.	Quarterly April, July, Oct, Jan 2025, 2025, 2026	Governance Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Annually 30 September	Governance Officer
	Publicly report our RAP achievements, challenges, and learnings, annually.	Annually November 2024, 2025	Team Leader Funding and Engagement
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2026	Governance Officer
18. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2025	Governance Officer

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