

# RECONCILIATION ACTION PLAN

JULY 2025 – JULY 2027



Ronald McDonald  
House Charities®  
Greater Western Sydney



RECONCILIATION  
ACTION PLAN  
INNOVATE



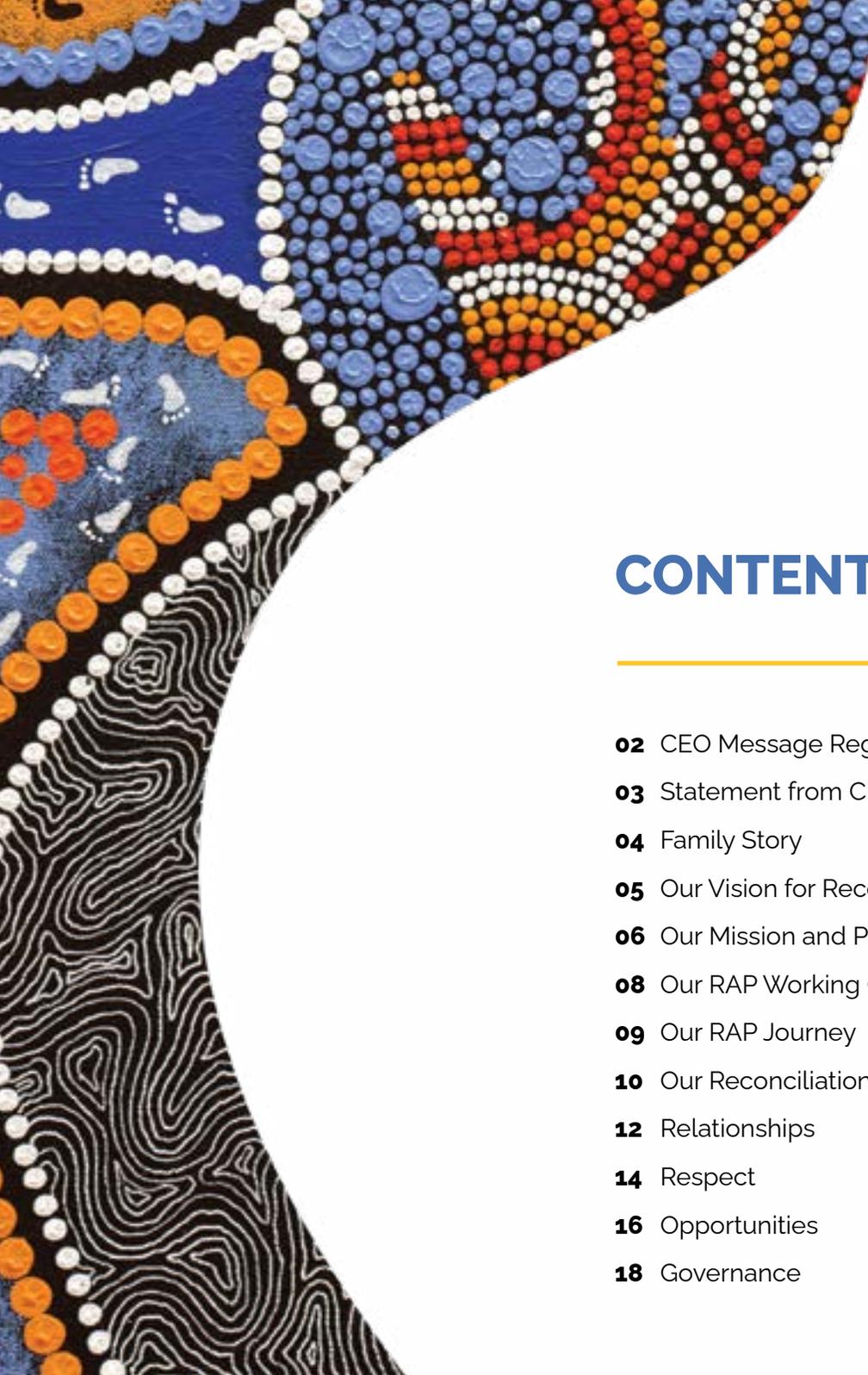
# ACKNOWLEDGEMENTS

In the spirit of reconciliation, RMHC GWS respectfully acknowledges that we are situated on the traditional lands of the Burramattagal people of the Dharug Nation. We honour their enduring connection to this land, its communities, and the surrounding waterways.

We recognise and respect the diverse Aboriginal and Torres Strait Islander peoples within the families we support, as well as our employees, volunteers, and supporters. We extend our deepest respects to their Cultures and to Elders past and present.

We affirm that the land we stand on has always been, and will always belong to Aboriginal and Torres Strait Islander Peoples.





# CONTENTS

---

- 02** CEO Message Regarding Reconciliation
- 03** Statement from CEO of Reconciliation Australia
- 04** Family Story
- 05** Our Vision for Reconciliation
- 06** Our Mission and Programs
- 08** Our RAP Working Group and Staffing
- 09** Our RAP Journey
- 10** Our Reconciliation Action Plan
- 12** Relationships
- 14** Respect
- 16** Opportunities
- 18** Governance



Claire Barber CEO, Ronald McDonald House Charities Greater Western Sydney

## CEO MESSAGE REGARDING RECONCILIATION

---

### Message from our Chief Executive Officer

Since 1981, Ronald McDonald House Charities Greater Western Sydney (RMHC GWS) has been providing a home-away-from-home for seriously ill or injured children and their families. For the majority of this time, our services have been located in Western Sydney, the traditional land of the Dharug peoples.

At RMHC GWS, we are committed to creating a welcoming and safe environment for everyone—embracing families, employees, volunteers, and community members from all backgrounds. We aim to foster an atmosphere where every individual feels valued and comfortable, celebrating the rich diversity, experiences, and cultures within our community.

We envision a future where all Australians honour and respect the histories, cultures, and rights of Aboriginal and Torres Strait Islander peoples, recognising their status as the world's oldest continuous cultures. This shared vision drives us, and we are dedicated to contributing to its realisation.

Over the years, RMHC GWS has taken various steps towards this vision, - and in 2022, we launched our inaugural Reflect Reconciliation Action Plan (RAP), marking the beginning of a more impactful journey

towards reconciliation between Aboriginal and Torres Strait Islander Peoples and non-Indigenous Australians.

In 2024, we reaffirmed our commitment by adopting our Innovate Reconciliation Action Plan, embedding strategic actions and initiatives into our operations to advance reconciliation within our sphere of influence.

We encourage our employees, volunteers, partners, and supporters to join us in actively fostering healing and unity between Aboriginal and Torres Strait Islander Peoples and non-Indigenous communities.

Through our ongoing efforts with the RAP, we hope that Aboriginal and Torres Strait Islander families will feel even more welcomed, celebrated, and at home during their time with us.

#### **CLAIRE BARBER**

CEO,  
Ronald McDonald House Charities  
Greater Western Sydney

# STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

---

## Reconciliation Australia commends Ronald McDonald House Charities Greater Western Sydney on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Ronald McDonald House Charities Greater Western Sydney to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Ronald McDonald House Charities Greater Western Sydney will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Ronald McDonald House Charities Greater Western Sydney is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Ronald McDonald House Charities Greater Western Sydney's readiness to develop and strengthen relationships,



**Karen Mundine Chief Executive Officer,  
Reconciliation Australia**

engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations, Ronald McDonald House Charities Greater Western Sydney, on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**KAREN MUNDINE**  
CHIEF EXECUTIVE OFFICER  
Reconciliation Australia

## FAMILY STORY

Through our Reconciliation Action Plan, we aim to ensure that families with sick and injured children who identify as First Nations peoples feel welcome and culturally safe during their stay with us.

We are proud to share the story of Selina and her family, who stayed with us for 79 nights earlier this year. Selina reflects on their experience:

*"We loved everything. The amazing staff, the families who become yours and the amazing rooms."*

Selina



Selina and Family



Collaborative art workshop

"We were traveling back and forth from Bathurst visiting our baby boy Zavier, who is a twin. Bringing his siblings down each time was an ordeal. Being able to stay at the House meant a lot as we felt like we didn't leave home."

Selina also shares the joy her family found in our amenities:

"We see the fun you have at the House, with awesome play areas, gaming consoles, bikes, and not to mention the amazing costumes! Here's the crew showing off their Buzz Lightyear gear."

We loved everything. The amazing staff, the families who become yours and the amazing rooms. Thank you for everything you do for our beautiful families. Amazing kindness," said Selina.

# OUR VISION FOR RECONCILIATION

---

RMHC GWS's vision for reconciliation is one that sees the unique diversity, traditions, and richness of Aboriginal and Torres Strait Islander cultures not only respected but actively embraced and celebrated as integral part of our service and programs. A vision where Aboriginal and Torres Strait Islander peoples experience true equity and fairness in all aspects of life, including health, education, and well-being.

Cultural inclusion is an integral part of our daily operations, woven into everything we do. We place a strong emphasis on creating an environment that warmly welcomes families and children, ensuring they feel valued, respected, and supported.

Our commitment goes beyond simply meeting needs: it focuses on breaking down barriers, enhancing access, and celebrating diversity in a manner that fosters trust and respect.

We achieve this through a practical and holistic approach to our programs, which encompass a wide range of supports. These include providing accommodation assistance, covering transport costs, offering education programs, supporting extended families, delivering psychosocial care, and ensuring culturally safe environments. By addressing these interconnected needs, we aim to create inclusive and empowering spaces where

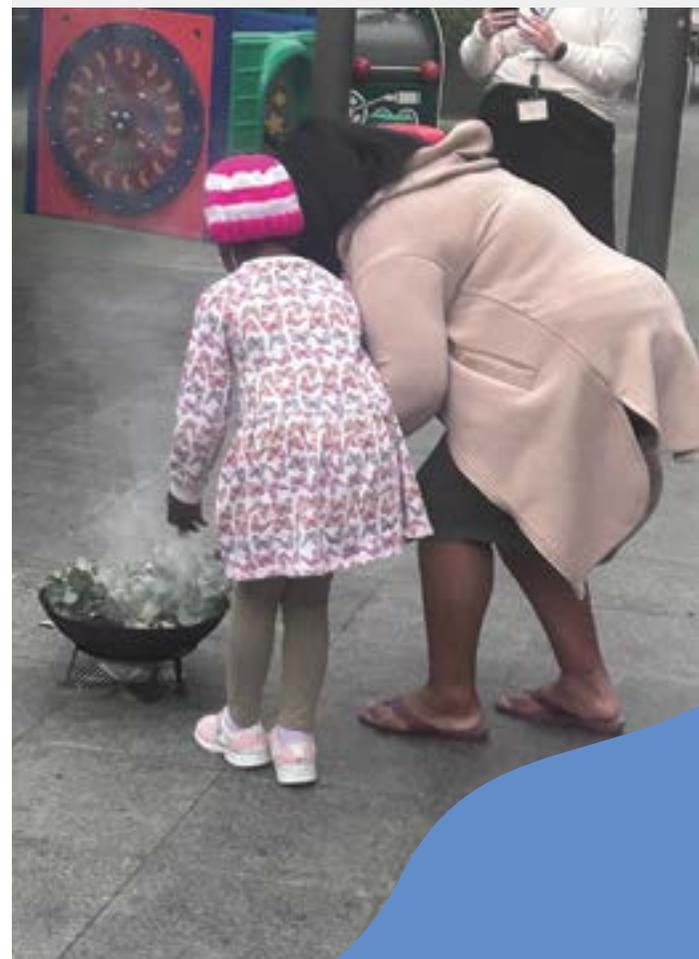
individuals and families can thrive.

RMHC GWS believes that genuine reconciliation is a journey grounded in long-term relationships that are built on mutual respect, trust, and understanding. This requires an ongoing commitment.

As we continue to grow as a service and in our Innovate RAP journey, we remain dedicated to enhancing our cultural inclusion practices.

*"We remain dedicated to enhancing our cultural inclusion practices."*

*Commitment from RMHC GWS towards Reconciliation*



Smoking Ceremony at RMHC GWS

## OUR MISSION AND PROGRAMS

Ronald McDonald House Greater Western Sydney (RMHC GWS) is an independent charity that has provided a home-away-from-home to families with seriously ill or injured children since 1981.

With a vision of a world where every family has what they need to ensure the best health outcomes for their children, our mission is to provide essential services that remove barriers, strengthen families, and promote healing when children need healthcare. Over the past 50 years, RMHC GWS has provided a safe haven where families can stay together and continue to share everyday moments, close to their child's medical care.

Our partner hospitals are The Children's Hospital Westmead, Campbelltown Hospital, and Nepean Hospital. Each year we support over 2,000 families.



Cultural art workshop at RMHC GWS

## Ronald McDonald House

The Ronald McDonald House is in walking distance to Westmead Childrens Hospital and provides essential accommodation, practical supports, meals provision, psychosocial supports for families so they can focus on their child's recovery.

## Learning Program

The Ronald McDonald Learning Program assists school-aged children with serious illnesses and injuries to catch up on missed education following treatment and recovery.

## Hospitality Carts

We currently have two hospitality carts operating on children's wards at Campbelltown and Nepean Hospitals. The carts offer bedside comfort to children and their families in the form of activities, books, toys, practical care items like toiletries, snacks and beverages.

Our carts are facilitated by a team of dedicated volunteers, who offer a listening ear and friendly smile when families need it most.

## Day Pass Program

This innovative program enables local families of children receiving treatment at The Children's Hospital Westmead to access our facilities along with light meals and refreshments even if they are not resident in the House.

The program is run in collaboration with the hospital and fills a gap in services and support for local families with sick and injured children.

## Upcoming Programs

As RMHC GWS continues to expand to support more families, we will be opening up additional programs in The Children's Hospital at Westmead enabling families to continue accessing much needed supports while their child is unwell.

***RMHC GWS mission is to provide essential services that remove barriers, strengthen families, and promote healing when children need healthcare.***



# OUR RAP WORKING GROUP AND STAFFING

RMHC GWS has a dedicated team of 47 staff and 141 volunteers. Of these numbers, we are aware of 2 staff member and 3 volunteers who identify as an Aboriginal Torres Strait Islander persons.

Noting that we have not previously collected this data, we are eager to address this in a culturally appropriate way as part of our RAP deliverables.



Vickie Bowen (L) and Jenni Goodwin (R)

**Our RAP working group consists of 10 people from across all levels of the organisation.**

**JENNI GOODWIN** Education Services Manager and RAP Champion

**CLAIRE BARBER** Chief Executive Officer

**KIM FORWOOD** People & Culture Manager

**LEAH OGDEN** Family Liaison Officer

**ESPERANZA CARDENAS** Family Liaison Officer

**ANNE LITTLE** Volunteer

**JO WARNER** Volunteer

**VICKI BOWEN** Aboriginal Volunteer

**CLAIRE GORDON** Marketing & Communications Manager

The working group is committed to consulting with Aboriginal and Torres Strait Islander peoples in the creation of the RAP including families who have used the service, local community services, and Elders. Throughout the creation of the RAP, RMHC GWS held a number of conversations with families who have used our services, services who have referred to our programs and more recently, a number of education providers. These conversations enabled the working group to identify the things that have worked well, whilst also identifying areas of development for RMHC GWS to ensure a culturally safe and inviting service. During the implementation of the RAP, RMHC GWS will actively work to improve recruitment and retention strategies of Aboriginal and Torres Strait Islands peoples and engage with staff and volunteers who identify as First Nations to ensure that activities carried out under the RAP are informed, culturally sensitive, and consistent.

# OUR RAP JOURNEY

RMHC GWS launched our Reflect RAP in 2022. Throughout this time, there has been a significant amount of work done with measurable results across the organisation. Some of our achievements include:

- Creating and displaying Acknowledgement of Country throughout the physical House and in collateral for the House and programs
- Continuing to provide cultural awareness to all staff and volunteers
- Inclusion of NAIDOC week and National Reconciliation Week events in our House calendars

Whilst we are proud of our journey to date, we recognise there is still work to be done. As an organisation, we are committed to continuous improvement and growth to ensure that we are able to actively innovate and embed sustainable and impactful practice with Aboriginal and Torres Strait Islander peoples across the organisation.



Smoking Ceremony held as part of cultural celebrations

## Our Innovate RAP has been designed to ensure that we are working towards:

- Stronger and more sustainable and strategic relationships with internal and external stakeholders
- Innovative and culturally appropriate programs that address the needs of Aboriginal and Torres Strait Islander peoples accessing our service
- Identify strong recruitment strategies with an aim to increase employment and retention of Aboriginal and Torres Strait Islander staff and volunteers
- Deeper and stronger connections to community ensuring that the voices of Aboriginal and Torres Strait Islander peoples are heard and valued

RMHC GWS will use the Innovate RAP as a tool to build on the foundations and goals established in our Reflect RAP and move towards an enhanced and stronger understanding of the needs of Aboriginal and Torres Strait Islander peoples using the service, and how we can contribute to reconciliation through the work we do.



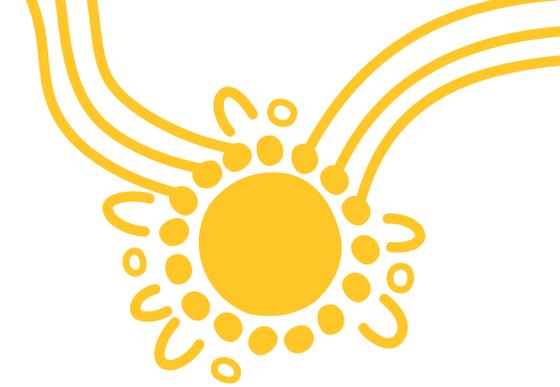
# OUR RECONCILIATION ACTION PLAN

---

RMHC GWS has demonstrated a number of successes throughout the implementation stage of the Reflect RAP. Whilst success has been great, there have also been challenges that we have had to work to overcome.

## Successes

- Improved tracking across the organisation of mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations
- Increased involvement and awareness across the organisation of National Reconciliation Week and NAIDOC Week activities
- Introduction of Multicultural Leave Exchange Policy. In addition to this, we have introduced Cultural Leave, an additional 3 days of leave for Aboriginal and Torres Strait Islander staff to use for cultural obligations or celebrations.
- Increased opportunities for staff and volunteers to engage in cultural training and development opportunities
- Introduction of Welcome Packs for Aboriginal and Torres Strait Islander families with items that provide comfort and link to culture
- Reciprocal opportunities for engagement with local organisations and services supporting Aboriginal and Torres Strait Islander communities e.g. Events with local Clontarf Academy programs in schools
- First Nations artwork in reception and First Nations maps of Australia the Welcome area and the Learning Centre
- Creation of an First Nations Garden onsite
- Opportunities for staff to participate in family activities that support learning and connection to First Nations cultures (First Nations artwork, music activities)
- Acknowledgment of Country at all appropriate occasions and events
- Partnering with Westmead hospital Aboriginal Health Team





Story telling workshop held as part of school holidays workshops

Throughout the implementation of our Reflect RAP, there were some challenges. Talking about a child's medical journey can be a challenging time for families. It can be traumatising for families to retell their story to several people. As a result, it can sometimes be a challenge to incorporate families' experiences into the work we do. Additionally, a further challenge throughout the implementation of our RAP was not being aware of any staff or volunteers who identify as Aboriginal and Torres Strait Islander people.

## In order to move forward with our initiatives, RMHC GWS plans to be

**Committed:** in upholding respectful practices that honour Aboriginal and Torres Strait Islander peoples whilst celebrating the rich cultural heritage and knowledge they bring.

**Engaged:** with communities and appreciate the connection between the Australian landscapes and the cultures of Aboriginal and Torres Strait Islander peoples

**Brave:** in acknowledging and respecting the significance of local and Traditional Knowledge when engaging in community contexts.

---

This RAP will build on the progress already made as part of the Reflect RAP and reinforce our commitment to reconciliation. We have reflected on and acknowledged our learnings and experiences and are eager to build on these. Throughout this RAP we will

- Ensure that we are working closely with a Hospital Partners to support Aboriginal and Torres Strait Islander peoples accessing all our programs
- Continue working towards removing barriers to our programs
- Ensure that we are creating a culturally safe environment for all Aboriginal and Torres Strait Islander peoples inclusive or staff, volunteers, and families in our programs

# RELATIONSHIPS

Building strong relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians is essential to our organisation because it fosters meaningful connections, mutual understanding, and respect across communities.

By bringing people together and sharing experiences, we create opportunities to learn and support one another, enrich our cultural perspectives and experiences, and support inclusive governance.

Open communication and genuine engagement with Aboriginal and Torres Strait Islander peoples allow us to build partnerships based on trust, which strengthens our core activities and enhances our ability to serve our families in a culturally safe and meaningful ways.



Art workshop held with families at RMHC GWS

## Unique Action Requirement

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2025	<b>Lead:</b> Education Services Manager <b>Support:</b> RAP working group
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2025	<b>Lead:</b> Marketing and Communications Manager <b>Support:</b> RAP working group

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026 May 2027	<b>Lead:</b> Marketing and Communications Manager <b>Support:</b> Education and Mission Experiences teams
	RAP Working Group members to participate in an external NRW event.	27th May – 3rd June 2026 27th May – 3rd June 2027	<b>Lead:</b> Education Services Manager <b>Support:</b> People and Culture
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27th May – 3rd June 2026 27th May – 3rd June 2027	<b>Lead:</b> CEO <b>Support:</b> People and Culture
	Organise at least one NRW event each year.	27th May – 3rd June 2026 27th May – 3rd June 2027	<b>Lead:</b> Mission Experiences Manager <b>Support:</b> Education Services team
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026 May 2027	<b>Lead:</b> Marketing and Communications Manager <b>Support:</b> Education Services Manager
<b>3. Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2026	<b>Lead:</b> People and Culture Manager <b>Support:</b> Marketing and Communications Manager
	Communicate our commitment to reconciliation publicly.	May 2026	<b>Lead:</b> Marketing and Communications Manager <b>Support:</b> People and Culture Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2026 – July 2027	<b>Lead:</b> Mission Experiences Manager <b>Support:</b> Education Services and Family Services Managers
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2026	<b>Lead:</b> Mission Experiences Manager <b>Support:</b> Education Services Manager
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2026 June 2026	<b>Lead:</b> People and Culture  <b>Support:</b> Senior Leadership Team
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2026	<b>Lead:</b> People and Culture <b>Support:</b> Senior Leadership Team
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2026	<b>Lead:</b> People and Culture <b>Support:</b> Senior Leadership Team
	Educate senior leaders on the effects of racism.	September 2026 April 2027	<b>Lead:</b> People and Culture <b>Support:</b> Senior Leadership Team

## RESPECT

We are proud to acknowledge the rich traditions and histories of First Nations families who use the services of RMHC GWS. By understanding and appreciating these deep connections to Country, language, and culture, we can deliver a more inclusive, supportive, equitable service to families. This appreciation and understanding helps shape our organisational practices by grounding us in values of respect, acknowledgment, and cultural sensitivity, which extend to all our activities.

At RMHC GWS, we actively work to incorporate Aboriginal and Torres Strait Islander knowledge and perspectives into everything we do. By integrating these rich cultural insights with structured learning and development programs, we empower our staff with the knowledge and confidence needed to support First Nations families in meaningful, culturally sensitive ways. This commitment strengthens our ability to offer inclusive, respectful care that truly meets the needs of the families we serve.



Smoking ceremony held as part of cultural programs at RMHC GWS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	March 2026	<b>Lead:</b> People and Culture <b>Support:</b> Education Services Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	September 2026	<b>Lead:</b> People and Culture <b>Support:</b> Education Services Manager
	Develop, implement, and communicate a cultural learning strategy document for our staff.	December 2026	<b>Lead:</b> People and Culture <b>Support:</b> Communications Manager
	Provide opportunities for RAP Working Group members, HR managers, and other key leadership staff to participate in formal and structured cultural learning.	March 2026 December 2026	<b>Lead:</b> People and Culture <b>Support:</b> CEO
<b>2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2026	<b>Lead:</b> Communications Manager <b>Support:</b> Mission Experiences Manager
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2026	<b>Lead:</b> People and Culture Manager <b>Support:</b> Marketing Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2026 June 2027	<b>Lead:</b> Mission Experiences Team <b>Support:</b> Education Services Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2025	<b>Lead:</b> RMHC GWS Board <b>Support:</b> CEO
<b>3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	July 2026 July 2027	<b>Lead:</b> Education Services Manager <b>Support:</b> Mission Experiences Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2026 July 2027	<b>Lead:</b> People and Culture <b>Support:</b> CEO
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2026, 2027.	<b>Lead:</b> CEO <b>Support:</b> People and Culture

# OPPORTUNITIES

RMHC GWS believe that fostering meaningful employment, supporting First Nations-owned businesses, and promoting professional development are essential steps toward a more inclusive and equitable society. By actively engaging in these areas, we strengthen our organization, enrich our culture, and contribute to long-term positive impacts for the families we serve.



Cultural art workshop for families at RMHC GWS



RMHC GWS staff and community members

By fostering an environment that actively promotes culturally safe and appropriate learning and development, cultivates meaningful partnerships, and upholds a commitment to accessible systems and processes, RMHC GWS is building an organisation that aspires to be a first-choice employer. We strive to create an inclusive, welcoming, and respectful workplace by actively removing barriers and making our services more accessible. Through purposeful and meaningful practices, we celebrate the rich contributions of Aboriginal and Torres Strait Islander peoples, supporting them in achieving their goals and shaping a future that we can all share and take pride in.

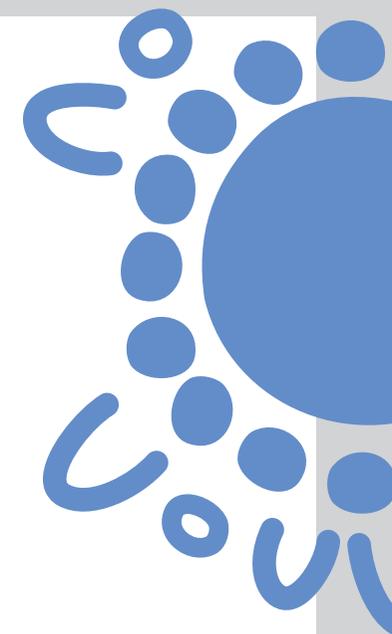
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2026	<b>Lead:</b> People and Culture <b>Support:</b> CEO
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	September 2026	<b>Lead:</b> People and Culture <b>Support:</b> CEO
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	September 2026	<b>Lead:</b> People and Culture <b>Support:</b> CEO
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2025 December 2026 Review ongoing as needed	<b>Lead:</b> People and Culture <b>Support:</b> CEO
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025 December 2026	<b>Lead:</b> People and Culture <b>Support:</b> CEO
<b>2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	September 2026	<b>Lead:</b> People and Culture <b>Support:</b> Mission Experiences Manager
	Investigate Supply Nation membership.	July 2026	<b>Lead:</b> Mission Experiences Manager <b>Support:</b> Communications Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2026	<b>Lead:</b> Mission Experiences Manager <b>Support:</b> Business Services Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2026	<b>Lead:</b> Mission Experience Manager <b>Support:</b> Business Services Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2026	<b>Lead:</b> Mission Experiences Manager <b>Support:</b> Business Services Manager
<b>3. Improve wellbeing opportunities for Aboriginal and Torres Strait Islander peoples through the services we deliver.</b>	Work closely with our hospital partners to identify barriers to support within our service.	June 2026	<b>Lead:</b> Head of Family Services <b>Support:</b> CEO
	Consult with Aboriginal and Torres Strait Islander peoples on how we can better support families accessing RMHC GWS services	June 2026	<b>Lead:</b> Head of Family Services <b>Support:</b> CEO
	Continue to regularly assess and consult on cultural safety within RMHC GWS for families, staff, and volunteers.	June 2026 June 2027	<b>Lead:</b> Head of Family Services <b>Support:</b> CEO

# GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Bi-Monthly from January 2026 March 2026 June 2026 September 2026 December 2026 January 2027 March 2027 June 2027 September 2027 December 2027	<b>Lead:</b> Education Services Manager <b>Support:</b> RAP working group
	Establish and apply a Terms of Reference for the RWG.	July 2025	<b>Lead:</b> Education Services Manager <b>Support:</b> Communication Manager
	Meet at least four times per year to drive and monitor RAP implementation.	Bi-Monthly from July 2025 September 2025 December 2025 January 2026 March 2026 June 2026 September 2026 December 2026	<b>Lead:</b> Education Services Manager <b>Support:</b> RAP working group



RMHC GWS staff, volunteers and community engaging in cultural learnings



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>2. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	July 2025 December 2025 July 2026 December 2026	<b>Lead:</b> Education Services Manager <b>Support:</b> RAP working group
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2025 December 2025 July 2026	<b>Lead:</b> CEO <b>Support:</b> People and Culture Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2026 December 2026 July 2027	<b>Lead:</b> Education Services <b>Support:</b> CEO
	Maintain an internal RAP Champion from senior management.	July 2027	<b>Lead:</b> CEO <b>Support:</b> Education Services Manager

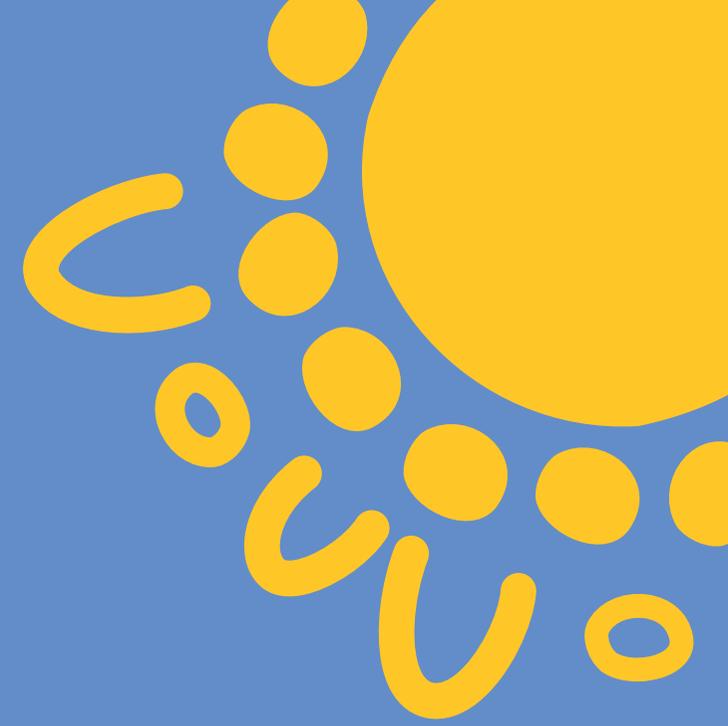
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	July 2026 July 2027	<b>Lead:</b> Education Services Manager <b>Support:</b> CEO
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey	1 August, annually	<b>Lead:</b> Education Services <b>Support:</b> CEO
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	<b>Lead:</b> Education Services <b>Support:</b> CEO
	Report RAP progress to all staff and senior leaders quarterly.	December 2026 March 2026 June 2026 September 2026 December 2026 March 2027 June 2027	<b>Lead:</b> Education Services <b>Support:</b> Communications Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2026 December 2027	<b>Lead:</b> Education Services <b>Support:</b> Communications Team
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	<b>Lead:</b> Education Services Manager <b>Support:</b> CEO
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2026	<b>Lead:</b> Education Services <b>Support:</b> CEO
<b>4. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2027	<b>Lead:</b> Education Services <b>Support:</b> CEO



## Artwork Credit

ARTIST : Lee Hampton - Koori Kicks Art

ARTWORK TITLE : House of Healing



### Contact details:

**Name:** Jenni Goodwin

**Position:** Education Services Manager

**Phone:** 02 9806 7111

**Email:** [jenni.goodwin@rmhc.org.au](mailto:jenni.goodwin@rmhc.org.au)

**Website:** [www.rmhcgws.org.au](http://www.rmhcgws.org.au)

Ronald McDonald House Charities

Greater Western Sydney

Locked Bag 4001

Westmead NSW Australia 2145



Dance performance at RMHC GWS by a local school