



**Brotherhood of St. Laurence
Stretch Reconciliation Action Plan
January 2026 – December 2028**



Acknowledgement of Country

The Brotherhood of St. Laurence acknowledges the Traditional Custodians of the lands and waterways on which our organisation operates and recognises First Nations culture as one of the richest and oldest continuous cultures in the world.

We pay our respects to Aboriginal and Torres Strait Islander Elders past and present. We commit to actively listening and working alongside First Nations people to support reconciliation through our sphere of influence. We recognise the importance of ensuring First Nations voices are at the forefront of our actions.



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Brotherhood of St. Laurence

Stretch Reconciliation Action Plan (RAP) January 2026 - December 2028

Our Stretch Reconciliation Action Plan (RAP) is used to embed reconciliation activities within the Brotherhood of St. Laurence (BSL) and expand our impact within our sphere of influence. It is a three-year plan, which commences 1 January 2026 and completes three years later on 30 December 2028. The BSL RAP is based on the RAP framework consisting of three core pillars: *Relationships, Respect and Opportunities* and a section with details related to *Governance*.

The BSL RAP contains the mandatory actions and deliverables provided by Reconciliation Australia. This plan also has actions and deliverables unique to BSL which were identified through an internal consultation process with staff at all levels of the organisation along with Executive Leaders, the BSL First Nations Advisory Group and Board members.



About the artist and artwork

Desert Meeting Places, 2025

This is my Country, the land on which we roam.

For thousands of years, my ancestors lived, hunted and flourished. This is desert Country, hot land.

The rivers have dried up until the next rain, and when it does rain, it pours down, with a big explosion of life and greenery.

Chris S

Yorta Yorta/Barkindji People

The Torch

The Torch is a not for profit First Peoples-led arts organisation that provides art, cultural, and arts industry support to First Peoples with lived experience of incarceration in Victoria.

Its core purpose is to address the over-representation of Aboriginal and Torres Strait Islander people within Victoria's legal system through its Statewide Indigenous Arts In Prisons and Community Program.

First Peoples are supported to reclaim cultural connections through art and cultural practice. 100% of any artworks sold goes directly to the artist.

Messages from BSL Executive Director and BSL Board Chair

We acknowledge Aboriginal and Torres Strait Islander peoples as the First Peoples of this land, whose deep and enduring connection to Country holds wisdom that continues to guide and inspire. At BSL, we recognise poverty is shaped by complex and intersecting challenges—including rising living costs, climate change, insecure incomes and housing stress. In our pursuit of meaningful change, we commit to listening deeply and learning from First Nations peoples, whose strength, resilience and leadership illuminate the path forward.

Our Stretch Reconciliation Action Plan for 2026-2028 strengthens our commitment to working in genuine partnership with First Nations communities. At BSL, we understand reconciliation is not a destination but a shared journey—one that calls for collaboration, humility and solidarity. We stand firm in our commitment to advancing the cause of First Nations self-determination, justice, and truth-telling. We recognise the journey towards reconciliation is ongoing and requires unwavering dedication. We walk alongside First Nations colleagues, with non-Indigenous staff and volunteers actively engaging, learning and sharing the responsibility for change.

We are dedicated to contributing to Closing the Gap. Through targeted activities and resource allocation, we aim to create lasting impact—particularly in early childhood

development and by supporting self-determination and the Aboriginal Community-Controlled sector.

As a community organisation, BSL plays a vital role in truth-telling and reckoning with our historical impact. We commit to building a deeper understanding of our past, knowing that this is essential to earning trust and fostering integrity in our relationships with First Nations peoples. We believe true reconciliation can only be achieved through meaningful dialogue, acknowledgment of historical injustices, and genuine efforts to address the entrenched disparities faced by First Nations communities. This includes amplifying First Nations voices, supporting community-led initiatives, and advocating for policies that prioritise self-determination and reconciliation. We will continue to work with First Nations communities, organisations, and allies to confront the legacies of the past and pave the way for a more equitable and inclusive future.

We call on all BSL staff and volunteers to actively engage with our Stretch Reconciliation Action Plan. With respect, deep listening and generosity of spirit, we take meaningful steps forward—toward reconciliation, toward justice and toward caring for Country and community.



Travers McLeod
Executive Director

BSL



Jane Hodder
Board Chair

BSL

CEO of Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Brotherhood of St. Laurence on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of *relationships, respect* and *opportunities*, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

Brotherhood of St. Laurence's daily work on policy reform, community partnerships, and service quality to address the fundamental causes of poverty in Australia directly aligns with its RAP commitments around self-determination, truth-telling and cultural safety.

This work is built on the foundational experience Brotherhood of St. Laurence gained in its previous RAPs where it implemented several First Nations-led initiatives. The establishment of the First Nations Advisory Group, a genuine mechanism for cultural authority within organisational and strategic decisions, represented a change from consultation to embedded governance at Brotherhood of St. Laurence. Similarly, it transferred control of one of its long-running national family programs to Aboriginal Community Controlled Organisations. These actions ensure First Nations cultural knowledge and lived experience actively shape Brotherhood of St. Laurence's direction and embodies a shift from delivering to communities to supporting communities to lead.

With this new Stretch RAP, the Brotherhood of St. Laurence continues to recognise the value of self-determination and the capability and contributions of Aboriginal and Torres Strait Islander peoples by focusing its efforts on increasing First Nations leadership, truth-telling initiatives and embedded cultural safety and accountability systems. By supporting the growth and influence of First Nations staff, confronting the impacts of historical injustices on its work today, and strengthening its formal reporting structures Brotherhood of St. Laurence will not only affect positive and long-lasting change internally, but will see it extend out to the communities it works with every day.

Through its previous RAPs and with this new commitment, Brotherhood of St. Laurence continues to demonstrate its potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend the Brotherhood of St. Laurence on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive
Officer

Reconciliation
Australia



Our organisation

BSL is a social justice organisation working alongside people experiencing disadvantage to address the fundamental causes of poverty in Australia. We believe no one should live in poverty. Our purpose is to advance a fair Australia through our leadership on policy reform, our partnerships with communities, and the quality of our services. We think differently and take a unique approach to address the fundamental causes of poverty in our community.

Our approach is informed directly by the people experiencing disadvantage and uses evidence drawn from our research, together with insights from our programs and services, to develop practical solutions that work. We also believe change can only happen when people work together, which is why partnerships with the broader community and organisations nationally are a cornerstone of BSL.

BSL works with local partners in 100 sites to deliver Home Interaction Program for Parents and Youngsters (HIPPY) and delivers Saver Plus, Australia's largest and longest-running financial education and matched savings program. BSL has 12 sites in Victoria focused on the delivery of early years, financial wellbeing, disability and aged care services.

BSL's Social Enterprises comprises of a retail business of 20 op shops and two Hunter Gatherer stores. They provide recycled, sustainable low-cost goods. The stores help us reach out to local communities, offering clothing, furniture and other household essentials at low prices.

Brotherhood Books is BSL's online bookstore selling donated books and staffed by a team of volunteers. Since its launch in 2009, Brotherhood Books has grown exponentially with a nationwide customer database and is Australia's first online charity second-hand bookstore. The profits from our social enterprises help fund a range of BSL's community programs.

We are proud to be a strong voice for people experiencing disadvantage. It has been our way since the 1930s when Father Tucker's activism for social reform amid the Great Depression led to our inception. And today, all Australians can be part of the change.

Together, let's make change that lasts for an Australia free of poverty.



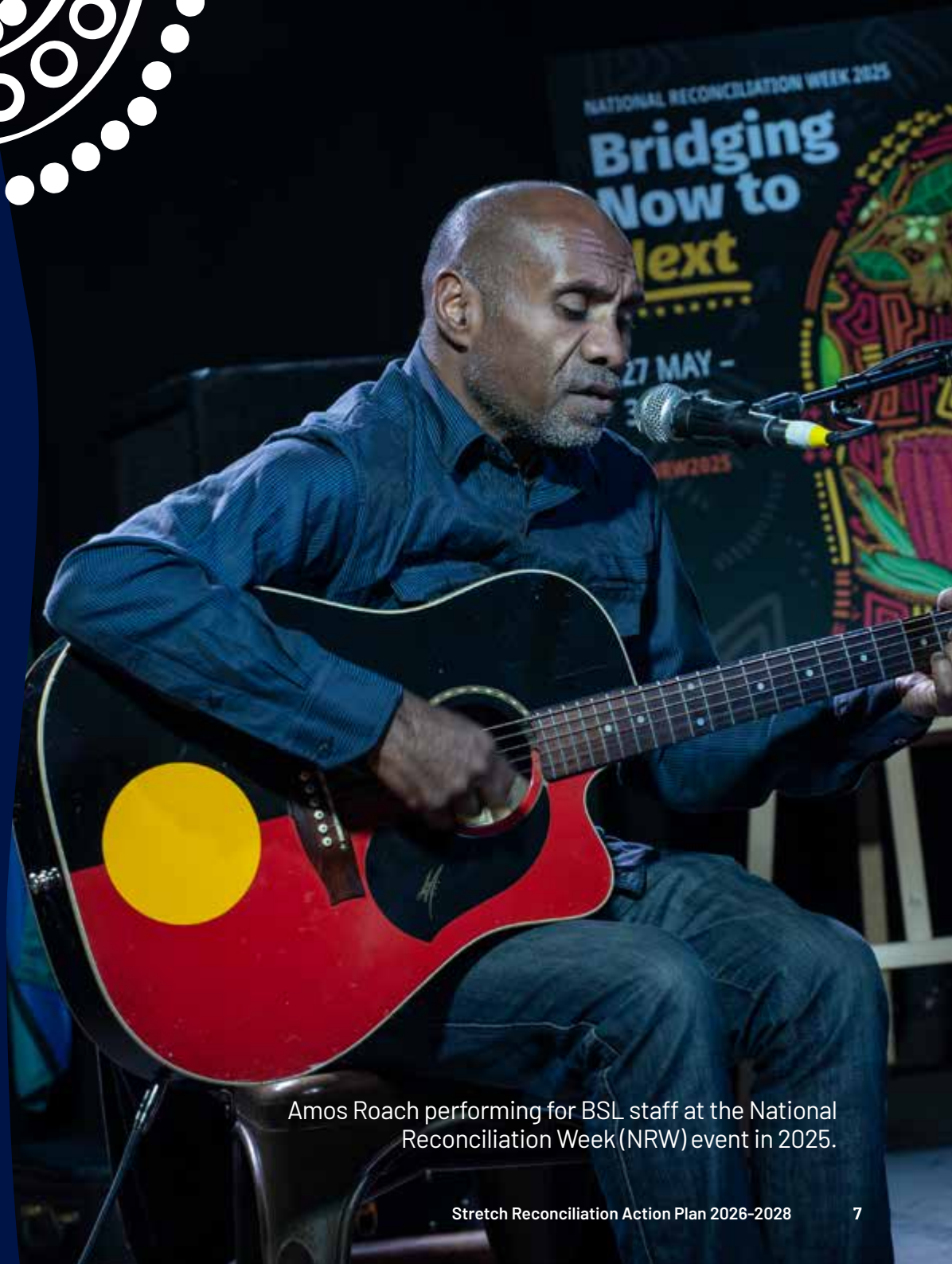
Our organisation's sphere of influence

BSL aims for a diverse and inclusive workforce, valuing the contributions of 1500 staff and over 1000 volunteers. Fourteen First Nations staff contribute to our organisation and play vital roles in delivering culturally safe services, building our external connections and facilitating our First Nations partnerships.

Through the service delivery and our Research, Policy and Advocacy team, BSL staff are in a unique position to be able to influence positive change at an individual, community and national level. Our staff are advocates for systems change and value the lived experiences of the people who use our services. We know that listening deeply to the people who experience poverty and disadvantage will support community led decision making, co-design and service systems that meet people's needs.

BSL engages with all levels of government, providing policy submissions and advocating for reforms to address poverty and inequality.

BSL has a long history of partnering with local organisations and communities to understand their needs and develop tailored solutions. This approach often involves delivering innovative programs in trial sites to build evidence to support the scaling of services or to enable sharing of new approaches with the broader community sector. BSL also has a long history of investing in and supporting smaller organisations to build their capacity to thrive.



Amos Roach performing for BSL staff at the National Reconciliation Week (NRW) event in 2025.

Our vision and commitment

Our reconciliation vision is for a community where every person feels safe, respected, and valued. At BSL, we see a future where cultural expressions are honoured and where reconciliation is not a destination but a continuous, transformative journey. It is a living, breathing environment that emerges when commitment is translated into genuine action.

It is a workplace where non-Indigenous staff are guided by their First Nations colleagues in real, tangible ways through shared leadership, cultural governance and regular feedback. It is a place where there is a deep understanding and a sincere dedication to culturally safe practices, which create ripple effects of inclusion and trust that enhance us all. Our BSL community spaces and meeting rooms are named in First Nations languages, and flags and cultural markers are visible reminders of a shared history and future.

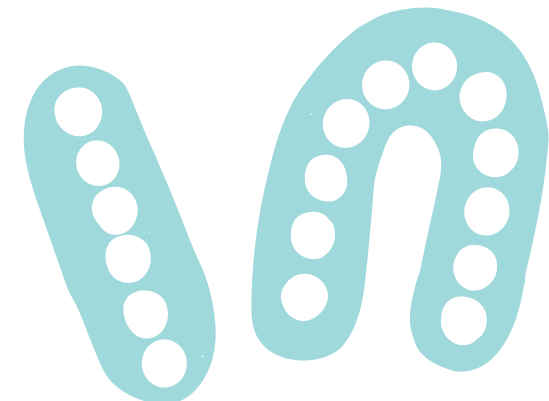
Our commitment is clear: we will walk alongside First Nations communities, ensuring that

partnerships, services, and policies are imbued with the principle of self-determination and cultural leadership. This is more than a promise, it is a call to practical, bold and meaningful action. We are here to support truth-telling, amplify First Nations voices and challenge systemic injustice.

Reconciliation is about equity rather than mere equality. It begins with acknowledging the deep-seated and ongoing challenges faced by First Nations peoples. It requires an honest acceptance of our past and a commitment to integrate First Nations perspectives into every facet of our work. We believe that reconciliation is not about placing the burden of education or change solely on First Nations peoples and communities; it is about our collective responsibility to listen, learn and act. With leadership aligned from the highest levels of our organisation, we have an opportunity to move forward with purpose and urgency.

We are dedicated to embedding First Nations ways of work and practices within our teams, our policies and every initiative we undertake. We will strive to set a standard for systemic change by challenging persistent injustices and advocating for policies that uplift and empower. Our actions are driven by a unified purpose: to ensure that First Nations peoples and communities do not shoulder the burden of change alone, but we all commit to be active shapers of an Australia that honours their culture, wisdom and rights.

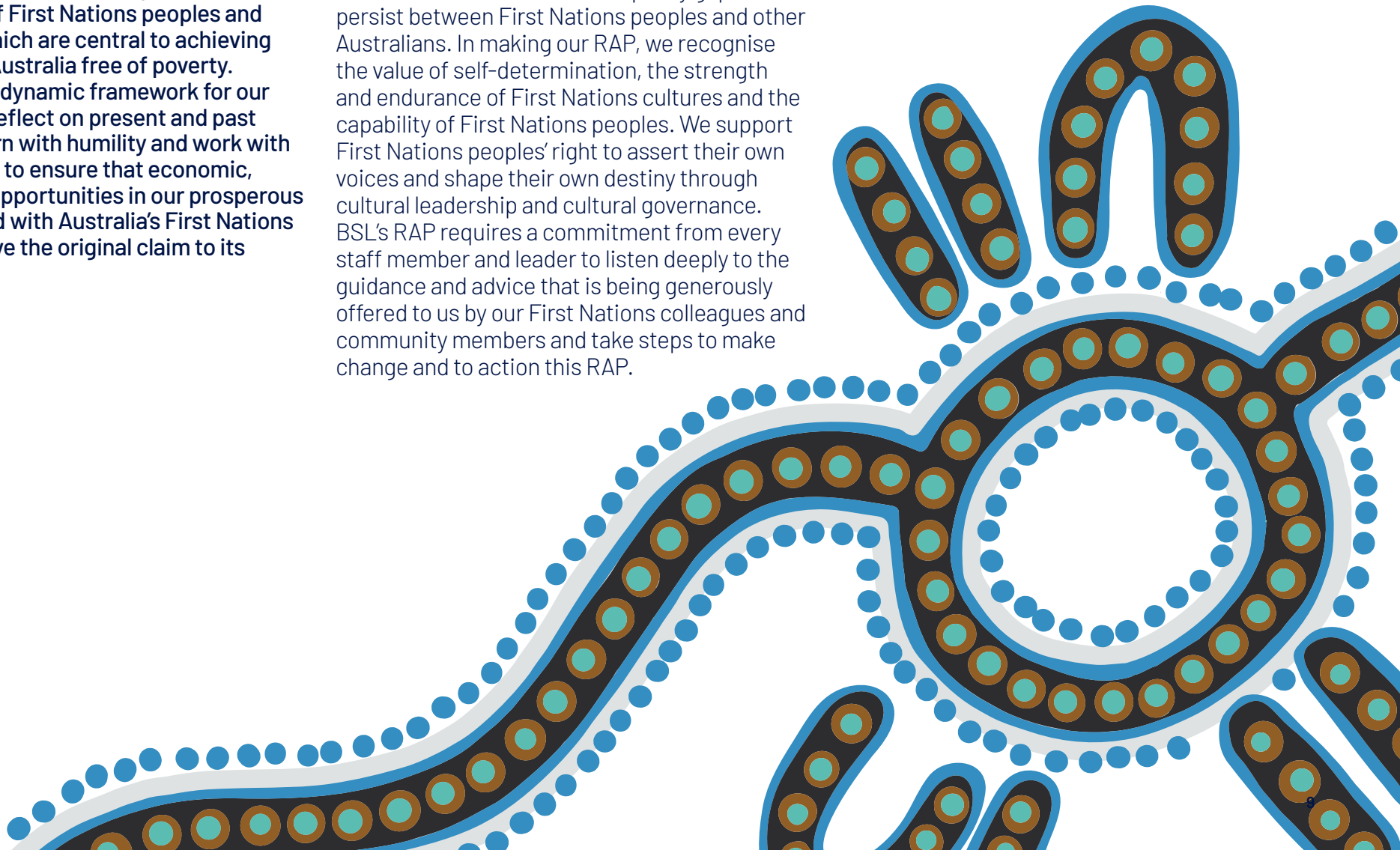
Every employee and volunteer at BSL is invited to join us on this essential journey. Together, by listening with open hearts and acting with purposeful determination, we can create a future that resonates with the spirit of reconciliation—a future where inclusion and justice are at the very core of our collective progress.



Our RAP 2026-2028

BSL's Stretch RAP will further our commitment to justice, access to opportunity and the empowerment of First Nations peoples and communities, which are central to achieving our vision of an Australia free of poverty. Our RAP offers a dynamic framework for our organisation to reflect on present and past injustices, to learn with humility and work with intentional focus to ensure that economic, social and civic opportunities in our prosperous nation are shared with Australia's First Nations peoples, who have the original claim to its abundance.

BSL is committed to work within its sphere of influence to address stark inequality gaps that persist between First Nations peoples and other Australians. In making our RAP, we recognise the value of self-determination, the strength and endurance of First Nations cultures and the capability of First Nations peoples. We support First Nations peoples' right to assert their own voices and shape their own destiny through cultural leadership and cultural governance. BSL's RAP requires a commitment from every staff member and leader to listen deeply to the guidance and advice that is being generously offered to us by our First Nations colleagues and community members and take steps to make change and to action this RAP.



Our RAP Champions

The development of this Stretch RAP was undertaken through a comprehensive review of our previous RAP and its achievements. This process included a series of discussions, meetings, and workshops with our First Nations Advisory Group (FNAG), Reconciliation Committee members and a broad range of staff. Consultation sessions were followed by a questionnaire to gather further feedback. This approach enabled a broad group of staff to build their understanding of the changes needed and helped identify shared priority areas.

The consultation process provided valuable insights into personal understandings of reconciliation and fostered a sense of ownership and motivation among staff to engage with the RAP. Using this feedback, the Reconciliation Co-Chair and Reconciliation Lead reviewed all RAP deliverables to ensure they were fit for purpose and aligned with the needs and priorities identified by staff across the organisation.

At BSL, we have **three groups** that support the RAP activities, lead important conversations and support the implementation of deliverables including the FNAG, Reconciliation Committee and the Reconciliation Representatives.

FNAG

The FNAG comprises of First Nations staff from across BSL who volunteer to guide a unifying approach to BSL's First Nations engagement, policy and strategic direction. The group is currently chaired by an external First Nations chairperson who brings specific knowledge and expertise. FNAG provides cultural advice to BSL related to First Nations issues requiring strategic decisions including participation in advocacy, service design, external and internal communications and reputational impact.

Reconciliation Committee

The Reconciliation Committee is made up of senior leaders from across BSL, and members of the committee assist to facilitate communication across the organisation and lead activities related to the RAP. The committee works alongside the Executive, Board and Senior Leadership Team to deliver upon the objectives as set out in the RAP. The purpose of the Reconciliation Committee is to align BSL policies, strategies, practices and organisational culture to support First Nations peoples in their right for self-determination. Our Reconciliation Committee meets six-weekly to monitor the implementation of our RAP deliverables. The RAP Committee is co-chaired

by a Senior Leader and a First Nations leader, and a member of the Executive Leadership Team sponsors the Committee and the entire reconciliation program of work. All BSL First Nations staff are members of the Reconciliation Committee, including our Reconciliation Lead. Other committee members are representative of senior leaders from various BSL areas.

Reconciliation Representatives Group

To facilitate local office level engagement in reconciliation and actioning of RAP deliverables, BSL has established a Reconciliation Representatives Group. This group has approximately 45-50 members. The representatives group is co-chaired by the Reconciliation Lead and members of the group. The Reconciliation Representatives Group meets on a six-weekly basis. The Reconciliation Representatives Group is made up of staff members who have a deep commitment to reconciliation, wish to enhance their understanding of First Nations issues and be change champions in their teams and work sites. The Representatives champion reconciliation across BSL and are especially conscious of reducing the cultural load on their First Nations colleagues. This helps to support delivery of the RAP in an organisation wide sphere of influence.



The 2025 National Reconciliation Week (NRW) commenced with a Welcome to Country in Atherton Gardens beside the public artwork celebrating Aunty Ruby Hunter Ngarrindjeri/ Kokatha/Pitjantjatjara, and Uncle Archie Roach AC AM Gunditjmara (Kirrae Whurrong/Djab Wurrung)/Bundjalung.

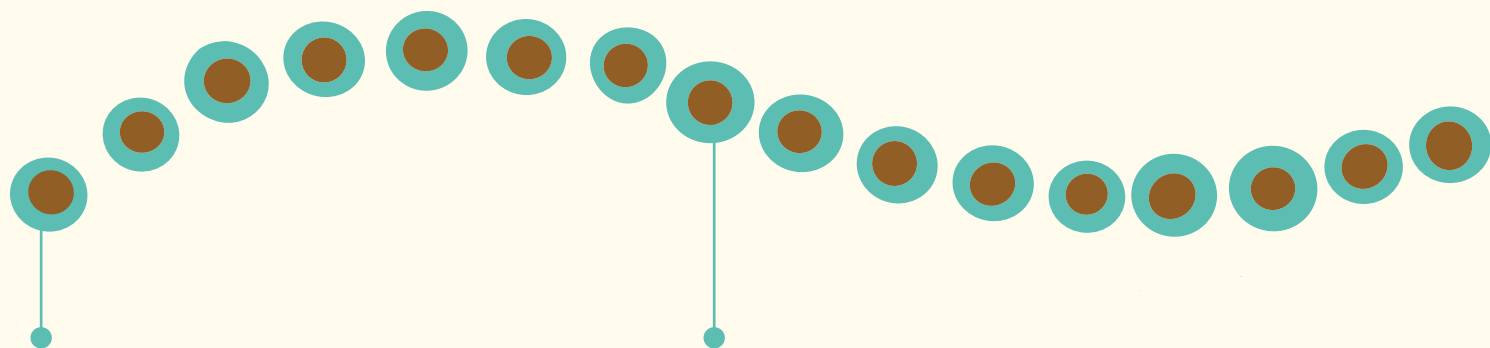
Alignment with Victorian Child Safe Standards

BSL is deeply committed to creating environments where all children and young people feel safe, respected, and empowered. In alignment with Victorian Child Safe Standard 1, we strive to ensure that the diverse and unique identities and experiences of Aboriginal children and young people are respected, valued and actively supported.

Child Safe Standard 1 requires organisations to actively respect and value First Nations cultures, embed culturally safe practices, and ensure that Aboriginal and Torres Strait Islander children and young people can express their identity and enjoy their cultural rights. At BSL, we understand that cultural safety is not a passive concept; it is a proactive, ongoing journey of inclusion, equity and truth-telling.

Cultural safety means welcoming First Nations children and families, supporting them to express their culture, and ensuring they can fully enjoy their cultural rights. This commitment is reflected throughout our Stretch RAP and our broader organisational practices.

We are embedding cultural safety through:

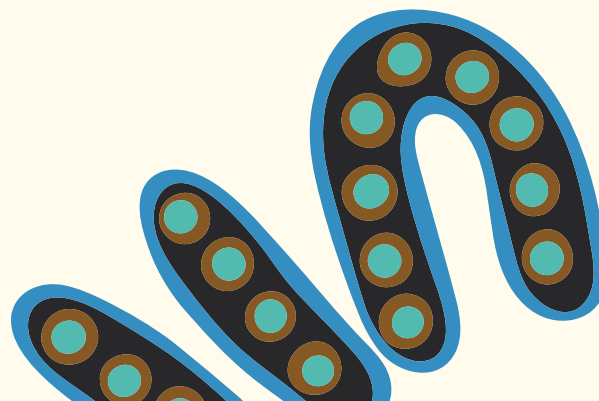


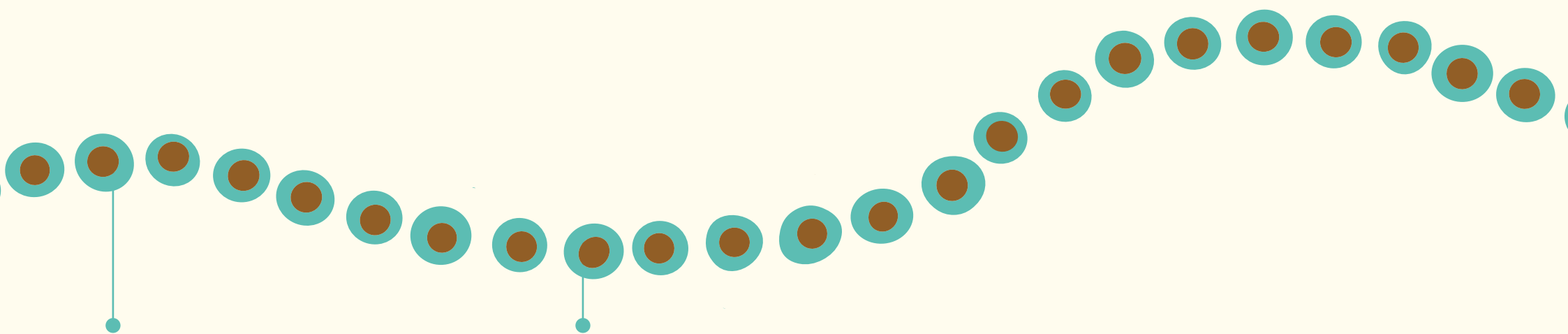
Cultural leadership and governance:

Our FNAG provides strategic cultural guidance across the organisation, ensuring decisions are informed by lived experience and cultural knowledge.

Workforce capability:

We equip staff with the skills and understanding needed to engage respectfully and effectively with Aboriginal and Torres Strait Islander children, families and communities. This includes mandatory cultural competency training and the development of a First Nations Cultural Safety Framework.





Framework systemic change:

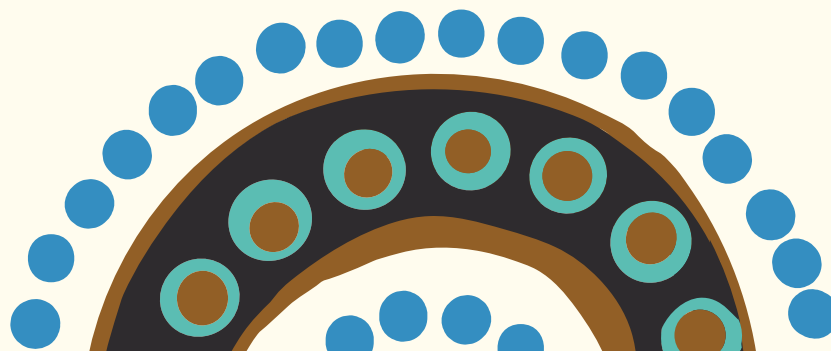
We actively identify and address racism and colonial load within our systems, policies, and practices. Our RAP prioritises accountability, continuous improvement, and the redistribution of cultural load away from First Nations staff.

Genuine participation:

We co-design services and programs with First Nations communities, ensuring First Nations children and young people have a voice in shaping the environments and supports around them.

These include taking practical actions and supporting cultural expression, embedding strategies to value First Nations cultures, confronting racism and ensuring inclusive participation.

BSL's reconciliation journey is inseparable from our commitment to child safety. We believe that culturally safe environments are foundational to wellbeing, belonging and opportunity. By aligning our RAP with Victorian Child Safe Standard 1, we affirm our responsibility to uphold the rights of Aboriginal and Torres Strait Islander children and young people and to foster spaces where culture is celebrated, identity is protected and futures are shaped with dignity and respect.





Our RAP journey – Key lessons and milestones

Our first Stretch RAP was in place between 2021-2024. During that time, BSL made progress on 61 of 74 RAP actions and over the timeframe a number of key milestones were achieved. The most significant of these milestones includes the establishment of a FNAG to provide cultural advice to enable organisational and strategic decisions to integrate First Nations staff's cultural knowledge, lived experience and guidance.

To support the Reconciliation Committee and the reconciliation program of work detailed in the RAP, in 2022 the role of Reconciliation Sponsor was introduced. This role enhances connections between the Reconciliation Committee and Executive Leadership Team (ELT), support the Committee Co-Chairs and to act as an organisation executive champion to enable the delivery of RAP actions and activities.

Since 2023, after a period of not having a Reconciliation Program Lead, BSL has been fortunate to be able to employ a full-time staff member. The arrival of this First Nations person has brought new energy and focus to the program. In addition, BSL refreshed membership of the Reconciliation Committee and Reconciliation Representatives Group.

During the 2024/25 financial year we spent time reflecting on our learnings, achievements and challenges over the course of our Stretch RAP 2021-2024. We consulted our FNAG, Reconciliation Committee, Reconciliation Representatives and staff. There have been deep, honest conversations between the FNAG, ELT and BSL Board members about the areas for growth and improvement and these have been included as the priorities for this current RAP.



RAP priority areas

Throughout our last plan, the BSL Reconciliation Committee Co-Chairs reported to the BSL Board – and during the concluding phases of that RAP, a FNAG was established.

We have taken the opportunity to reflect on our reconciliation journey, our achievements and challenges. We have consulted broadly with our staff about our next Stretch RAP. Staff have provided input about our vision, commitment, actions and deliverables. The feedback was then shared with the FNAG who undertook to prioritise key actions and presented these to our Executive Leaders and the Board. Three priority areas have emerged as critical to progressing our reconciliation journey and successfully completing our Stretch RAP 2026-2028.

1. **Embedding First Nations leadership and addressing barriers to employment and career growth**

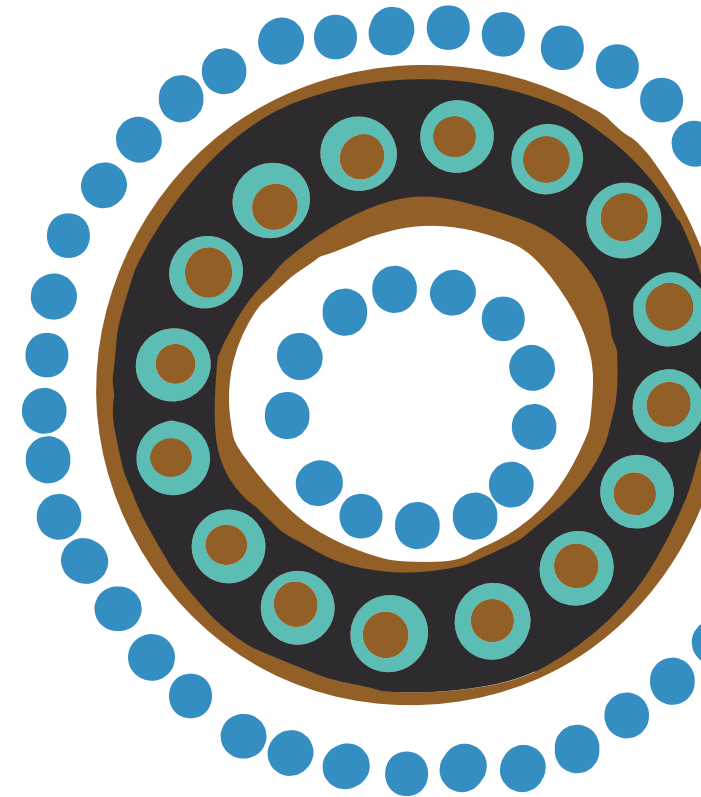
First Nations leadership and increasing the number of First Nations peoples working and having career pathways at BSL was considered a high and ongoing priority. In response to this priority area, we have identified a First Nations executive leadership role that will report to our Executive Director to lead a portfolio of work and influence change across the organisation. With external advice we are in the final stages of completion of a First Nations Employment Strategy that will be implemented by 2026, and through this strategy we actively affirm the need for First Nations leadership at all levels, identifying the need for change and recognising the opportunity to resource career pathways and leadership development for our current and future First Nations staff members.

2. First Nations cultural safety and cultural awareness

It has been identified that there is need for a First Nations Cultural Safety Framework to guide expectations of all staff, embed accountability, and enhance management and leadership capacity. BSL want to actively ensure that cultural education does not fall to our First Nations staff, resulting in emotional distress due to colonial load. High levels of cultural competency of all staff are viewed as essential rather than optional. As a result, BSL is prioritising the development of a formal First Nations Cultural Safety Framework, embedding mandatory and ongoing cultural competency in performance and development plans. BSL have acknowledged that positioning cultural safety as a non-negotiable foundation for the way the organisation operates will support us to deliver enhanced cultural safe services and provide an environment where First Nations peoples will want to work.

3. Accountability and continuous improvement

BSL have identified that a lack of formal systems to track progress related to our RAP, First Nations Employment Strategy and First Nations Cultural Safety Framework require resourcing and expert advice. BSL have acknowledged the importance of this priority area as a key to ensuring there is centralised oversight, structured reporting and that deliverables are consistently measured to ensure momentum. To address this, the organisation acknowledges the urgent need for clear reporting tools, leadership-level KPIs, regular review cycles and formal structures that distribute accountability across all roles. Embedding these mechanisms will shift the organisation from reliance on individuals or informal team level systems to a centralised approach that will ensure reconciliation actions and deliverables are understood, prioritised, and continuously improved at every level.





BSL Executive Director Travers McLeod and Board Chair Jane Hodder with Chris S' artwork from The Torch.



Influencing and leading sector change

At BSL, we take practical knowledge from working with people living with disadvantage, coupled with our research and policy work, to develop innovative and systemic solutions. We use this to inform and guide governments, business and community partners on how we can work together to address the broader issues that allow and entrench poverty.

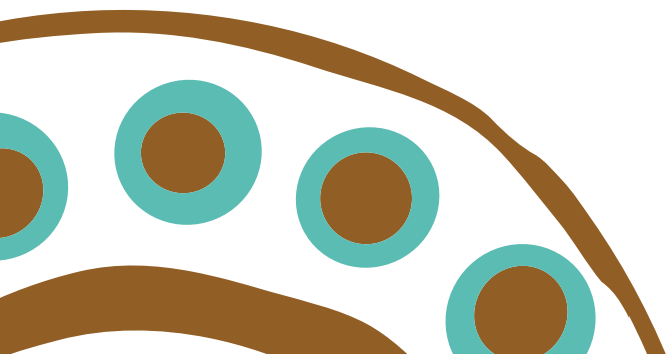
BSL has been operating the Home Interaction Program for Parents and Youngsters (HIPPY) in 100 sites around Australia for many years and in 50 First Nations sites for a decade. HIPPY is a two-year, home-based early learning program supporting parents as their child's first teacher. The program supports school readiness, builds confidence in parents, strengthens family engagement in learning and provides some parents with employment pathways. The program contributes to Closing the Gap Target 4 – Children thrive in their early years.

Success has been achieved in partnership with many dedicated mainstream providers and Aboriginal Community Controlled Organisations (ACCO) who have worked tirelessly to enable thousands of children the opportunity to develop a love of learning. Over time, we've learned that real impact comes when First Nations programs are not just delivered to First Nations communities but are led by them.

In 2023, BSL committed to increasing the number of ACCOs delivering HIPPY. This national transition project aligns to our reconciliation vision, supports self-determination and responds to the Closing the Gap Priority Reform 2 – Building the Community Controlled Sector related to increasing the number of ACCOs delivering services.

The HIPPY ACCO Transition Project involves First Nations Independent Facilitators who support community consultations to achieve community-led decisions about who should be the future First Nations provider of HIPPY. This project aims to transition and establish as many HIPPY programs to ACCOs as possible by 2027 so that families will benefit from receiving services from First Nations community providers.

The project is led by BSL and contributes to an ambition that is shared by many outstanding HIPPY partners who have provided invaluable input into the transition approach. The project has been governed by an external Advisory Committee with members representing key First Nations stakeholders and mainstream providers. The project is being reviewed, and learnings will be shared with the sector to assist and guide other transition approaches and potentially be used to influence policy and the direction of resources.



Relationships



Relationships

BSL operates in metropolitan Melbourne and in over 100 locations across Australia. Delivering services in these locations requires relationships with First Nations peoples and Aboriginal Community Controlled Organisations (ACCOs). Establishing and maintaining these relationships requires a BSL workforce that has an understanding and deep respect for the cultures and histories of the First Nations peoples. This understanding will lead to thriving and genuine partnerships which support services that meet the needs of First Nations families and individuals.

Action 1: Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

| Deliverable | Timeline | Responsibility |
|---|---|--|
| Meet with local First Nations stakeholders and organisations to continuously improve guiding principles for engagement. | Ongoing (January 2026 - December 2028). | Director First Nations Strategy and Outcomes |
| Establish First Nations Engagement Committees in Aged Care, Disability and Children, Youth and Inclusion. | Establishment of committees by 31 March 2026. | Chief Services Officer |
| Review, update and implement an engagement plan to work with First Nations stakeholders and service. | Quarterly meetings in: <ul style="list-style-type: none"> • June, September & December 2026. • March, June, September & December 2027. • March, June, September & December 2028. Annual reviews to occur in March 2027 and 2028. | Chief Services Officer |
| Establish and maintain five annual (15 in total) formal two-way partnerships with First Nations communities or organisations. | <ul style="list-style-type: none"> • First five (5) new partnerships in 2026 • Second five (5) new partnerships in 2027 • Third five (5) new partnerships in 2028 Measured annually on 30 November in 2026, 2027 and 2028. | Chief Services Officer |

Relationships

Action 2: Build relationships through celebrating National Reconciliation Week (NRW).

| Deliverable | Timeline | Responsibility |
|---|--|---|
| Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff and encourage them to build learning opportunities from each year's reconciliation theme into workplace discussions and team meetings. | April or May (annually) to align with National Reconciliation Week in 2026, 2027 and 2028. | Chief Strategy and Impact Officer |
| BSL RAP Committee and Reconciliation Representatives to organise and participate in a minimum of two internal NRW events. | April or May (annually) to align with National Reconciliation Week in 2026, 2027 and 2028. | Executive Sponsor Reconciliation |
| Encourage and support staff, volunteers and senior leaders to participate in external events to recognise and celebrate NRW. | 27 May - 3 June (annually). | Executive Director |
| Organise internal NRW events, including at least one organisation-wide NRW event, each year. | 27 May - 3 June (annually). | Chief Strategy and Impact Officer |
| Register all our NRW events on Reconciliation Australia's NRW website. | 27 May - 3 June (annually). | Reconciliation Lead and Committee Co-Chairs |

Action 3: Promote reconciliation through our sphere of influence.

| Deliverable | Timeline | Responsibility |
|--|---|--|
| Develop an overarching staff engagement strategy for the Reconciliation Action Plan that details requirements at a portfolio and team level. | Develop staff engagement strategy by 31 March 2026. Review annually on 31 March 2027 and March 2028. | Lead: Director First Nations Strategy and Outcomes |
| Develop and roll out a template that supports staff engagement and assigns portfolio, team and individual responsibility related to Reconciliation Action Plan actions and deliverables. | Implement staff engagement strategy by 30 May 2026. Review annually on 31 March 2027 and March 2028. | Lead: Director First Nations Strategy and Outcomes |
| Communicate our commitment to reconciliation publicly through BSL communications channels. | April or May (annually) to align with National Reconciliation Week in 2026, 2027 and 2028. | Lead: Director First Nations Strategy and Outcomes Support: Chief Strategy and Impact Officer |

Relationships

Action 3 continued: Promote reconciliation through our sphere of influence.

| Deliverable | Timeline | Responsibility |
|---|---|--|
| Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes. | Identify potential influencing opportunities with the BSL Advocacy Group (Ongoing). Review opportunities annually on 30 November in 2026, 2027 and 2028. | Lead: Director First Nations Strategy and Outcomes Support: Chief Strategy and Impact Officer |
| Collaborate with RA and other like-minded organisations to implement innovative approaches to advance reconciliation and to address social justice initiatives in areas such as employment, education, early years, disability, inclusion and community cohesion. | Identify potential collaboration opportunities (Ongoing). Review opportunities annually on 30 November in 2026, 2027 and 2028. | Lead: Director First Nations Strategy and Outcomes Support: Chief Strategy and Impact Officer |

Action 4: Promote positive race relations through anti-discrimination strategies.

| Deliverable | Timeline | Responsibility |
|---|--|-----------------------------------|
| Continuously improve HR policies and procedures related to anti-discrimination through annual review and adjustments. | Review annually by 31 May 2026, 2027, and 2028. | Chief Operating Officer |
| Engage with First Nations staff and/or First Nations advisors to continuously improve policy related to anti-discrimination. | Review annually on 31 May 2026, 2027, and 2028. | Chief Operating Officer |
| Implement, and communicate an anti-discrimination policy for our organisation. | Review annually on 31 May 2026, 2027, and 2028. | Chief Operating Officer |
| Provide ongoing education to senior leaders and managers on the effects of racism, anti-discrimination and encouraging social cohesion and inclusion. | To be monitored quarterly on 31 March, 30 June, 30 September and 31 December in 2026, 2027 and 2028. | Chief Operating Officer |
| Seek and create opportunities for senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism. | Review annually by 31 May 2026, 2027, and 2028. | Chief Strategy and Impact Officer |

Relationships

BSL unique actions

The Aboriginal Community Controlled Organisations (ACCO) Transition Project aims to increase the number of ACCOs delivering HIPPY. There are fifty First Nations sites and BSL is focused on ensuring all First Nations sites are delivered by Aboriginal organisations or partnerships led by Aboriginal organisations. BSL will also implement cultural leadership and culture governance arrangements to support onboarding of organisations and the establishment of the First Nations network.

Action 5: Transition the HIPPY First Nations focused sites from mainstream organisations to ACCOs with the aim of having the 50 sites delivered by ACCOs or ACCO led partnerships.

| Deliverable | Timeline | Responsibility |
|---|------------------|---|
| Train First Nations service delivery staff from new organisations to deliver HIPPY. | 31 March 2026 | Director Children, Youth and Inclusion |
| Establish cultural leadership and cultural governance arrangements to enable the new First Nations Network the opportunity to adapt the program according to cultural requirements. | 31 March 2026 | Lead: Director Children, Youth and Inclusion Support: Director First Nations Strategy and Outcomes |
| Support the capability of ACCOs who need investment to be able to deliver early years programs including advice on or assistance to apply for available development grants. | 31 December 2026 | Lead: Director Children, Youth and Inclusion Support: Director First Nations Strategy and Outcomes |
| Explore the transition of long-term First Nations grant funding from BSL to a First Nations community partner including supporting advocacy to government. | 30 June 2027 | Director Children, Youth and Inclusion |

Relationships

First Nations cultural safety and awareness is an identified priority for BSL. To provide a culturally safe workplace, we need to create an environment where First Nations participants and staff feel respected, valued, and safe to express their identity and culture. An environment where First Nations peoples can identify without fear of judgment or challenge. Cultural safety is not just the absence of racism or discrimination; it's a proactive approach guided by a First Nations Cultural Framework that enables welcoming and inclusive spaces, practices and ways of working.

Action 6: Embed recommendations of First Nations Cultural Safety Framework and understanding at all levels of the organisation through training and active engagement.

| Deliverable | Timeline | Responsibility |
|---|---|--|
| Engage with First Nations experts and advisors to develop a First Nations Cultural Safety Framework. | 28 February 2026 | Director First Nations Strategy and Outcomes |
| All people managers and leaders will undertake specific training to support and manage First Nations staff. | Complete by 30 April 2026 with all current managers of First Nations staff. Offer to all new people leaders within 3 months of commencing the role. Review completion annually by 31 May in 2027 and 2028. | Lead: Director People, Culture and Engagement Support: Director First Nations Strategy and Outcomes |
| All frontline practice staff will undertake specific training to ensure culturally safe services. | Complete by 30 June 2026 with all current staff. Offer to all new staff within 3 months of commencing the role. Review participation annually by 31 May 2027 and 31 May 2028. | Lead: Director People, Culture and Engagement Support: Director First Nations Strategy and Outcomes |
| Implementation of workplace protocols with First Nations staff to enhance cultural safety and reduce colonial load. | Commence June 2026 and review by 30 April in 2027 and 2028. | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement |

Relationships

Action 7: Work towards delivery of culturally safe, respectful, and appropriate services and programs across the organisation.

| Deliverable | Timeline | Responsibility |
|---|---|---|
| Develop and implement a First Nations cultural safety framework that supports ways of working, policies, service delivery and fosters a workplace that values the experiences and voice of First Nations peoples. | Complete by September 2026 and review in March 2027 and March 2028. | Lead: Chief Services Officer Support: Director First Nations Strategy and Outcomes |

Action 8: Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

| Deliverable | Timeline | Responsibility |
|--|--|---|
| Provide specific cultural training for People Services staff to support First Nations recruitment and the First Nations Employment Strategy. | Complete by June 2026 with all current staff. Offer to all new staff within 3 months of commencing the role. Review participation annually by 31 May in 2027 and 2028. | Lead: Chief Services Officer Support: Director First Nations Strategy and Outcomes |

BSL has commenced conversations about the meaning of truth-telling in the context of our organisation. Through our consultation and reflection time we have acknowledged that we need to grapple with our historical context of colonisation, past social policies and injustices and how they impact on our present way of working. We have agreed that our truth-telling approach needs to include sharing a complete version of Australia's past to enable reconciliation and to support healing, which will lead to different way of working.

Action 9: Build trust with First Nations participants, communities, stakeholders, partners and staff by fostering transparency, truth-telling, and open dialogue.

| Deliverable | Timeline | Responsibility |
|---|-------------------------------------|--|
| Engage with the BSL FNAG to introduce and guide a truth-telling approach through BSL and our sphere of influence. | Ongoing January 2026-December 2028. | Lead: Executive Director Support: Director of First Nations Strategy and Outcomes |



Wurundjeri Elder Uncle Andrew Gardiner (right), Amos Rōach (middle) and Travers McLeod during a musical performance in National Reconciliation Week 2025.

Respect



Respect

At the core of our reconciliation work is respect for First Nations peoples and communities. As a social justice organisation, we focus on creating a just society through inclusive practices and culturally responsive service delivery. It is critical that First Nations cultural understanding and sensitivity underpins our workplace, programs, services and partnerships. A cultural safety framework will assist to create a workplace and services free of racism and discrimination where First Nations staff and clients feel respected, safe and empowered. Aligned to a cultural safety framework, a cultural learning strategy will equip our staff with the confidence and knowledge to engage with First Nations participants, communities, stakeholders, partners and colleagues. All staff need a comprehensive understanding of First Nations histories and cultures. This knowledge will help to foster a positive and productive work environment for all staff, which will additionally support the recruitment and retention of First Nations staff and foster a sense of pride of identity across our organisation.

Action 10: Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

| Deliverable | Timeline | Responsibility |
|---|--|--|
| Conduct a review of cultural learning needs within our organisation. | Review completed by February 2026. Review annually in February 2027 and February 2028. | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement |
| Consult FNAG on the implementation of a cultural learning strategy. | Consultation and co-design commencing in February 2026. First draft August 2026 and final delivery by November 2026. | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement |
| Implement and communicate a cultural learning strategy for our staff. | Consultation and co-design commencing in February 2026. First draft August 2026 and final delivery November 2026. | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement |
| Commit all RAP Committee members, people managers, senior executive group and all new staff to undertake formal and structured cultural learning. | Complete by 30 April 2026 with all current staff. Offer to all new staff within 3 months of commencing the role and review participation annually by 31 May in 2027 and 2028. | Lead: Executive Director Support: Director First Nations Strategy and Outcomes |

Respect

Action 10 continued: Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

| Deliverable | Timeline | Responsibility |
|--|---|--|
| All staff undertake formal and structured cultural learning with a 90% set measurable targets for online and 80% face-to-face learning. | Complete by April 2026 with all current staff. Offer to all new staff within 3 months of commencing the role. Review participation annually by 31 May 2027 and 2028. | Lead: Director People, Culture and Engagement Support: Director First Nations Strategy and Outcomes |
| Through an annual quality assurance process ensure that service user feedback mechanisms are evident in BSL programs, to enable culturally safe, respectful programs. | Implement by 30 June 2026. Review and monitor 30 June 2027 and 30 June 2028. | Lead: Chief Services Officer Support: Director First Nations Strategy and Outcomes |
| Continue to increase staff's knowledge and understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | Review by February 2026. Update and communicate in March 2027 and March 2028. | Director First Nations Strategy and Outcomes |

Respect

Action 11: Demonstrate respect to First Nations peoples by observing cultural protocols.

| Deliverable | Timeline | Responsibility |
|---|---|---|
| Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country. | Review by February 2026. Update and communicate in March 2027 and March 2028. | Director First Nations Strategy and Outcomes |
| Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at the Sambell Oration, opening of new facilities, end of year staff forums and major public events each year. | Develop an events plan annually in February 2026, 2027 & 2028 and connect with Traditional Owners and Custodians with event invitations. | Chief Strategy and Impact Officer |
| Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | Provide communication to all Senior Leaders to assist their understanding of expectations by March 2026. Re-issue communications in March 2027 and 2028. | Chief Strategy and Impact Officer |
| Review the online reconciliation resource hub on the BSL intranet. | Review annually by 30 June 2026, 2027 and 2028. | Director First Nations Strategy and Outcomes |
| Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events. | Provide communication to all Senior Leaders to assist their understanding of expectations by March 2026. Re-issue communications in March 2027 and 2028. | Chief Strategy and Impact Officer |
| Display Acknowledgement of Country plaques in our all office/s and on our buildings. | Audit all offices for Acknowledgement of Country plaques March 2026 and rectify by 30 June 2026. Audit all offices (annually) in May 2027 and May 2028. | Lead: Senior Manager Facilities and Assets Support: Director First Nations Strategy and Outcomes |

Respect

Action 12: Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

| Deliverable | Timeline | Responsibility |
|---|--|---|
| Support all staff to participate in external NAIDOC Week events in our local areas. | July 2026, July 2027 and July 2028. | Executive Director |
| In consultation with First Nations stakeholders, support at least five external NAIDOC Week events each year, including two local NAIDOC Balls, Victorian NAIDOC Ball, local Elders and children's events and NAIDOC Marches. | July 2026, July 2027 and July 2028. | Director First Nations Strategy and Outcomes |
| RAP Committee and Representatives to participate in at least one external NAIDOC Week event. | Event in NAIDOC Week (annually) in July 2026, July 2027 and July 2028. | Reconciliation Committee Co-Chairs Reconciliation Lead |
| Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. | February 2026, February 2027 and February 2028. | Director People, Culture and Engagement |

Respect

BSL unique actions

It is important to visually communicate to First Nations participants, staff and visitors that we respect First Nations cultures, our services are cultural safe, and we are committed to reconciliation. Displaying First Nations artwork, images, flags and signage communicates BSL's values and progress towards diversity and inclusion. BSL has multiple sites and work groups, so it is important that we make sure that offices display art in a respectful way and that artwork is purchased considering appropriate licensing arrangements. BSL wants to ensure that payment recognises the artist's cultural intellectual property and any individually specified cultural requirements or expectations in the development of assets.

Action 13: Ensure the purchase of First Nations artwork acknowledges the artist's rights and that cultural representation is meaningful, respectful, and adheres to cultural protocols.

| Deliverable | Timeline | Responsibility |
|---|---|---|
| Conduct an audit of all BSL sites to assess cultural representation (artwork, plaques, signage, flags). | Audit all offices for March 2026 and rectify by May 2026. Audit all offices (annually) in May 2027 and May 2028. | Lead: Senior Manager Facilities and Assets Support: FNAG |

Opportunities

Opportunities

BSL will support self-determination through the creation of the First Nations Employment Strategy, career pathways and mentorship that supports professional growth. We will work towards genuine partnerships with Aboriginal Community Controlled Organisations (ACCOs) and prioritise procurement from First Nations businesses. The First Nations Employment Strategy will assist us to recruit, retain and develop our First Nations staff, which will guide our workforce to work in culturally safe ways with our First Nations participants. Implementing formal mechanisms for First Nations staff to provide feedback, through regular check-ins and surveys, will increase our accountability and make sure there we are continuously improving and effective. First Nations staff having a supportive environment and peer networks ensures the commitment to strong culturally safe practices are reflected and prioritised. Changes to how we recruit, retain and take on feedback can benefit not only our First Nations staff but will contribute to our ways of working in an organisation that is inclusive and compassionate, where everyone feels a sense of belonging and respect.

Action 14: Improve employment outcomes by increasing First Nations recruitment, retention and professional development.

| Deliverable | Timeline | Responsibility |
|--|--|---|
| Engage with First Nations staff to consult on the effectiveness of our recruitment, retention and professional develop strategy. | Review on 30 June (annually) 2026, June 2027 and June 2028. | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement & First Nations Employment Advisor |
| Identify a First Nations expert to provide advice to develop and implement a First Nations Employment Strategy, which focuses on recruitment, retention and professional development strategy with yearly action plans and a dedicated budget. | Monitor implementation in: <ul style="list-style-type: none"> • March, June and September 2026. • March, June and September 2027. • March, June and September 2028. | Director First Nations Strategy and Outcomes |
| Advertise job vacancies to effectively reach First Nations stakeholders. | Monitor implementation in: <ul style="list-style-type: none"> • March, June and September 2026. • March, June and September 2027. • March, June and September 2028. | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement |



Opportunities

Action 14 continued: Improve employment outcomes by increasing First Nations recruitment, retention and professional development.

| Deliverable | Timeline | Responsibility |
|--|--|---|
| Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace. | Monitor implementation in: <ul style="list-style-type: none"> March 2026, June 2026 and September 2026. March 2027, June 2027 and September 2027. March 2028, June 2028 and September 2028. | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement and First Nations Employment Advisor |
| First Nations employees to be supported to take on management and senior level positions. Supported and enabled by the Designated / Identified Framework. | Monitor implementation in: <ul style="list-style-type: none"> March 2026, June 2026 and September 2026. March 2027, June 2027 and September 2027. March 2028, June 2028 and September 2028. | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement and First Nations Employment Advisor |
| Increase the percentage of First Nations staff employed in our workforce from 0.9% to 5% by 2028. Supported and enabled by the Designated / Identified Framework. | <ul style="list-style-type: none"> 3% by 30 December 2026 5% by 30 December 2027 5% by 30 December 2028 | Lead: Director People, Culture and Engagement Support: Director First Nations Strategy and Outcomes and First Nations Employment Advisor |

Action 15: Increase First Nations supplier diversity to support improved economic and social outcomes.

| Deliverable | Timeline | Responsibility |
|--|--|--|
| Develop and implement a First Nations procurement strategy including tracking supplier engagement and spend over time. | Complete review of procurement policies and procedures and update annually on 30 April in 2026, 2027 and 2028. | Lead: Chief Operating Officer Support: Director First Nations Strategy and Outcomes |
| Continue Supply Nation membership. | Pay membership annually by 30 June 2026, 2027 and 2028. | Lead: Chief Operating Officer Support: Procurement Lead |

Opportunities

Action 15 continued: Increase First Nations supplier diversity to support improved economic and social outcomes.

| Deliverable | Timeline | Responsibility |
|---|--|---|
| Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff. | Communicate First Nations Procurement Strategy and opportunities to all by April 2026. Communicate annually by 31 May 2027 and 2028. | Lead: Chief Operating Officer Support: Procurement Lead |
| Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses. | Complete review of procurement policies and procedures and update annually on 30 April in 2026, 2027 and 2028. | Lead: Chief Operating Officer Support: Procurement Lead & Director First Nations Strategy and Outcomes |
| Maintain commercial relationships with a minimum of 5 Aboriginal and/or Torres Strait Islander businesses. | Audit annually on 30 April in 2026, 2027 and 2028. | Chief Operating Officer |
| Increase our overall spend on goods and services purchased each year with First Nations owned businesses. | Audit annually on 30 April in 2026, 2027 and 2028. <ul style="list-style-type: none"> • 6% by 2026 • 8% by 2027 • 10% by 2028 | Lead: Chief Operating Officer Support: Procurement Lead & Director First Nations Strategy and Outcomes |
| Train all relevant staff in contracting First Nations businesses through Supply Nation or an equivalent organisation. | Train all relevant staff in First Nations Procurement Strategy and opportunities to all staff by 30 April 2026. | Lead: Chief Operating Officer Support: Procurement Lead |
| Ensure the details of the procurement strategy and preferred suppliers are communicated to people leaders and other relevant staff across the organisation and that this information is widely available and regularly promoted through BSL Connect and other channels. | Communicate First Nations Procurement Strategy and opportunities to all staff by 30 April 2026. Communicate annually by 30 April 2027 and 30 April 2028. | Lead: Chief Operating Officer Support: Procurement Lead |

Opportunities

BSL unique actions

Embedding First Nations leadership and addressing barriers to employment and career growth is a priority for BSL. Through our work to develop our First Nations Employment Strategy, we recognise the need for First Nations leadership at all levels. To make this happen we will need to be intentional in the creation of career pathways and leadership development for our current and future First Nations staff members. This approach needs to recognise the potential and aspirations of our current First Nations staff and be embedded in systems and practices that enable all support new staff to thrive in our organisation.

Action 16: Support career and leadership pathways and opportunities for First Nations staff.

| Deliverable | Timeline | Responsibility |
|---|---|---|
| Develop a pool of mentors who support individual First Nations staff development at BSL. | Identify mentors by June 2026. Monitor effectiveness of mentoring by gathering feedback and development outcomes in June 2027 and June 2028. | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement & First Nations Employment Advisor |
| Ensure that all mentors are trained and equipped to provide culturally safe and sensitive support and advice by seeking specific external training. | Train mentors by June 2026. Offer training to new mentors within 2 months of them being identified (ongoing). | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement & First Nations Employment Advisor |
| Create individual leadership pathways for First Nations staff by improving access to management and leadership opportunities through providing support such as targeted recruitment | Monitor effectiveness of the focus on individual leadership pathways by gathering feedback from First Nations staff (annually) in June 2026, June 2027 and June 2028. | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement & First Nations Employment Advisor |
| Establish a formal mechanism for First Nations staff to provide feedback, including regular check-ins and surveys. | Develop mechanism by 30 March 2026. | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement & First Nations Employment Advisor |

Opportunities

Action 16 continued: Support career and leadership pathways and opportunities for First Nations staff.

| Deliverable | Timeline | Responsibility |
|--|---|---|
| Strengthen peer networks by providing safe spaces for First Nations staff to share experiences and foster collective growth. | Provide a minimum of four forums (annually) in February, April, August and November in 2026, 2027 and 2028. | Lead: Director First Nations Strategy and Outcomes Support: Director People, Culture and Engagement & First Nations Employment Advisor |
| Prioritise identified roles and targeted recruitment and alternative interview formats. | Monitor implementation in (annually) in March, June, and September 2026, 2027 and 2028. | Lead: Director People, Culture and Engagement Support: Director First Nations Strategy and Outcomes & First Nations Employment Advisor |
| Create culturally responsive recruitment and culturally safe support guidelines and train HR teams to apply them consistently with advice from the First Nations Employment Advisor. | Complete guidelines by 30 April 2026. Review guidelines by 31 May 2027 and 31 May 2028. | Lead: Director People, Culture and Engagement Support: Director First Nations Strategy and Outcomes & First Nations Employment Advisor |
| Engage with the FNAG to review policies and practices that attract, retain and support First Nations staff. | Review policies and practices (annually) on 31 May 2026, 2027, and 2028. | Lead: Director People, Culture and Engagement Support: Director First Nations Strategy and Outcomes & First Nations Employment Advisor |
| Establish clear guidelines for First Nations staff participation in recruitment panels. | Complete guidelines by 30 May 2026. Review guidelines by 31 May 2027 and 31 May 2028. | Lead: Director People, Culture and Engagement Support: Director First Nations Strategy and Outcomes & First Nations Employment Advisor |

Governance



Governance

Action 17: Establish and maintain an effective Reconciliation Committee and Representatives Group to drive governance of the RAP.

| Deliverable | Timeline | Responsibility |
|--|--|---|
| Maintain First Nations representation on the Reconciliation Committee and Representatives Group. | <p>Review Committee and Representative Group membership twice a year to make sure vacancies are filled and most appropriate representatives are included on 31 March and 30 September in 2026, 2027 and 2028.</p> <p>Review First Nations staff members appointments and membership annually on 31 March 2026, 2027, and 2028 to monitor and determine if any adjustments are required to manage cultural fatigue.</p> | <p>Lead: Director of First Nations Strategy and Outcomes</p> <p>Support: Reconciliation Co-Chairs and Reconciliation Lead</p> |
| Review and update the Terms of Reference for our Reconciliation Committee and Representatives Group. | Review (annually) on 31 March 2026, 2027 and 2028. | <p>Lead: Director of First Nations Strategy and Outcomes</p> <p>Support: Reconciliation Lead</p> |
| Meet on a six-weekly basis to drive and monitor RAP implementation. | Regular meetings commencing on 29 January 2026 and every six weeks thereafter. | <p>Lead: Director of First Nations Strategy and Outcomes</p> <p>Support: Reconciliation Lead</p> |

Action 18: Provide appropriate support for effective implementation of RAP commitments.

| Deliverable | Timeline | Responsibility |
|--|--|---|
| Maintain a FNAG comprising First Nations staff to provide and advise on key strategic decisions and organisational direction. | Meeting monthly commencing February 2026 - December 2028 (ongoing). | <p>Lead: Executive Director</p> <p>Support: Director of First Nations Strategy and Outcomes</p> |
| Embed resource needs for RAP implementation through planning and quantifying requirements as part of the annual organisational budget process. | Aligned to (annually) budget cycles on 31 March 2026, 2027 and 2028. | <p>Lead: Chief Operating Officer</p> <p>Support: Director First Nations Strategy and Outcomes</p> |

Governance

Action 18 continued: Provide appropriate support for effective implementation of RAP commitments.

| Deliverable | Timeline | Responsibility |
|---|--|---|
| Set targets for First Nations representation in Board roles. | 28 February 2026 | Lead: Board Chair Support: Executive Director |
| Embed key RAP actions in performance expectations of Board Members, BSL Executive, senior managers, all staff and volunteers. | Completion by 30 June 2026. Review (annually) on 30 June 2027 and 2028. | Executive Director |
| Embed appropriate systems and capability to track, measure and report on RAP commitments. | Complete by 28 February 2026. Review effectiveness annually by 31 March in 2026 and 2028. | Lead: Head of Technology and Transformation Support: Director of First Nations Strategy and Outcomes and Reconciliation Lead |
| Maintain an internal Reconciliation Executive Sponsor from executive leadership. | Review Executive Sponsorship twice a year on 31 March and 30 September in 2026, 2027, and 2028. | Executive Director |
| Include our RAP as a standing agenda item at all team meetings including an update on progress, monitoring of areas of responsibility and identification of future requirements | Implement by 31 March 2026. Communicate reminders to all staff and 30 September 2026. Communicate reminders to all staff on the 31 March and 30 September 2027 and 2028. | Chief Strategy and Impact Officer |
| Establish Weavr as the centralised tracking system to monitor and report against RAP Progress. | Complete by 28 February 2026. Review effectiveness annually by 31 March in 2027 and 2028. | Director First Nations Strategy and Outcomes |

Governance

Action 19: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

| Deliverable | Timeline | Responsibility |
|---|--|--|
| Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. | 1 August (annually) in 2026, 2027 and 2028. | Reconciliation Lead |
| 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 and relevant people receive all important RAP information. | 30 June (annually) in 2026, 2027 and 2028. | Reconciliation Lead |
| Monitor progress through data collection, staff feedback, and community partnerships. | 31 March and 30 September (annually) in 2026, 2027 and 2028. | Director First Nations Strategy and Outcomes |
| Complete and submit the annual RAP Impact Survey to Reconciliation Australia. Supported the RAP tracking system Weavr. | 30 September (annually) in 2026, 2027, and 2028. | Reconciliation Lead |
| Report RAP progress to all staff and senior leaders quarterly through BSL Connect as our primary internal communications channel. | 1 November (annually) in 2026, 2027 and 2028. | Lead: Chief Strategy and Impact Officer Support: Director First Nations Strategy and Outcomes |
| Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings including in our Annual Report, website and BSL Connect. | 1 November (annually) in 2026, 2027 and 2028. | Lead: Chief Strategy and Impact Officer Support: Director First Nations Strategy and Outcomes |
| Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | April 2026 and 2028 as the survey occurs every two years. | Reconciliation Lead |
| Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. Supported by Weavr. | 1 December 2028 | Lead: Director of First Nations Strategy and Outcomes Support: Reconciliation Lead |
| Register via Reconciliation Australia's website to begin developing our next RAP. | 30 June 2028 | Reconciliation Lead |

Governance

| Action | Deliverable | Timeline | Accountability |
|---|---|----------|---|
| 20. Continue our reconciliation journey by developing our next RAP. | Finalise a new RAP before the current one expires to ensure seamless progression. | 2028 | Lead: Director of First Nations Strategy and Outcomes Support: Reconciliation Lead |

BSL unique actions

| Action | Deliverable | Timeline | Accountability |
|---|---|---|---|
| 21. Embed RAP actions into all levels of the organisation with clear accountability. | Develop a framework to assign responsibility for RAP actions and deliverables at leadership, team and individual levels. | Ongoing | Director of First Nations Strategy and Outcomes |
| 22. Improve RAP governance structures to ensure continuity and impact. | Create a feedback mechanism where First Nations clients, staff, and external stakeholders can assess the impact of RAP initiatives. | Create mechanism by 30 June 2026. | Director First Nations Strategy and Outcomes |
| 23. Resource a First Nations executive leadership role to oversee reconciliation efforts. | Retain a dedicated First Nations leader at a senior level to advocate for reconciliation and provide expert guidance across programs, cultural governance and strategy. | Review 1 September (annually) in 2026, 2027 and 2028. | Executive Director |
| | Ensure this role has authority and resources to drive RAP implementation across all business areas. | Review 1 September (annually) in 2026, 2027 and 2028. | Executive Director |

Any enquiries about the Brotherhood of St. Laurence Reconciliation Action Plan can be directed to:

First Nations Strategy and Outcomes Team
Email: reconciliation@bsl.org.au



KOORNANG HERITAGE TRUST

WOMINJEKA

BIRRARUNG
MARR
BUILDING

FREE ENTRY
Daily

STAIRS

BSL Reconciliation Champions during the Birrarung Marr Cultural Walk.



Brotherhood
of St. Laurence



RECONCILIATION
ACTION PLAN
STRETCH