

INNOVATE

Reconciliation Action Plan

May 2026 - April 2028



Acknowledgement of Country

Footprints Community acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands and waters where we live and work.

We respect their historical and continuing spiritual connections to country and community and pay our respects to their Elders past and present.

As a leading not-for-profit organisation, we commit ourselves to the ongoing journey of Reconciliation.



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Our Artwork

Connection and Belonging

This artwork, created by First Nations artist Jason Douglas from Dalmari, is a powerful expression of Footprints Community. It tells a story of connection, belonging and shared journeys.

At its heart are four prominent gathering places, the larger circles, representing both the communities we support and our values of Purpose, Action, Teamwork and Humility. Each circle is distinct, reflecting the individuality of people and place, yet all are connected. Radiating outward, they symbolise care and support flowing through community like a ripple effect, alongside the cyclical nature of life, reflecting how we work and guiding our decisions and relationships.

Encircling these are small footprints, representing the many steps taken each day by the people we support, as well as by our staff, volunteers and partners. They symbolise movement, progress and shared experience, reminding us that meaningful change happens over time, one step at a time.

Surrounding the circles are elements that symbolise Elders, whose wisdom and cultural knowledge guide and strengthen the journey. Their presence reflects deep listening, respect and the importance of lived experience in shaping connection across generations.

Flowing pathways weave throughout the artwork, representing the journeys people take, often complex and non-linear. These pathways reflect movement and transition, and the role Footprints plays in connecting people to the right support at the right time.

Together, the circles and pathways form an interconnected system, reflecting Footprints' wrap-around approach to care. No circle stands alone. Each is linked through relationships, partnerships and supports, ensuring continuity of care across every stage of life.

The intricate dot work and layered patterns reflect the complexity of our work, where every interaction and moment of care contributes to a larger whole. These details symbolise the many small, often unseen actions that create meaningful change, built through trust, consistency and connection.

The colours carry meaning. Greens represent growth and healing. Blues and teals evoke calm and safety. Warmer tones reflect strength and resilience, while darker tones acknowledge challenge. Together, they represent both complexity, positivity and hope.

Bringing together diverse styles and patterns, the artwork reflects the richness of Aboriginal and Torres Strait Islander cultures across Australia, acknowledging a broader national representation.

At its centre, the woman symbol reflects strength, care and connection, honouring the nurturing role of women and the many we support.

This artwork is a reflection of who we are.
A connected system of care.
Many footprints. One shared path.





A Message from our CEO

At Footprints, our purpose is clear: to stand alongside people and communities so they can live with dignity, independence and hope. As we look ahead through the lens of our 2026–2030 Every Step Matters Strategic Plan, we reaffirm that reconciliation is not a parallel commitment to this purpose, it is central to our mission.

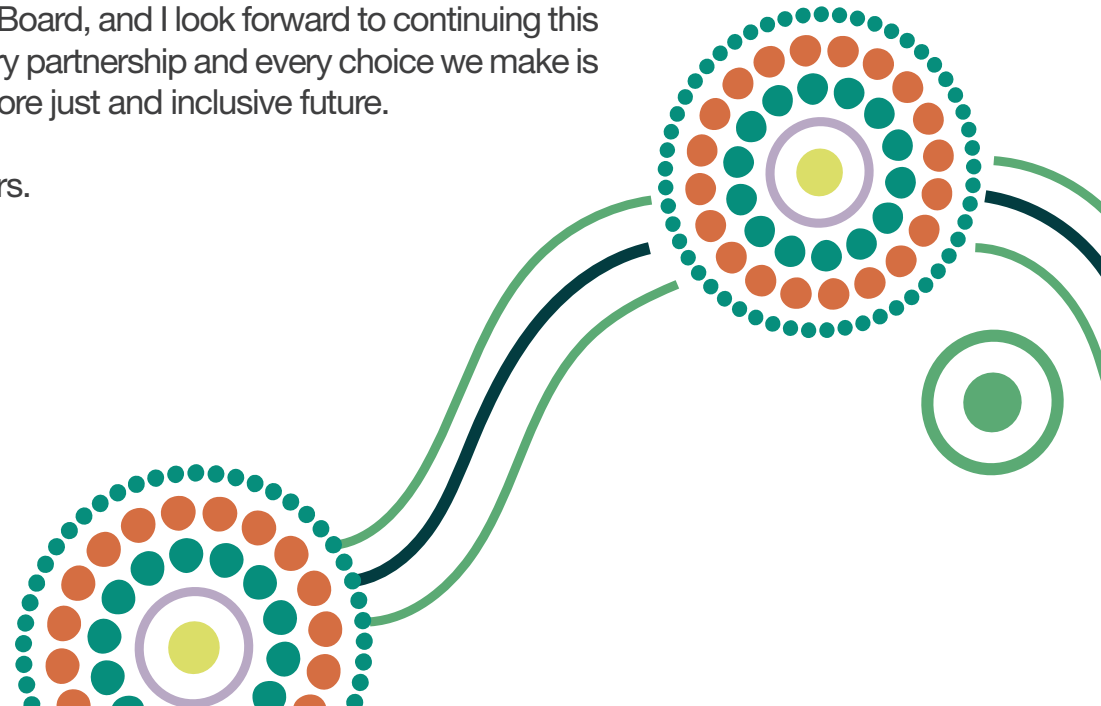
Our Innovate Reconciliation Action Plan represents the next step in a long-term journey to become a more culturally safe, responsive and accountable organisation. It strengthens our pledge to walk alongside Aboriginal and Torres Strait Islander peoples, honouring their cultures, knowledge, sovereignty and leadership.

This plan moves us from intention to meaningful action. It asks us to deepen relationships, build capability and embed reconciliation into our systems, decisions and service delivery. It also challenges us to lead with humility, to listen first, act with respect and ensure our impact is felt within communities, not just within our organisation.

Reconciliation is a shared responsibility and as CEO, I am proud of the commitment shown by our team, our partners and our Board, and I look forward to continuing this journey together. Every conversation, every partnership and every choice we make is part of the collective work of building a more just and inclusive future.

Together, we will ensure every step matters.

Dr Tanya Bell
Chief Executive Officer
Footprints Community





Statement from CEO of Reconciliation Australia First Innovate RAP

Reconciliation Australia commends Footprints Community on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Footprints Community to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Footprints Community will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander

peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Footprints Community is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Footprints Community's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Footprints Community on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Commitment from our Board

Through this Innovate Reconciliation Action Plan (RAP), the Board of Directors reaffirms our shared commitment to reconciliation and to our role in contributing to a meaningful, lasting change for First Nations peoples. We recognise that achieving equitable outcomes for First Nations peoples requires collaborative change grounded in trust, shared learning and genuine partnership with communities.

Our Every Step Matters Strategic Plan outlines our priorities of building on strong foundations, growing a thriving workforce, embedding diverse voices in our organisation, delivering service excellence, being impact focused and to influence change through collaboration. This RAP brings those priorities to life through tangible actions and clear measures of progress. Together, we are committed to ensuring that Footprints' partnerships, service models and advocacy efforts contribute to improved outcomes, guided by cultural authority, lived experience and community voice.

We will support Footprints leadership to continue to build strong, respectful relationships across our sphere of influence and to translate those relationships into meaningful, community-led outcomes.

As a Board, we commit to embedding reconciliation into our governance and oversight, ensuring that collaboration, cultural safety and self-determination are reflected in strategy, risk management and performance monitoring. As stewards of Footprints' long-term vision, we will lead with humility, listen first and act with purpose - holding ourselves accountable for fostering an organisation that works in partnership, learns continuously and contributes to system change that creates equality and equity between First Nations peoples and non-Indigenous Australians.

Board Directors

Footprints Community



Our Vision

People shape their own path in a connected community where everyone belongs.

Our Mission

We provide responsive, person-led services that create pathways to independence and wellbeing.



Our Vision for Reconciliation

An Australia where Aboriginal and Torres Strait Islander peoples experience equity, cultural safety and self-determination, and where community services are designed and delivered in genuine partnership with First Nations peoples, enabling individuals and communities to thrive.

Living Well Together

Footprints Community is a not-for-profit organisation with more than three decades of experience supporting people to live with independence, dignity and connection.

Our core business is delivering community-based services and we specialise in providing support for older Australians and for those experiencing mental health concerns. We walk alongside individuals and communities, providing practical support, specialist programs and integrated care that strengthens wellbeing and enhances quality of life.

Across Australia, Footprints employs a skilled and diverse workforce of 344 staff members committed to person-centred practice and social impact. We are proud to employ 13 Aboriginal and Torres Strait Islander staff whose cultural knowledge, leadership and lived experience enrich our service delivery and help shape a culturally safe, responsive organisation. As we grow our programs and partnerships, we are deeply committed to increasing First Nations employment and creating pathways for sustained, meaningful careers.

Footprints operates from multiple office and service locations, including our head office in Fortitude Valley and 5 sites in Brisbane's north, south and inner-city areas. Our reach spans across Queensland and extends into Northern New South Wales and we also deliver outreach and mobile services, ensuring that people can access the support they need regardless of where they live. Our service model ensures that support is tailored to place, grounded in relationships, and responsive to the unique experiences of the people and communities we serve.

Our sphere of influence includes our staff, volunteers and Board, and extends outward to clients, families, community organisations, Elders, government agencies, advocacy groups and sector partners. Through these relationships, we contribute to systems change, sector reform and community-led solutions across multiple social service domains.

Together, these elements reflect who we are: a people-focused organisation committed to reconciliation, equity and meaningful outcomes for the communities we serve.

Our Values



Our Reconciliation Journey

Long before formalising our commitments, we have sought to build trust, respect and cultural safety through our programs, partnerships and day-to-day interactions. These early foundations shaped our understanding that reconciliation is relational, ongoing and deeply tied to our purpose.

Our reconciliation efforts became more structured through the development of our Reflect RAP. This initial phase supported the growth of organisational awareness, strengthened cultural capability, and helped us identify areas where we needed to improve. Through staff training, cultural engagement activities and meaningful internal conversations, we developed a clearer understanding of our role and responsibility in contributing to reconciliation.

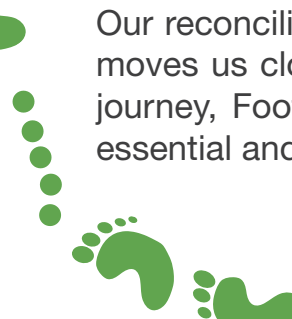
Through ongoing consultation with Aboriginal and Torres Strait Islander staff, community members and partner organisations, we gained valuable insights that have shaped this Innovate RAP. We heard the importance of building trust through consistent, relationship-based engagement, and that cultural safety is experienced through how services are delivered. We also identified the need for more structured and culturally appropriate approaches to capturing client voice and measuring outcomes.

Partnerships have played an important role in our learning. In particular, collaboration with the Brisbane South Primary Health Network, strengthened our understanding of best practice approaches to measuring impact, including the importance of culturally meaningful data and using insights to inform continuous improvement.

While we have made progress in building awareness and strengthening relationships, we have identified gaps in consistently capturing data, measuring impact and embedding accountability across the organisation. We recognised the need to deepen engagement with Aboriginal and Torres Strait Islander staff and communities, and to ensure cultural practices were applied more consistently across our service footprint.

These learnings have directly informed our transition to an Innovate RAP. In this next phase, we are strengthening our data and reporting frameworks, embedding cultural governance and accountability into leadership structures, and taking a more coordinated approach to engagement and culturally safe practice. This will support a shift from awareness to measurable impact, ensuring reconciliation is embedded across our systems, decisions and service delivery.

Our reconciliation journey is ongoing. Each step, whether a conversation, a partnership, a policy change or a moment of reflection, moves us closer to an organisation that truly honours the cultures, rights and voices of First Nations peoples. As we continue this journey, Footprints remains committed to walking with integrity, learning from community and ensuring reconciliation remains an essential and living part of who we are.

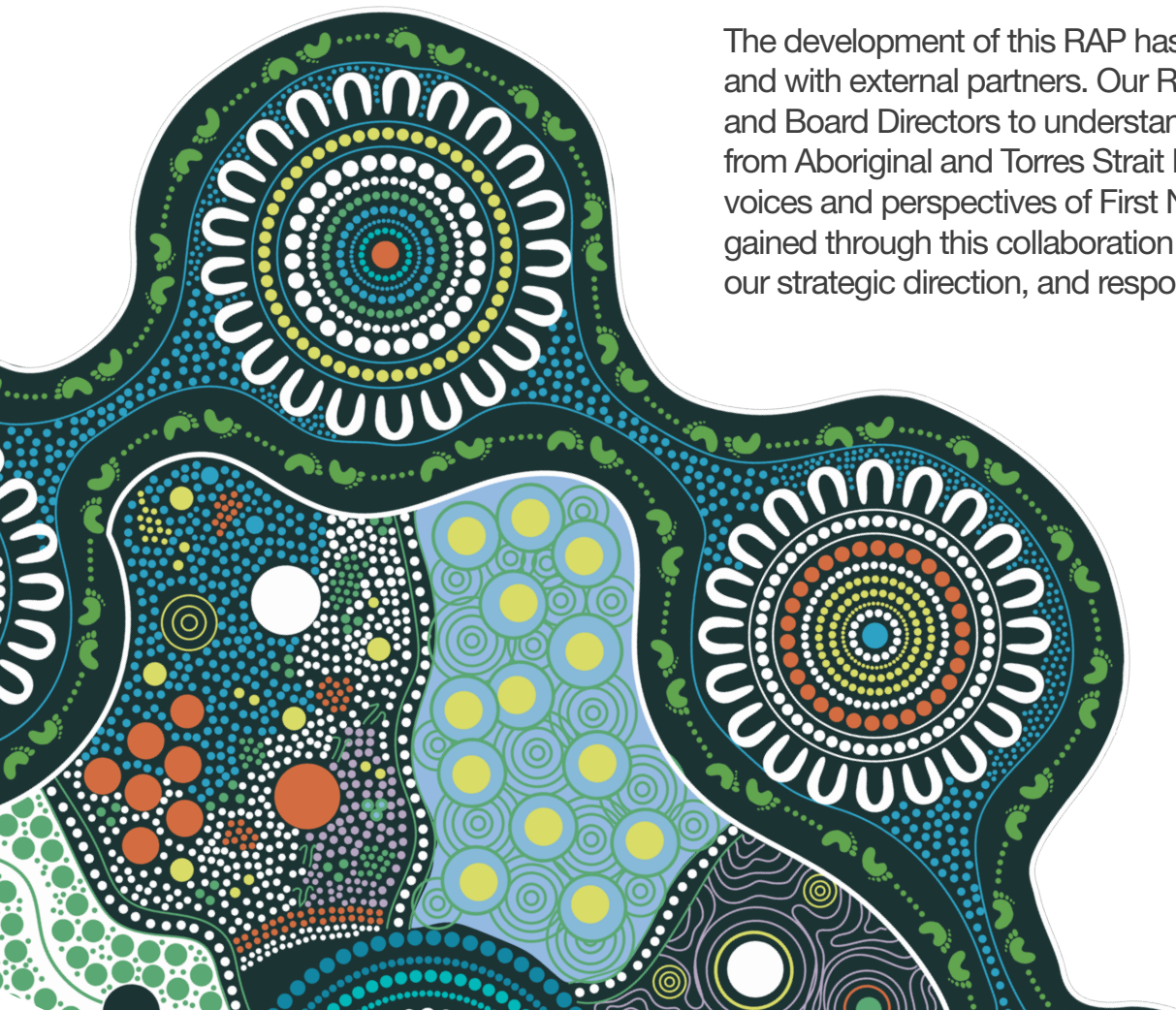


Our Innovate RAP

Our Innovate Reconciliation Action Plan is essential to our commitment to equity and dignity for all people. We recognise that we cannot fulfil this purpose without actively addressing the structural inequalities experienced by Aboriginal and Torres Strait Islander peoples. Our RAP provides a formal, accountable framework that strengthens our commitment to culturally safe practice, deepens our relationships with First Nations communities and ensures reconciliation is embedded across our systems, leadership and service delivery.

The development of this RAP has been shaped by meaningful consultation across our organisation and with external partners. Our RAP Working Group led the process, engaging staff, senior leaders and Board Directors to understand our strengths, gaps and opportunities. We sought guidance from Aboriginal and Torres Strait Islander staff, community partners and stakeholders to ensure the voices and perspectives of First Nations peoples informed our priorities and actions. The insights gained through this collaboration have helped us design a RAP that reflects our values, aligns with our strategic direction, and responds to the lived experiences of the communities we serve.

Our RAP is championed by our CEO, Dr Tanya Bell and supported by the Executive Management Team, who collectively hold accountability for driving cultural growth and organisational transformation. Their leadership ensures reconciliation is not an isolated initiative but a shared responsibility that sits at the centre of our strategy and everyday practice. The Board of Directors also provides oversight and governance, reinforcing reconciliation as a core organisational priority.



RAP Working Group

The RAP Working Group brings together representatives from across Footprints, including People and Culture, Service Delivery, Marketing and Communications, Community Engagement, Governance, Finance and frontline programs. This cross-organisational representation ensures reconciliation is informed by diverse perspectives and embedded across all areas of our work.

The Working Group includes Aboriginal and Torres Strait Islander staff whose cultural knowledge, lived experience and leadership are central to shaping meaningful and culturally informed outcomes. At present, two members of the Working Group identify as Aboriginal and/or Torres Strait Islander. We recognise the importance of strong First Nations representation and are actively working to increase participation to further strengthen cultural voice and guidance.

The group is also supported by an external First Nations advisor and cultural leader, providing independent cultural insight and guidance. As part of our commitment to strengthening cultural governance, we will establish a First Nations Cultural Reference Group to further elevate community voice, cultural authority and self-determination in our decision-making.

Dr Tanya Bell
CEO

Michael Ryall
Board Member

Hayley Langton
First Nations
Engagement Officer

Harry Pitt
First Nations
Consultant

Kim Grady
Ageing Well
Lead

Loku Priyantha
Senior Manager
People and Culture

Antoinette Lloyd
Stakeholder Relations
Coordinator

Aaqil Doola
Manager Ageing
and Living Well

Madeleine Lewis
Community Engagement Lead

Caroline Johnson
Homeless Outreach Response Case
Manager

Our Innovate RAP

Marks a shift from awareness to action, from preparing to embedding.

It strengthens our resolve to ensure reconciliation lives not just in our words, but in our relationships, systems and every step we take as an organisation.



Relationships



Respect



Opportunities



Governance



Relationships

For Footprints, reconciliation begins with relationships, authentic connections that honour culture, support shared learning and build pathways for collaboration. Strong relationships enable us to design better services, strengthen governance, communicate with respect and walk alongside communities as true partners in creating lasting social impact.

Focus area

Our 'Collaborative Change' priority, reinforces our commitment to genuine partnership, shared learning, and working alongside communities to create fairer, stronger futures.

Action	Deliverable	Timeline	Responsibility
01 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify and maintain relationships with key Aboriginal and Torres Strait Islander stakeholders across operational regions.	Nov 2026, Nov 2027	First Nations Engagement Officer
	Develop and implement a First Nations Community Engagement Plan.	Jul 2027	First Nations Engagement Officer
	Ensure culturally appropriate consultation frameworks are in place for new programs and regional expansion.	Feb 2027	First Nations Engagement Officer
	Review and update stakeholder relationships and engagement priorities annually to ensure relationships remain active, respectful and responsive to community needs.	Jul 2026, Jul 2027	First Nations Engagement Officer
02 Build relationships through celebrating National Reconciliation Week (NRW).	Promote NRW through internal communications using resources from Reconciliation Australia.	Apr 2026, Apr 2027	Communications Manager
	Encourage RAP Working Group members and staff representatives to participate in external NRW events to strengthen community relationships and cultural understanding.	27 May - 3 Jun 2026, 2027	CEO
	Host National Reconciliation Week activities across Footprints offices, including a celebration morning tea or similar event that brings together staff, clients and local community members.	27 May - 3 Jun 2026, 2027	Communications Manager
	Register all Footprints NRW events on Reconciliation Australia's NRW website.	May 2026, May 2027	Communications Manager



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Action	Deliverable	Timeline	Responsibility
03 Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Jun 2026	First Nations Engagement Officer
	Communicate Footprints' commitment to reconciliation publicly through organisational communications and engagement activities.	May, July, Nov 2026 Feb, May, July, Nov 2027 Feb, May 2028	Communications Manager
	Identify and implement opportunities to positively influence partners, stakeholders and sector networks to support reconciliation outcomes.	Review May 2027	CEO
	Collaborate with RAP organisations and other like-minded organisations to share learnings and develop innovative approaches to advance reconciliation.	Ongoing	First Nations Engagement Officer
04 Position Footprints Community as a culturally safe and trusted provider for Aboriginal and Torres Strait Islander peoples.	Monitor client participation and feedback to inform culturally safe service delivery and community engagement strategies.	Review May 2027, May 2028	CEO
	Strengthen outreach and communications to improve awareness of Footprints services among Aboriginal and Torres Strait Islander communities.	Aug 2026	First Nations Engagement Officer
	Seek feedback from Aboriginal and Torres Strait Islander clients and community representatives to inform improvements to culturally safe service delivery.	May 2027	GM Quality and Compliance



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Action	Deliverable	Timeline	Responsibility
04 (cont.) Position Footprints Community as a culturally safe and trusted provider for Aboriginal and Torres Strait Islander peoples.	Explore opportunities to achieve relevant sector recognition or accreditation supporting culturally responsive services for First Nations clients.	Oct 2027	CEO
	Co-design culturally appropriate, region-specific engagement principles for frontline staff.	Jun 2027	First Nations Engagement Officer
05 Promote positive race relations through anti-discrimination and culturally safe workplace practices.	Review HR policies and procedures to identify opportunities to strengthen anti-discrimination provisions and culturally safe workplace practices.	Oct 2026	Senior Manager People and Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Sep 2026	GM Quality and Compliance
	Update, implement and communicate an organisational anti-discrimination policy.	Oct 2026	Senior Manager People and Culture
	Develop and implement a cultural supervision framework for First Nations employees.	Oct 2026	Senior Manager People and Culture
	Provide education for senior leaders on the impacts of racism to strengthen culturally informed leadership.	Mar 2027	First Nations Engagement Officer



Respect

Footprints is committed to demonstrating ongoing respect for Aboriginal and Torres Strait Islander peoples, cultures, knowledge systems, histories and rights. This involves growing our cultural awareness, embedding cultural protocols in everyday practice, recognising shared history and contributing to cultural safety for First Nations peoples in the workplace and in our service delivery.

Focus area

Respect aligns with our 'Diverse Voices' priority, embedding lived experience, cultural perspectives and inclusive practice across leadership, governance and service delivery.

Action	Deliverable	Timeline	Responsibility
06 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a cultural learning needs analysis to inform development of a Cultural Learning Strategy.	Jul 2026	Senior Manager People and Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our Cultural Learning Strategy.	Aug 2026	First Nations Engagement Officer
	Develop, implement and communicate a tiered Cultural Learning Strategy including: • Foundational onboarding learning • Annual refresher learning • Leadership and Board cultural capability pathways	Sept 2026	First Nations Engagement Officer
	Deliver mandatory cultural awareness training for all new employees and provide ongoing learning opportunities, including at least one First Nations-led session annually (target ≥60% participation).	Review Oct 2026, Oct 2027	Senior Manager People and Culture
	Provide cultural capability development opportunities for Board and senior leaders.	Feb 2027, Feb 2028	First Nations Engagement Officer
	Promote recognition of significant First Nations dates and share educational material about these key dates (e.g., National Sorry Day, Mabo Day) through internal and external communications.	Review May 2027, May 2028	Communications Manager



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Focus area

Respect aligns with our 'Diverse Voices' priority, embedding lived experience, cultural perspectives and inclusive practice across leadership, governance and service delivery.

Action	Deliverable	Timeline	Responsibility
07 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by embedding cultural protocols and practice and increasing visible recognition across Footprints.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Aug 2026	First Nations Engagement Officer
	Develop, implement and communicate a Cultural Protocols Guide, including Welcome to Country and Acknowledgement of Country.	Jun 2026	First Nations Engagement Officer
	Invite Traditional Owners or Custodians to provide Welcome to Country at major events annually (with appropriate remuneration).	Nov 2026, Nov 2027	First Nations Engagement Officer
	Ensure consistent inclusion of cultural protocols across organisational templates, communications and systems. (100% adoption)	Jul 2026	Communications Manager
	Visibly display commissioned First Nations artwork in public-facing spaces with artist biographies and contextual information.	Jun 2026	Communications Manager
08 Celebrate and recognise Aboriginal and Torres Strait Islander cultures and histories through NAIDOC Week and key cultural events.	Develop and implement an annual NAIDOC Week engagement plan.	Jun 2026, Jun 2027	Communications Manager
	Encourage and support staff participation in external NAIDOC Week and other significant First Nations events.	Jul 2026, Jul 2027	Communications Manager



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Focus area

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Action	Deliverable	Timeline	Responsibility
08 (cont.) Celebrate and recognise Aboriginal and Torres Strait Islander cultures and histories through NAIDOC Week and key cultural events.	RAP Working Group to participate in an external NAIDOC Week event.	Jul 2026, Jul 2027	First Nations Engagement Officer
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jun 2026	Senior Manager People and Culture
	Host at least one truth-telling/yarning event with First Nations guest speaker each year prior to NAIDOC week. - Follow up with Evaluation of learnings - Share learning outcomes organisation-wide	Jun 2026	First Nations Engagement Officer
09 Embed culturally safe workplace practices across Footprints.	Include cultural capability goals in performance development plans (PDPs) for managers, informed by cultural advice to ensure respectful and culturally sensitive implementation.	Jul 2027	CEO
	Review and improve existing pathways to report racism or cultural safety concerns to ensure they are safe, accessible and culturally appropriate.	Jun 2027	GM Quality and Compliance



Opportunities

Creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples strengthens Footprints' commitment to a thriving workforce where everyone feels valued, supported and able to grow. By improving access to employment, development and organisational systems, we help build a workforce that better reflects and understands the communities we walk alongside.

Focus area

Thriving Workforce

Action	Deliverable	Timeline	Responsibility
10 Increase Aboriginal and Torres Strait Islander employment outcomes.	Analyse current Aboriginal and Torres Strait Islander workforce data, to inform future employment initiatives.	Jan 2027	Senior Manager People and Culture
	Consult with Aboriginal and Torres Strait Islander staff to identify barriers and opportunities relating to recruitment, retention and career development.	Jul 2026, Jul 2027	First Nations Engagement Officer
	Review HR policies to remove barriers and include cultural leave entitlements (e.g., NAIDOC, ceremonial leave).	Oct 2026	Senior Manager People and Culture
	Develop and implement a First Nations Workforce Strategy, informed by consultation and workforce data, to strengthen recruitment, retention and professional development opportunities.	July 2027	Executive Leadership Team
	Review recruitment practices to remove barriers for Aboriginal and Torres Strait Islander participation in the workplace.	Jan 2027	Senior Manager People and Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jan 2027, Jan 2028	Senior Manager People and Culture



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Focus area

Thriving Workforce

Action	Deliverable	Timeline	Responsibility
11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement a First Nations procurement strategy.	Oct 2026	First Nations Engagement Officer
	Investigate membership with Supply Nation to support procurement from verified Aboriginal and Torres Strait Islander businesses.	Oct 2026	GM Quality and Compliance
	Promote opportunities for staff to procure goods and services from Aboriginal and Torres Strait Islander businesses.	Oct 2026	GM Quality and Compliance
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Oct 2026	GM Quality and Compliance
	Develop and strengthen commercial relationships with Aboriginal and Torres Strait Islander businesses.	Ongoing	GM Quality and Compliance



Governance

Footprints Community recognises that meaningful reconciliation requires strong governance, cultural accountability and visible leadership. As we implement our Every Step Matters 2026 - 2030 Strategic Plan, reconciliation is not a parallel agenda, it is integral to how we lead, make decisions and measure impact.

Through this Innovate RAP, we will strengthen governance structures to ensure reconciliation commitments are embedded within organisational strategy, risk oversight, performance monitoring and cultural leadership.

Focus area

Ensure reconciliation is embedded within organisational governance structures and aligned to Every Step Matters Strategic Plan 2026–2030.

Action	Deliverable	Timeline	Responsibility
12 Strengthen First Nations governance, engagement and cultural guidance across Footprints.	Establish and maintain a First Nations Cultural Reference Group to provide cultural advice and guidance on organisational policies, initiatives and RAP implementation.	Jul 2026	First Nations Engagement Officer
	Provide advice to the RWG and leadership on the development and implementation of RAP initiatives and culturally responsive practices.	Dec 2026, Dec 2027	First Nations Cultural Reference Group
	Embed consultation mechanisms to ensure Aboriginal and Torres Strait Islander staff and the Cultural Reference Group inform organisational initiatives, workplace practices and decision-making.	Feb 2026, Feb 2027	CEO
	Establish targeted working groups, to support implementation of RAP priorities and First Nations cultural initiatives across the organisation.	May, Nov 2026, May, Nov 2027	First Nations Engagement Officer
13 Establish and maintain an effective RAP Working group (RWG) to provide oversight and governance.	Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Working Group (RWG)	Dec 2026, Dec 2027	CEO
	Maintain and annually review a formal Terms of Reference for the RWG.	Jun 2026, Jun 2027	CEO
	Meet at least four times per year to drive and monitor RAP implementation, risks and outcomes.	Jun, Sept 2026, Jan, Apr 2027	CEO



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Focus area

Ensure reconciliation is embedded within organisational governance structures and aligned to Every Step Matters Strategic Plan 2026–2030.

Action	Deliverable	Timeline	Responsibility
14 Allocate appropriate resources to support the effective implementation of RAP commitments.	Define and review annual resource requirements including budget, staffing and partnerships.	May 2026, May 2027	GM Finance and Corporate Services
	Incorporate RAP priorities into operational planning aligned to our Every Step Matters 2026-2030 Strategic Plan.	Jun 2026	CEO
15 Strengthen leadership accountability for RAP outcomes.	Appoint and maintain an Executive Leadership Team RAP Champion.	May 2026	CEO
	Include RAP commitments within relevant leadership KPIs and performance conversations.	Jun 2026, Jun 2027	CEO
	Provide a biannual RAP progress summary to the Board to ensure governance oversight.	Dec 2026, Jul, Dec 2027	CEO
	Ensure RAP priorities are reflected in relevant Board sub-committee discussions (e.g. Finance Audit and Risk, People and Culture).	Jul, Oct 2026 Jan, Mar 2027	CEO



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Focus area

Ensure reconciliation is embedded within organisational governance structures and aligned to Every Step Matters Strategic Plan 2026–2030.

Action	Deliverable	Timeline	Responsibility
16 Strengthen measurement and evaluation systems.	Establish systems to track, measure and report RAP commitments, progress and outcomes.	May 2026	First Nations Engagement Officer
	Align RAP impact measures with Strategic Plan outcomes (Service Excellence, Collaborative Change and Thriving Workforce).	Jul 2026, Jul 2027	CEO
17 Maintain compliance & engagement with Reconciliation Australia.	Confirm primary and secondary RAP contact details are current.	Jun 2026, Jun 2027	First Nations Engagement Officer
	Complete and submit the annual RAP Impact Survey.	30 Sep 2026, 30 Sep 2027	First Nations Engagement Officer
18 Monitor and communicate progress.	Provide regular updates to all staff and senior leaders.	Jul, Oct 2026 Jan, Apr, Jul, Oct 2027 Jan, Apr 2028	First Nations Engagement Officer
	Include RAP progress reporting within organisational reporting mechanisms (e.g. Annual Report, Board reporting).	Jun, Sep, Nov 2026 Mar, Jun, Sep, Nov 2027 Feb, May 2028	CEO



Governance

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Focus area

Ensure reconciliation is embedded within organisational governance structures and aligned to Every Step Matters Strategic Plan 2026–2030.

Action	Deliverable	Timeline	Responsibility
18 (cont.) Monitor and communicate progress.	Publicly report RAP achievements, challenges and outcomes.	May 2027, May 2028	Communications Manager
	Participate in Reconciliation Australia's Workplace RAP Barometer. 2026 WRB Info Pack	May 2026, Apr 2028	First Nations Engagement Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	First Nations Engagement Officer
19 Prepare for the development of our next RAP.	Register to develop our next RAP at least 6 months prior to expiry.	Nov 2027	First Nations Engagement Officer
	Conduct an internal evaluation of RAP impact to inform next-stage commitments.	Mar 2028	First Nations Engagement Officer
	Engage Aboriginal and Torres Strait Islander stakeholders in consultation to shape the next RAP.	Apr 2028	First Nations Engagement Officer

Contact

Antoinette Lloyd

Stakeholder Relations Coordinator

0410 786 000

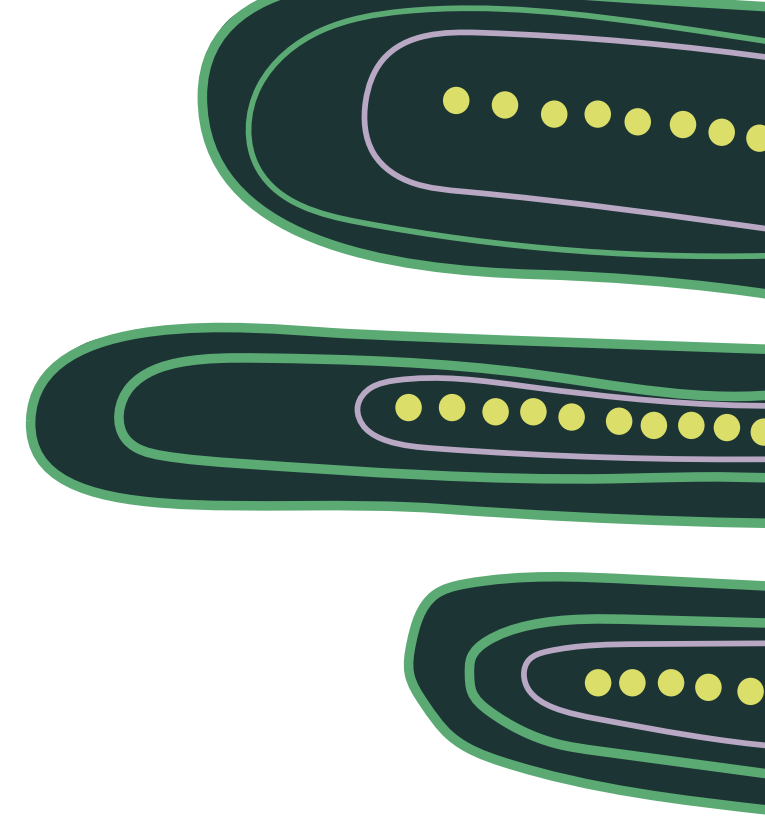
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