

MARY MACKILLOP
today



Ursula Morgan

RECONCILIATION ACTION PLAN

REFLECT: BUILDING STRONG FOUNDATIONS

IMPLEMENTATION PERIOD: JUNE 2025 - DECEMBER 2026



RECONCILIATION
ACTION PLAN

REFLECT

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Ursula Morgan

ABOUT THE ARTIST

This artwork has been created by Ursula Morgan, a proud Yidinji woman from Far North Queensland. Ursula is one of our First Nations Tertiary Scholarship students who studied art at Deakin University, where she was offered a place in their Honours program. The artwork represents the diverse cultures of Mary MacKillop Today's work across Australian and international programs, including First Nations, Peruvian, Timorese and Fijian motifs, portrayed through a variety of hand-drawn cultural designs. Ursula created different coloured backgrounds, each suited for different occasions.

Ursula continues to study art, and she is concentrating specifically on art for healing, so that she can help others in need.



STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Mary MacKillop Today to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Mary MacKillop Today joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Mary MacKillop Today to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Mary MacKillop Today, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



A MESSAGE FROM OUR CEO, ON BEHALF OF EVERYONE AT MARY MACKILLOP TODAY

At Mary MacKillop Today, we are deeply committed to building a more just, inclusive, equitable and reconciled Australia. This is our first Reflect Reconciliation Action Plan, and we are proud to be taking such a significant step in our journey towards the advancement of reconciliation in Australia.

Inspired by the values of Saint Mary MacKillop, our work is rooted in the belief that all people deserve compassion, dignity and respect. Our purpose guides our ongoing commitment to reconciliation – to walk alongside people and communities who are marginalised. This belief drives us to actively contribute to building meaningful relationships with Aboriginal and Torres Strait Islander communities.

Mary's legacy of inclusion and respect for the dignity of all people extended to Aboriginal children and their families. The schools, run by the Sisters of Saint Joseph and inspired by her leadership, were among the few places in colonial Australia where Aboriginal children were given an opportunity for formal education.

As the living mission of Mary's work, we seek to continue to build partnerships with Aboriginal and Torres Strait Islander communities and to learn from these communities (within our education programs). We recognise the unique spirituality, strengths and collective cultural wisdom that Aboriginal and Torres Strait Islander peoples bring, and we are dedicated to creating programs that promote equity and self-determination.

We believe that reconciliation is a responsibility for everyone, and we encourage staff, volunteers, partners and supporters to join us in bringing about lasting change.

With gratitude and commitment,



Jane Woolford
Chief Executive Officer
Mary MacKillop Today





ACKNOWLEDGEMENT OF COUNTRY*

As we gather in this sacred space, we acknowledge the traditional custodians of this land and these waterways, the Cammeraygal people of the Eora nation and their Elders past, present and emerging.

We acknowledge the footprints that are here long before our shoeprints.

We acknowledge the handprints that are here, centuries before our buildings rose.

We acknowledge the hearts that love, and spirits embedded in the sacredness of this country, despite the impacts of colonisation, violence, and sorrows that continue to this day.

We acknowledge that cultural authority, traditions and lore are viable and established long before our communities of relationships and leadership came to be.

We commit to walking together with Aboriginal and Torres Strait Islander peoples towards greater recognition, voice, truth telling, treaty and justice.

*This Acknowledgement of Country was developed in consultation with Cassandra Gibbs, the RAP Officer-Facilitator for the Sisters of Saint Joseph, and a proud Gamilaraay and Yuwalaraay woman.



**"EVERY ROCK,
EVERY LEAF,
EVERY INSECT
HAS
SOMETHING
BEAUTIFUL, NAY,
WONDERFUL TO
TELL."**

Fr Julian Tenison Woods



WHO WE ARE

Mary MacKillop Today is an international and community development organisation that works in Australia and overseas. Our mission is to build partnerships that create opportunities for self-determination through learning for life.

Established in 2018, we continue the legacy of a 150-year-old ministry founded in the name of Saint Mary MacKillop. Our purpose is to walk alongside people and communities who are on the margins in the spirit of Mary MacKillop. We are proudly continuing the works of the Sisters of Saint Joseph by working to transform lives through learning for life so that all may flourish.

We directly manage and implement programs with a range of local partners in Australia, Timor-Leste,

Fiji, and Peru in the areas of education, health, financial inclusion and livelihoods. We stand with people who are marginalised and live in poverty in rural and remote communities, supporting them to achieve the means to live with dignity.

Our programs are designed, implemented and evaluated by our local staff and partners who are best placed to identify the needs and challenges of their own communities. Examples of our programs include teacher training in Timor-Leste; Financial Inclusion projects across the Central West region of NSW; First Nations Tertiary Scholarships across Australia; women's leadership projects in rural Fiji; and civil participation and livelihoods training in Peru.

OUR APPROACH

The core project principles of our work are grounded in Catholic Social Teaching and the work of Saint Mary MacKillop. These include:

- **WOMEN AT THE HEART:** Inspired by a woman and led by the Sisters of Saint Joseph, women are central to our story and the communities we serve. We promote the voice and participation of women and girls.
- **REACHING THE MARGINS:** We choose, like Saint Mary MacKillop and Julian Tenison Woods, to reach those who are most excluded working with communities that others may overlook.
- **DIGNITY THROUGH SELF DETERMINATION:** We recognise the inherent dignity of all people. We are committed to the principles of grassroots decision making, locally led participation and working for the common good.
- **PARTNERSHIP:** We are committed to deep, genuine and accountable partnerships that promote sustainable and impactful change.
- **PIONEERING SPIRIT:** Like Saint Mary MacKillop, we champion courage, innovation and mutual learning to respond to the injustice we encounter.
- **CLIMATE ACTION:** We recognise the serious threats that climate change creates, especially for the most vulnerable in our societies. The interconnectedness of environmental systems and humankind's ability to thrive and live with dignity is clear. We recognise that a positive future for people is dependent on the decisions we make now and making rapid improvements to ways of working and living that respect planetary boundaries.





OUR RECONCILIATION ACTION PLAN

We have created a RAP that challenges us to continue to build meaningful relationships with Aboriginal and Torres Strait Islander communities. We are keen to strengthen our relationships and work in partnership with Aboriginal and Torres Strait Islander peoples, listening and responding with compassion to the stories and truth telling. We seek to share and collaborate with direct actions through our programs across Australia and explore and act on new initiatives through employment opportunities and our supply networks.

We will approach the implementation of our RAP by getting all our staff on-board to consider ways in which the ‘ethics of reconciliation’ can be embedded in all our engagements – from partnerships, communications, administration, procurement and human resource management. We will recognise Indigenous sovereignty and self-determination, and we will use the RAP framework to help us navigate and inform our reconciliation journey.

Mary MacKillop Today’s RAP Working Group consists of Aboriginal and Torres Strait Islander peoples and non-Indigenous employees, who are drawn from diverse teams across the organisation. This is the key group responsible for developing and implementing the RAP at Mary MacKillop Today and keeping staff informed of RAP activities. This Working Group is responsible for reporting every two months to both the Leadership team and Board at Mary MacKillop Today on the progress of the RAP.

There are two members of the Leadership team involved in the Working Group to ensure that senior management is held accountable in delivering progress on the RAP. Our Reconciliation Action Plan Champions are Charlotte Atherton, our Quality & Impact Manager and Belinda Pratten, Operations Director.

We will seek to increase cultural learning opportunities at every opportunity. Our RAP will be embedded into our induction process, and opportunities for new staff to take part in cultural awareness training will be offered.

As an Australian organisation committed to serving Aboriginal and Torres Strait Islander peoples through our programs and partnerships, it is our responsibility to be open to learn from and build effective relationships with the Traditional Custodians of the lands on which we work. We will demonstrate respect through our organisational structures, processes, culture and relationships.

We support recognition, voice, truth telling, treaty and justice in the Uluru Statement from the Heart and apply the United Nations Declaration on the Rights of Indigenous People in our work both in Australia and overseas.



OUR RECONCILIATION ACTION PLAN CONT.

We acknowledge and affirm the Uluru Statement from the Heart as a necessary first step towards reconciliation, whilst also recognising that it is the choice of Aboriginal and Torres Strait Islander peoples to determine their self-determination. As an organisation, we affirm our commitment to stand with Aboriginal and Torres Strait Islander peoples as their allies, and to learning with and through them to advocate for a more just society.

We seek to identify stakeholders within the Aboriginal and Torres Strait Islander community to consult and collaborate with to develop and co-design an action plan that will help Mary MacKillop Today to sustain our support and advocate for the Uluru Statement from the Heart. This will include partnering with Aboriginal and Torres Strait Islander organisations on projects that align with the Uluru Statement's goals and supporting Aboriginal and Torres Strait Islander organisations in our procurement and hiring practices.

Our commitment to work in relationship with Aboriginal and Torres Strait Islander peoples is in line with the values of reconciliation and self-determination. We take responsibility to act in ways that promote freedom of expression, agency and independence as detailed in a scholarship evaluation:

Our goal shouldn't be that students graduate despite the exclusion that they face, but rather because they have had an opportunity to engage with agency in a learning process that evolves with them to become more inclusive of their diverse needs and experiences. (Scholarship program evaluation conclusion 2018).

Based on our core principles, Mary MacKillop Today's approach to reconciliation values includes the following:

- **WOMEN AT THE HEART:** Recognising the experiences of Aboriginal and Torres Strait Islander women and the ways in which these women can and do influence positive change.
- **REACHING THE MARGINS:** Amplifying Aboriginal and Torres Strait Islander voices and prioritising rural and remote communities. We are committed to seeking and engaging with Aboriginal and Torres Strait Islander peoples who have been most affected by exclusion.
- **DIGNITY THROUGH SELF DETERMINATION:** Respecting the dignity of Aboriginal and Torres Strait Islander peoples by ensuring decision making occurs within communities by the individuals affected by the decisions being made.
- **PARTNERSHIP:** Working in partnership with Aboriginal and Torres Strait Islander peoples and organisations to achieve sustainable outcomes.
- **PIONEERING SPIRIT:** As a learning organisation the process of developing a RAP provides us with the opportunity to develop knowledge and skills to improve all our practices at all levels of our organisation.
- **CLIMATE ACTION:** Acknowledging that the Aboriginal and Torres Strait Islander peoples of Australia have been custodians of the lands, and terrestrial and marine ecosystems sustainably for over 65,000 years to explore and support an Aboriginal and Torres Strait Islander peoples led, uniquely Australian movement for environmental and climate protection and restoration.

OUR PARTNERSHIPS

The Human Development Index (HDI) indicates that whilst Australia is one of the wealthiest nations in the world, this wealth is disproportionately distributed. Many Australians live in poverty and face significant systemic barriers in accessing basic resources to live with dignity.

Although there statistically have been improvements relating to Aboriginal and Torres Strait Islander populations when looking at education, Aboriginal and Torres Strait Islander communities still face significant educational challenges. We recognise that there are historical, socio-economic, political, racist and geographic factors contributing to this, and Mary MacKillop Today is committed to advancing reconciliation. We value and respect the significant historical and current contribution of Aboriginal and Torres Strait Islander peoples to the socio-political life and economy of the nation.

Mary MacKillop Today was established in 2018 as a single ministry formed by the merger of Mary MacKillop International, the Mary MacKillop Foundation, and the Josephite Foundation. We trace our roots back to a 150-year-old ministry founded by Saint Mary MacKillop and the Sisters of Saint Joseph and through our work, we continue their legacy. Since their foundations in the 1860s, the Sisters of Saint Joseph have engaged with Aboriginal and Torres Strait Islander peoples, and this engagement was continued through the work of Mary MacKillop Foundation and now Mary MacKillop Today.

Mary MacKillop Today is currently engaged in the following partnerships with and for Aboriginal and Torres Strait Islander peoples, who are paid employees within their organisations:



OUR PARTNERSHIPS CONT.

First Nations Tertiary Scholarships Program

Since 1998, the First Nations Scholarships program has been providing a financial support payment to use for what Aboriginal and Torres Strait Islander students need most whether it be for utilities, purchase of laptop/textbooks or childcare – whatever would support the student most to continue their studies. The scholarship is equity rather than merit based, so it reaches those students who would be best supported by it – selection criteria is based on remote/rural, living with disability, sole carer and/or education history challenges. The scholarship is for the duration of their degree – it is a journey rather than being time-bound.

For the period between 1998 - 2021, Mary MacKillop Today directly administered tertiary scholarships across Australia. Since 2021, this program has been transitioning to a partnership model with tertiary institutions that have strong indigenous centres embedded within them who could directly provide culturally safe wrap around services for First Nations students. Currently, our First Nations Tertiary Scholarship program partners with Deakin University; North Regional TAFE and James Cook University (Cairns & Townsville). Scholarship students are from regional and remote areas of Queensland, Victoria and Western Australia.

Laurenzia, Mary MacKillop First Nations Vocational Scholarship recipient

Laurenzia is a proud Yawuru Nyikina woman and a young mother to two girls. She grew up in a small community called Pandanus Park, near Willare Bridge (located south of Derby).

Her TAFE journey began when she commenced studies in beauty at North Regional TAFE. While studying at TAFE, Laurenzia was awarded the Mary MacKillop First Nations Vocational Scholarship. Since 2021 this scholarship, run in partnership with North Regional TAFE, has helped create opportunities for students affected by financial hardship, vulnerability, and barriers to education.

"This scholarship has helped me achieve and stay motivated in pursuing the things I want to do" says Laurenzia.

"I want my story to inspire all the young mothers out there to know they can achieve anything with determination and support. It's never too late to go after what you want. There are many opportunities, so explore them and don't be ashamed to show your talents."

After completing her studies, Laurenzia hopes to land a great job and eventually fulfill her dream of owning her own business.

Laurenzia encourages anyone thinking about applying to "Go for it! There are so many opportunities to achieve. The support I've received from everyone at NR TAFE and Mary MacKillop Today, my lecturers, after-study classes, and the Aboriginal Training Services (ATS) team have been incredible."



Laurenzia, Mary MacKillop First Nations Vocational Scholarship holder

OUR PARTNERSHIPS CONT.

Yawardani Jan-ga (Horses Helping) - Equine Assisted Learning Program

The partnership journey with Professor Juli Coffin commenced in 2017 beginning with supporting her research looking into implementing evaluating and consolidating the approach of Equine Assisted Learning (EAL) in a setting where there is a demonstrated need for culturally appropriate, social and emotional wellbeing (SEWB) interventions for at risk Aboriginal youth. The project aims to create an alternative healing space around social emotional well-being for Aboriginal youth in the Kimberley.

This relationship began with Notre Dame University in Broome and then continued as the Yawardani Jan-ga Program with Telethon Kids Institute in 2019 and now with Ngangk Yira Institute for Change, Murdoch University.

Mary MacKillop Today has supported its implementation in Broome Western Australia and now its expansion in Derby, Fitzroy Crossing and Halls Creek.

Professor Juli Coffin - Creator of Yawardani Jan-ga Equine Assisted Learning Program

Professor Coffin is a proud Aboriginal Mirtawa woman, from Western Australia who has traditional ties to her grandparents' Nyangumarta country in the Pilbara region. Juli was born in Ngala, Western Australia and has lived the majority of her life in the Pilbara.

Juli is a former elite water polo player who was the first Aboriginal player to represent Australia nationally and a recognised Aboriginal researcher.

Juli is also the Founder of Yawardani Jan-ga since 2018, an innovative research project and Equine Assisted Learning (EAL) program based in the Kimberley. She is trained in Equine Assisted Psychotherapy through the Equine Psychotherapy Institute of Australia and holds a Degree in Education, a Master's in public health and Tropical Medicine and a PhD contextualising Aboriginal young people's experiences with bullying and relationship issues in Western Australia.

A dedicated horseperson since she could walk, Juli has a vision of being able to provide the connectivity of horses to young people all over Australia when and where needed. After spending most of her life in the Pilbara, Juli now resides in Broome where she has been for the last 8 years and heads up this amazing program where over 1000 Aboriginal young people have been engaged and 30 Local Aboriginal people between Broome and Halls Creek have been trained in this EAL work of Yawardani Jan-ga.



Professor Juli Coffin

OUR WORK IN AUSTRALIA

We are privileged to have an incredibly talented team of people working at Mary MacKillop Today. We have offices in Sydney, Bathurst and Dili (Timor-Leste). We employ 34 staff in Australia and 52 staff based overseas in Timor-Leste. We currently have one staff member who identifies as an Aboriginal and/or Torres Strait Islander person in our organisation. Our diverse team share a motivation to serve people in need and a commitment to social justice.

The focus of Mary MacKillop Today's work in Australia is to respond to people who are disadvantaged by their circumstances and excluded from basic resources in the community. We prioritise supporting projects and people in remote and rural areas, recognising the additional barriers to accessing life-long learning opportunities that exist in these areas.

Vocational Training & Higher Education (Nationwide)

Recognising the significant barriers to higher education for Aboriginal and Torres Strait Islander people in Australia, the Scholarship Program prioritises those who are excluded from educational opportunities who might seek non-traditional tertiary pathways. For many Aboriginal and Torres Strait Islander peoples, particularly those in remote and rural areas, tertiary education is not always considered a viable pathway.

Learning for Life (Nationwide)

Mary MacKillop Today recognises that education and learning can unlock the potential of individuals and communities at all stages of life. Through the Community Grants Program, we support small and emerging organisations that are working to provide formal and informal learning opportunities to communities affected by marginalisation and exclusion from educational opportunities.

Financial Inclusion & Education (Central West NSW)

Mary MacKillop Today recognises that reducing financial vulnerability through access to fair and equitable finance can significantly reduce financial stress and enable people to 'get back on their feet' in times of crisis. Our focus on financial inclusion through our no-interest loans scheme therefore responds to a growing need in rural Australia and is an important tool in helping people meet their basic needs. Increasing financial literacy in the communities where we work assists in the prevention of financial hardship and is key to helping to break the cycle of poverty.

Mary MacKillop Today is committed to respecting, protecting, and promoting internationally recognised human rights for all, regardless of culture, ethnicity, race, sex, gender identity and expression, nation of origin, age, languages spoken, disability, sexual orientation, and beliefs.





**“NEVER SEE A
NEED
WITHOUT
DOING
SOMETHING
ABOUT IT.”**

Saint Mary MacKillop

RELATIONSHIPS



Action	Deliverable	Timeline	Responsibility
1. Build on and strengthen our partnership centred approach in our engagement with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within North Sydney, Central West NSW and Kimberley regions.	30 December 2025	Australia Programs Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	30 March 2026	Quality and Impact Manager
	Health check of current relationships and partnerships to ensure First Nations inclusion.	30 March 2026	Quality and Impact Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	RAP Working Group members to share NRW resources and organise the participation of staff in an external National Reconciliation Week event.	30 March 2026	Marketing Manager
	Promote National Reconciliation Week on Mary MacKillop Today's social media platforms.	Reconciliation Week 27 May - 3 Jun 2026	Marketing Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Reconciliation Week 27 May - 3 Jun 2026	Marketing Manager
3. Promote Reconciliation through a sphere of influence.	Communicate our commitment to reconciliation to our supporters through our quarterly newsletter.	March, June, September annually	Marketing Manager
	Identify RAP and other likeminded organisations that we could approach to collaborate with on our reconciliation journey.	30 March 2026	Australia Programs Manager
	Publish RAP on Mary MacKillop Today website.	31 July 2026	Marketing Manager
4. Promote social justice reform through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	30 September 2026	Operations Director/ Australia Programs Coordinator
	Conduct a review of HR policies and procedures and ensure they are in line with best practice in anti-discrimination provisions and social reform.	30 September 2026	Operations Director

RESPECT



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and regard for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	31 March 2026	Australia Programs Manager
	Subscribe to relevant information sources and circulate throughout the organisation.	30 September 2025	Quality & Impact Manager
	Conduct a review of cultural learning needs within Mary MacKillop Today.	30 March 2026	Operations Director
	Identify and implement cultural competency training for staff and Board.	30 July 2026	Operations Director
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas.	30 July 2026	Operations Director
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	30 September 2026	Operations Director
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	30 June 2026	Marketing Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	NAIDOC Week 5 - 12 Jul 2026	Quality & Impact Manager
	RAP Working Group to participate in an external NAIDOC Week event.	NAIDOC Week 5 - 12 Jul 2026	Quality & Impact Manager

OPPORTUNITIES



Action	Deliverable	Timeline	Responsibility
8. Investigate opportunities for Aboriginal and Torres Strait Islander recruitment, retention and professional development guided by First Nations their priorities.	Review current policies and procedures to understand any internal barriers to Aboriginal and Torres Strait Islander employment and inform future employment and professional development opportunities.	31 July 2026	Operations Director
	Explore a business case for Aboriginal and Torres Strait Islander employment within our organisation, including external contractors.	31 July 2026	Operations Director
9. Investigate Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	30 April 2026	Operations Director (Office Manager)
	Investigate Supply Nation membership.	30 April 2026	Operations Director (Office Manager)

GOVERNANCE



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive the governance of the RAP.	Formalise the Reconciliation Working Group (RWG) governing RAP implementation.	30 September 2026	Australia Programs Manager
	Draft a Terms of Reference for the RWG.	30 September 2026	Australia Programs Manager
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	30 September 2026	Australia Programs Manager
	Establish representation from MMT's Central West team on the RWG.	30 September 2026	Australia Programs Manager
	Establish representation from the MMT Board on the RWG.	30 September 2026	Australia Programs Manager
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	30 April 2026	Australia Programs Manager
	Engage Leadership Team in the delivery of RAP Commitments.	30 September 2026	Australia Programs Manager
	Maintain Senior Leaders to champion RAP internally.	30 September 2026	Australia Programs Manager
	Define appropriate systems and capability to track, measure and report on RAP Commitments.	30 September 2026	Quality and Impact Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Quality and Impact Manager
	Report on RAP progress in Annual Impact Report.	30 December annually	Marketing Manager
	Report on RAP progress at AGM.	30 September annually	Australia Programs Manager
	Report on RAP progress at Board Meeting.	April and November annually	Operations Director
13. Continue our reconciliation journey by developing our next RAP.	Commence Innovate RAP development.	30 November 2026	Australia Programs Manager
	Register via Reconciliation Australia's website to begin developing our next RAP.	30 April 2027	Australia Programs Manager
	Seek input and feedback regarding Draft Innovate from Aboriginal and Torres Strait Islander partners and/or stakeholders.	30 May 2027	Australia Programs Manager
	Seek feedback from Reconciliation Australia on draft Innovate RAP.	30 May 2027	Australia Programs Manager

CONTACT US

To learn more about Mary MacKillop Today's Reflect Reconciliation Action Plan, please get in touch with Charlotte Atherton, Quality & Impact Manager.



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