



Guide Dogs NSW/ACT

Reflect Reconciliation Action Plan
June 2023 – June 2024

Guide Dogs.



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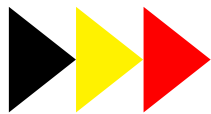
WARNING: Aboriginal and Torres Strait Islander people are warned that this brochure contains images and names of deceased persons.

Acknowledgement of Country.

Guide Dogs NSW/ACT
acknowledges Aboriginal
and Torres Strait Islander
peoples as the First Peoples
and the Traditional Owners
and Custodians of the lands
on which we live and work.

We pay our respects to Elders
both past and present, and extend
that respect to all Aboriginal and
Torres Strait Islander peoples.

A message from our CEO.



As the Chief Executive Officer of Guide Dogs NSW/ACT, it is my privilege to present our first Reflect Reconciliation Action Plan (RAP).

This Reflect RAP formalises Guide Dogs NSW/ACT's commitment to making reconciliation an integral part of our culture; how we go about our work each day, how we live our purpose and how we demonstrate our commitment to our values. It is the first step of our long-term objective to improve health outcomes for Aboriginal and Torres Strait Islander peoples and advance equity of access to services and supports for those living with low vision or blindness.

We acknowledge that reconciliation is a journey and it takes hard work and commitment to create meaningful and impactful action. While we have already made progress in this space, we still have much to learn and there is far more we can do.

Our approach to implementing this Reflect RAP will be through the guiding principles of Respect, Commitment, Integrity, Empathy and Celebration.

An integral first step in our reconciliation journey will be to understand the cultures and history of Aboriginal and Torres Strait Islander peoples in order to provide accessible, culturally safe and respectful services for our Clients, their families and Communities.

We will do this by providing ongoing learning and improvement opportunities for staff, continuing to observe cultural protocols and celebrating significant events like NAIDOC Week and National Reconciliation Week.

We will embed policies that support anti-discrimination, inclusion and diversity in our strategic initiatives and workplace guidelines, and determine ways to encourage Aboriginal and Torres Strait Islander peoples to work with us.

Finally, we will continue to build on our existing relationships and establish genuine and respectful partnerships with Aboriginal and Torres Strait Islander peoples, organisations, Communities and colleagues in the Indigenous health sector.

We recognise there will be challenges throughout this journey. As we move along the pathway of reconciliation we promise to keep our hearts and minds open, recognise, respect and celebrate individual differences and listen to everyone's voice with compassion and kindness.

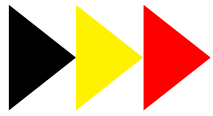
Thank you to the RAP Committee for their work to develop this Reflect RAP. I am incredibly proud to champion this important initiative and look forward to bringing it to life.

Dale Cleaver

Chief Executive Officer
Guide Dogs NSW/ACT



A message from Reconciliation Australia.



Reconciliation Australia welcomes Guide Dogs NSW/ACT to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Guide Dogs NSW/ACT joins a network of more than 2,200 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.

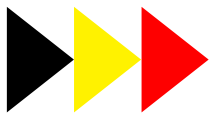
This Reflect RAP enables Guide Dogs NSW/ACT to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide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

Congratulations Guide Dogs NSW/ACT, 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



Our business.



Since 1957, Guide Dogs NSW/ACT has provided vital support for people in NSW and the ACT living with low vision or blindness. We do this regardless of an individual's age, level of vision, financial situation, background, or any other lifestyle factor.

At Guide Dogs NSW/ACT, we want to see a world where everybody who needs support, gets support and therefore, we provide our services regardless of funding. If a Client is ineligible for government funding, we provide our services at no cost to them, supported by the generosity of our donors and the philanthropic community.

Throughout the decades, our support has grown far beyond our dogs to include a broad and comprehensive range of services for people who have low vision. This includes Orientation and Mobility Services, Independent Living Services, Orthoptic Services and Social Connection activities. We partner with people with low vision or blindness to support them to achieve their aspirations and goals related to independence and inclusion.

Guide Dogs NSW/ACT currently employs around 290 people and operates state-wide from metropolitan Sydney

and Canberra, and across regional NSW. The number of Aboriginal and Torres Strait Islander employees is currently unknown, however we will work within this RAP to determine culturally appropriate ways to understand this.

Guide Dogs NSW/ACT's flagship office is in St Leonards, Sydney, on the lands of the Cammeraygal People.

We also have offices in Albury on the traditional lands of the Wiradjuri, Wavereoo, Yorta Yorta and Dhudhuroa Peoples; Canberra on the traditional lands of Bugelli-Manji, Gundungurra, Monaro, Ngambri, Ngarigu, Ngunnawal, Walbunja, Wiradjuri and Yuin Peoples; Coffs Harbour on the traditional lands of the Gumbaynggir People; Dubbo on the traditional lands of the Tubbagah People of the Wiradjuri Nation; Lismore on the traditional lands of Bundjalung People; Newcastle on the traditional lands of Awabakal and Worimi People; Tamworth on the traditional lands of the Kamilaroi People; and Wollongong on the traditional lands of the Dharawal, Tarawal and Thuruwal Peoples.

Our Guide Dog Training Centre is located in Glossodia, NSW on the traditional lands of Darkinjung, Dharawal, Dharug, Gundungurra, Wonnarua and Wiradjuri Peoples.

Our mission.

To empower people with low vision or blindness to actively participate in their communities. Low vision or blindness will not limit independence.

Our purpose.

We see beyond low vision.

We find ways to support independence.

We look for solutions to make big differences.

We create connected communities.

Our values.

Our Clients come first in everything we do.

We believe everyone should have access to the support and tools required to live a free and independent life.

Lead with head and heart.

Forever focused on our purpose and mission, we combine care and careful planning to deliver successes worth celebrating.

Never stop exploring.

We're fearlessly creative. We've always asked and answered the tough questions and if there's a better way, we'll find it.

Walk the talk.

The buck stops with us. So we keep our word and keep going, no matter what.

Lift each other.

From a guiding hand to a high five, we unleash and acknowledge everyone's potential.

Our Reconciliation Action Plan.

This Reflect RAP formalises Guide Dogs NSW/ACT's commitment to making reconciliation an integral part of how we go about our work and how we live our purpose and values.

The Australian Institute of Health and Welfare's [Indigenous Eye Health Measures 2021](#) identified eye diseases and vision problems as the most common long-term health conditions reported by Aboriginal and Torres Strait Islander peoples. Aboriginal and/or Torres Strait Islander people over the age of 40 have three times the rate of vision loss of non-Indigenous Australians, and most of the vision loss experienced by Aboriginal and Torres Strait Islander Australians is potentially preventable.

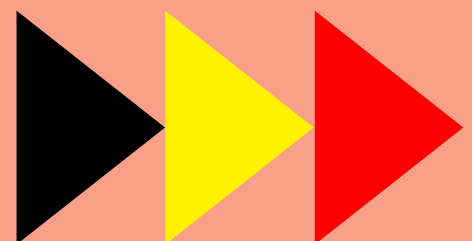
Through this Reflect RAP, Guide Dogs NSW/ACT will work with Aboriginal and Torres Strait Islander communities and colleagues in the Indigenous health sector, to help close the gap in relation to eye disease and work towards a future where all Aboriginal and Torres Strait Islander peoples have equity of eye health and vision care. We will enhance and grow our existing relationships with Aboriginal and Torres Strait Islander communities, to better understand the needs of Aboriginal and Torres Strait Islander peoples with low vision and blindness. We will work in partnership with Aboriginal and Torres Strait Islander communities to increase culturally safe access to our services and supports, taking account of peoples' individual and unique needs.

Our approach to implementing this RAP will be in accordance with a set of guiding principles developed and agreed by our RAP Committee. These principles are:

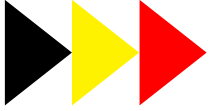
- **Respect** – we will acknowledge and respect Aboriginal and Torres Strait Islander cultures, and work collaboratively and in partnership with Aboriginal and Torres Strait Islander contacts and colleagues.
- **Commitment** – we will consult Community with respect to local customs and culture, understanding that progress will take as long as it needs to take. We will open our hearts, reflecting on our own beliefs, biases and practices.
- **Integrity** – we will recognise individual differences and listen to everyone's voice. We will build cultural understanding through a continuous journey. We will seek out opportunities to learn from Aboriginal and Torres Strait Islander peoples by sharing stories and taking guidance from within Community.
- **Empathy** – we will demonstrate compassion and kindness to others throughout this journey of change, recognising that there will be challenges, and we will look for opportunities to connect people, provide support and listen.
- **Celebration** – we acknowledge the importance of cultural events and celebrations and will look for opportunities to participate. We will celebrate change (big or small) as we move along the pathway of reconciliation.

“Access to the best information, services, and supports is vitally important for everyone living with low vision or blindness. We want to ensure that Guide Dogs NSW/ACT is known in Aboriginal and Torres Strait Islander Communities as a welcoming organisation and a key partner in ensuring equitable access to healthcare and vision services”.

Annette Clarke
Chief Services Officer
Executive Sponsor - RAP



Our RAP and reconciliation journey.



Guide Dogs NSW/ACT will demonstrate its commitment to reconciliation at all levels across the organisation. Our RAP will be championed by Our Chief Executive Officer, Dale Cleaver and Chief Services Officer and RAP Executive Sponsor, Annette Clarke, together with our RAP Committee, which consists of eight Guide Dog NSW/ACT employees who will drive the implementation of our RAP and hold Guide Dogs NSW/ACT accountable for delivering on our commitments.

RAP Committee members:

Anne Little

RAP Committee Chairperson

WHS Specialist
People and Culture

Belinda Latimore

Area Manager
Service Delivery

Paula Walsh

Chief Legal and Governance Officer
and Corporate Services

Jennifer Moon

Principal Advisor Access and
Stakeholder Engagement
Service Delivery

Gavin Stait

Location Lead – Albury/Dubbo region
Service Delivery

Ying Wah Wan

Orientation and Mobility Specialist
Service Delivery

Brittney Van Saarloos

Digital Marketing Coordinator
Marketing Centre of Excellence

Mariagrazia Bellio

Orientation and Mobility
Specialist – Albury
Service Delivery

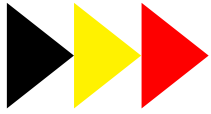
“As a staff member of Guide Dogs NSW/ACT I have a responsibility to make sure that I am actively involved in respectfully engaging with local Aboriginal Clients, stakeholders and organisations. I am strongly committed to support the roll out of the Reflect Reconciliation Action Plan and I look forward to the planned cultural training for staff. I am proud to be part of what will become a true and real organisational-wide cultural change”.

Mariagrazia Bellio

Orientation and Mobility Specialist

Member of the RAP Committee

Our partnerships and current activities.



Guide Dogs NSW/ACT is a member of the Western NSW Eye Health Partnership. This is a formal collaboration between eye health stakeholders in the Western NSW region, which aims to improve access to eye health services with a particular focus on eye health care for Aboriginal and Torres Strait Islander Australians. The NSW Rural Doctors Network coordinates the partnership group and facilitates key initiatives, with funding from the Fred Hollows Foundation.

As a result of this partnership, Guide Dogs NSW/ACT has:

- Developed connections with Bila Muuji Health Services who have connected us with Aboriginal Medical Services across Western NSW.
- Provided training for Aboriginal Health Workers in low vision and referral pathways. As a result of the partnership, we created a series of three webinars for Aboriginal health workers with support of the Rural Doctors Network. The webinars covered common eye conditions and their functional implications, services available through Guide Dogs NSW/ACT for support at no cost to the Client, low vision supports, and supports with technology. The webinars were hosted by the Rural Doctors Network and Aboriginal Health Workers were invited to attend. The webinars are also available to watch through the Rural Doctors Network website.
- Prepared content about low vision services for Tonic TV Aboriginal Medical Service across Western NSW. This content was made in consultation between Guide Dogs NSW/ACT, Rural Doctors Network and Aboriginal Medical Services.
- Raised awareness through the release of webinars and advocated for accessible vision services in Western NSW. These webinars have been made available for use by Tonic TV and Aboriginal Medical Services across NSW.
- Worked alongside visiting Ophthalmologists to identify Clients who may benefit from low vision and orientation and mobility services. Guide Dogs NSW/ACT has a working relationship with the Outback Eye Team who provide ophthalmology/optometry clinics in Western NSW since 2010. Guide Dogs NSW/ACT staff have attended clinics to educate visiting ophthalmologists and optometrists of free services available for people with vision loss. This has involved attending clinics in Cobar, Bourke, Brewarrina, Walgett, Lightning Ridge, Broken Hill and Dubbo. These clinics are also run with the support of the local Aboriginal Medical Services in these towns. Clients that could benefit from support from Guide Dogs NSW/ACT have been identified and services provided where appropriate.



Aunty Mary Hooker navigating streets using her cane alongside her Orientation and Mobility Specialist.

- The Outback Eye Team and local Aboriginal Medical Services are also then informed of the referrals, and we are able to work together to ensure the best outcomes for the persons referred. It also creates awareness, so clinic and Aboriginal Medical Services staff are able to refer other patients if we are not attending the clinic.

For several years, Guide Dogs NSW/ACT provided education for Aboriginal Eye Health Workers in collaboration with Brien Holden Vision Institute.

Guide Dogs NSW/ACT worked with Aunty Mary Hooker on functional issues relating to low vision, and upskilled Aboriginal eye health workers on how to best support people who are blind or have low vision. Aunty Mary was a Client of Guide Dogs NSW/ACT and was originally very nervous about receiving assistance. Aunty Mary did not want a Guide Dog and did not realise there were other ways Guide Dogs could support her. Aunty Mary was studying and had to produce a brochure that was inclusive of Aboriginal and Torres Strait Islander People. Guide Dogs NSW/ACT were happy to be involved in her project which included the development of educational materials, (brochure and video) called the Aunty Mary's Story used within the Aunty Mary Program. The educational collateral from Aunty Mary's Story is available on Guide Dogs NSW/ACT website and it is also available on the Australian Indigenous Health Infonet and Melbourne University's School of Population and Global Health.

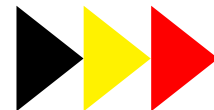
Hard copies of the booklet have been distributed to various Aboriginal Medical Services around NSW.

Aunty Mary and Guide Dogs NSW/ACT both had a shared goal of increasing health outcomes for Aboriginal and Torres Strait Islander Australians. The Aunty Mary Program included travelling to Communities, linking with local Aboriginal Medical Services educating staff and Community of the importance of regular health/eye checks and supports available to people with vision loss.

What started out as a request to help design a brochure for Aunty Mary's own studies, turned into a booklet and a video for Guide Dogs NSW/ACT. Aunty Mary wanted to present information about eye care health and our services in a simplified manner using language and design that was culturally accessible for Aboriginal communities, insisting that all materials be designed using the Aboriginal colours.

The booklet content took several months to create and develop – always guided by Aunty Mary's direction. The Guide Dogs team met regularly in the Blue Mountains, a mid-way point - as Aunty Mary travelled from Mudgee with her Orientation and Mobility Specialist with other team members traveling from Sydney.

The video was filmed in Wellington NSW, which involved seeking permission from the local Aboriginal Land Council and liaising with local health care providers, including the Wellington Aboriginal Corporation Health Service.



Aunty Mary has since passed away, but her vision was for the program to continue. At her request after the original Aunty Mary's Story video was produced, she filmed another section to add after her passing so the story and program could continue. We are still in contact with Aunty Mary's husband Uncle Rod Hooker who has also consented for the program to continue, and for Aunty Mary's story to be used. Aunty Mary's Story (booklet and video) is our educational collateral. This collateral is available for public distribution and has been picked up by Health Infonet, for example. The Aunty Mary Program (which also uses the Aboriginal Medical Services' collateral) is Guide Dogs NSW/ACT's name for connecting with Community, raising awareness for eye care health and informing the Community of the services offered by Guide Dogs NSW/ACT.

Guide Dogs NSW/ACT has delivered training at the Aboriginal Health College (an education facility for Aboriginal and Torres Strait Islander Australians), part of the Aboriginal Health Medical Research Council (AH&MRC) of NSW.

Guide Dogs NSW/ACT has also provided education at the University of NSW (UNSW), at both summer and winter schools for Indigenous secondary school students, preparing to undertake a social work degree in the next academic year. Using the collateral from Aunty Mary's Story and conducting practical activities related to low vision, these sessions helped to link our services with Indigenous communities across NSW.



Aunty Mary and her husband Uncle Rod Hooker.



Guide Dogs NSW/ACT is keen to grow connections with Albury Wodonga Aboriginal Health Service (AWAHS), to raise awareness of our services and explore how Guide Dogs NSW/ACT could provide further support.

We have also actively participated in NAIDOC Week celebrations on the South Coast of NSW in collaboration with Shellharbour City Council. This involved a table display of low vision aids and equipment and practical demonstrations of some of the services we provide. Following on from our involvement in these events, we have developed a relationship with the Aunty Jeans Good Health Program and presented to the programs at Berkeley, Nowra and Ulladulla. These programs have requested our involvement on an annual basis so that members of the group are aware of Guide Dogs NSW/ACT services and know how to make referrals when needed. Guide Dogs NSW/ACT regularly attended the Yarbon festival in Sydney but the most

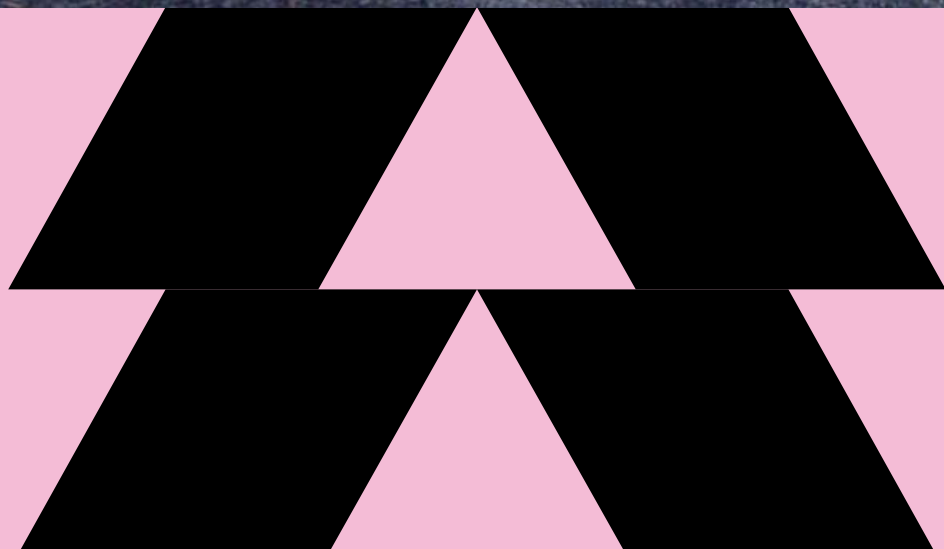
“

I wouldn't have gained my confidence without the free training and support from Guide Dogs NSW/ACT.”

– Aunty Mary

successful community engagements were when Aunty Mary attended the event and promoted her story.

Guide Dogs NSW/ACT also has a joint initiative in the early detection of eye disease through the Centre for Eye Health and UNSW.





Action

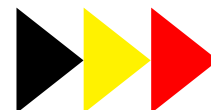
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverables	Timeline	Responsibility
Engage with local Aboriginal and Torres Strait Islander stakeholders and organisations in both metropolitan and regional NSW/ACT, to establish positive working relationships for the benefit of Guide Dogs NSW/ACT Clients.	June 2024	Chief Services Officer through Area Managers
Research best practices and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. Client Services teams will actively seek out these partnerships to ascertain Community needs and what supports might be required.	June 2024	Chief Services Officer through Area Managers
Revitalise the “Aunty Mary” program in consultation with her family members, including reviewing collateral and developing an education package for use by Guide Dogs NSW/ACT employees.	June 2024	Marketing Centre of Excellence

Action

Promote positive race relations through anti-discrimination strategies.

Deliverables	Timeline	Responsibility
Review existing Equal Employment Opportunity and Anti-Discrimination policies to ensure they are best practice, and to ensure that all employees (including volunteers) are provided information and training on their meaning and effect.	June 2024	Chief People Officer through Human Resources Partners
To ensure best practice is reflected in Guide Dogs NSW/ACT policies, attend at least three webinars conducted by Diversity Council of Australia Ltd.	June 2024	Chief People Officer through Human Resources Partners
Review current Service Delivery policies to ensure that there is no barrier for Aboriginal and Torres Strait Islander Clients in accessing Guide Dogs NSW/ACT services.	June 2024	Chief People Officer through Human Resources Partners
Research best practice and policies in areas of race relations and anti-discrimination.	March 2024	Chief People Officer through Human Resources Partners
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2024	Chief People Officer through Human Resources Partners



Action

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverables	Timeline	Responsibility
Recognise and promote National Reconciliation Week (NRW) to all Guide Dogs NSW/ACT employees. Share information with employees both before and during NRW via a range of communications channels (such as newsletters and all staff meetings).	April – May 2024	Lead: General Manager, People and Culture Support: Corporate and Internal Communications Manager
Involve Aboriginal and Torres Strait Islander Peoples in Guide Dogs NSW/ACT's NRW activities. Guest speakers to be invited to talk and connect with employees at all staff meetings and/or other related events.	May 2024	Chairperson of RAP Committee
Recognise and promote NRW and Guide Dogs NSW/ACT's activities to Clients and other external audiences through a range of communications channels.	May 2024	Marketing Centre of Excellence
Encourage and support employees and senior leaders to participate in at least one external NRW event.	May – June 2024	Executive Leadership Team
Ensure a minimum of two Executive Leadership Team members (including the CEO if possible) and members of the RAP Committee to attend a NRW event, based on information about available events provided by the RAP Committee.	May – June 2024	Executive Leadership Team
Provide information to all employees through a range of communication channels, about NRW activities in the various geographical areas in which we operate.	April 2024	Communications and Change Specialist and RAP Committee
Encourage and support Guide Dogs NSW/ACT employees to attend local NRW events where possible.	27 May – 3 June 2023	CEO and Executive Leadership Team



Action

Promote reconciliation through our sphere of influence.

Deliverables	Timeline	Responsibility
Provide regular (quarterly) RAP updates on the RAP at Executive Leadership Team meetings and through a range of internal communications channels.	Sept 2023, Dec 2023, March 2024, June 2024	CEO with support from Chief Services Officer
Ensure any information that is developed in relation to our Reconciliation Action Plan is in an accessible format both for our team members as well as being able to share this information with our Clients	June 2024	CEO with support from Chief Services Officer
Hold a formal RAP launch event for all Guide Dogs NSW/ACT employees and Aboriginal and Torres Strait Islander guests.	July 2023	CEO with support from Chief Services Officer
Guide Dogs NSW/ACT Board to sign the Uluru Statement from the Heart to demonstrate its commitment to reconciliation and communicate with all employees.	June 2023	CEO with support from Chief Services Officer
Identify external stakeholders that Guide Dogs NSW/ACT should engage with to support our reconciliation journey.	June 2024	RAP Committee Chairperson and RAP Committee Members
All Guide Dogs Australia member states to work together to review and support their respective state teams on their reconciliation journey.	June 2024	CEO and RAP Committee Chairperson
Presentation and 'information sharing' to be inclusive of the national Guide Dogs Australia Board and members.	August 2023	CEO and RAP Committee Chairperson

27 May - 3 June is

National Reconciliation Week

Encouraging all Australians to be a voice for reconciliation in tangible ways in our everyday lives.



Guide Dog Bess and Retired Guide Dog - now Ambassador Dog Nancy laying in front of the digital screens in the Guide Dogs NSW/ACT office in St Leonards, acknowledging National Reconciliation Week.



Action

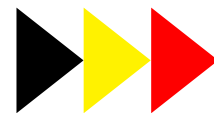
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.

Deliverables	Timeline	Responsibility
Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within Guide Dogs NSW/ACT.	June 2024	Chief People Officer
Introduce Cultural Competency online training modules that are accessible for all employees, including those who are blind or have low vision.	June 2024	Chief People Officer
Establish KPI's to ensure 95% of all employees complete the Cultural Competency training within six months of it being released.	June 2024	Chief People Officer
Investigate and plan for in-person Cultural Competency training for employees. This to initially be rolled out to employees who work directly with our Clients, donors and supporters.	June 2024	Chief People Officer

Action

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverables	Timeline	Responsibility
Raise awareness and share information with all employees about the meaning and significance of NAIDOC Week through a range of internal communications channels.	June 2023	Chief People Officer
Invite guest speakers to present to Guide Dogs NSW/ACT employees as part of NAIDOC Week celebrations.	June 2023	Chief People Officer
All RAP Committee members and senior leaders to participate in an external NAIDOC Week event.	June 2023	RAP Committee Chairperson
All employees, especially those who work with Aboriginal and Torres Strait Islander Clients, encouraged to seek out and participate in local NAIDOC Week events.	June 2023	Chief People Officer
Employees who attend NAIDOC Week events to share their experiences and learnings with their wider team and Guide Dogs NSW/ACT community, to further build respect for Aboriginal and Torres Strait Islander cultures and histories.	September 2023	Chief Executive Officer



Action

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverables	Timeline	Responsibility
Ensure that all employees understand current cultural protocols and the reasons for them. This includes understanding of the differences between an Acknowledgement of Country and a Welcome to Country.	June 2024	Chief People Officer
Educate employees and pay respect to the Traditional Owners of the lands by ensuring each Guide Dogs NSW/ACT office location has signage indicating the Traditional Owners of the Country.	June 2024	Facilities Manager
Prepare a Register of Traditional Owners for each of locations of Guide Dogs NSW/ACT offices.	June 2024	RAP Committee
Ensure Aboriginal and Torres Strait Islander employees are aware of the existing leave provisions, specific to cultural practices and ceremonial activities, within the Guide Dogs NSW/ACT Enterprise Agreement 2022.	July 2023	Chief People Officer through Human Resources Partners
RAP Committee to prepare and present a business case to the Executive Leadership Team, recommending that Acknowledgement of Country signage be provided in each of Guide Dogs NSW/ACT's meeting rooms, in all offices across both metropolitan and regional locations. This is to include a braille overlay and QR code information.	September 2023	RAP Committee Chairperson in consultation with RAP Committee Members
Prepare information and introduce protocols to ensure that all formal meetings include an appropriate Acknowledgment of Country.	June 2024	Chief People Officer
Welcome to Country information and protocols to also be prepared and issued to all employees including clear direction as to when and how this must be used.	June 2024	Chief People Officer



Action

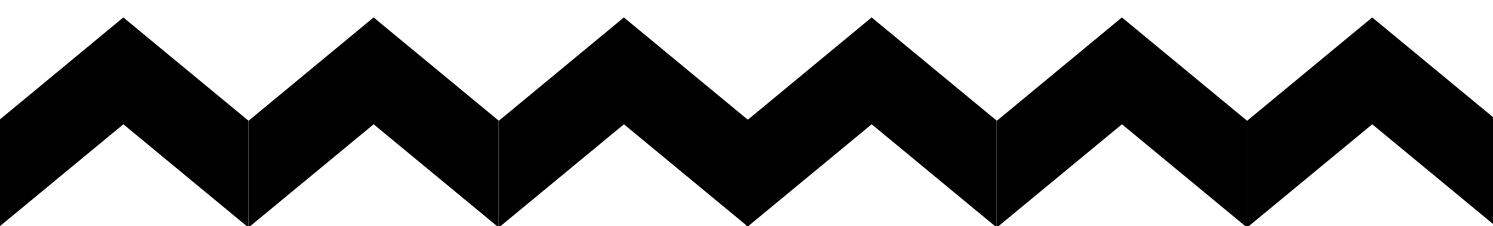
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverables	Timeline	Responsibility
Determine the number of Guide Dogs NSW/ACT employees that identify as Aboriginal and/or Torres Strait Islander people.	June 2024	Chief People Officer
Prepare wording for inclusion in Guide Dogs NSW/ACT job advertisements, that ensures people from diverse backgrounds, including Aboriginal and Torres Strait Islander peoples and people with a disability, are encouraged to apply.	June 2024	RAP Committee Chairperson in consultation with RAP Committee
Prepare and submit a business case for an Aboriginal and Torres Strait Islander Client Services cadetship (Identified position).	June 2024	RAP Committee Members

Action

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverables	Timeline	Responsibility
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2024	RAP Committee Chairperson
Work with Marketing and Communications Centre of Excellence to investigate opportunities for corporate printing, clothing, and merchandise to be obtained from Indigenous suppliers.	June 2024	Chief Marketing Officer
Consider using Aboriginal and Torres Strait Islander companies for major event venues and catering (such as official openings, major team meetings etc.).	June 2024	Events Manager





Brendan Kerin, Cultural Representative from the Metropolitan Local Aboriginal Land Council, performs the Welcome to Country at the St Leonards flagship office opening event.



Action

Establish and maintain an effective RAP Committee to drive governance of the RAP.

Deliverables	Timeline	Responsibility
Form a RAP Committee to create and govern RAP implementation.	June 2023	CEO
Complete and publish internally, Terms of Reference and Guiding Principles for the RAP Committee.	June 2023	RAP Committee Chairperson
Establish Aboriginal and Torres Strait Islander representation on the Rap Working Group/Committee.	June 2024	RAP Committee Chairperson

Action

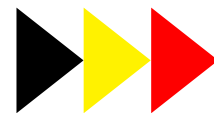
Provide appropriate support for effective implementation of RAP commitments.

Deliverables	Timeline	Responsibility
Ensure all Managers are aware of their responsibilities within the RAP.	June 2023	Chief People Officer
Develop a tracking mechanism to ensure effective measurement and reporting on agreed RAP commitments.	August 2023	RAP Committee Chairperson
Update learning and development system to ensure modules are available and appropriate reports can be produced in a timely manner.	June 2024	Chief People Officer

Action

Continue our reconciliation journey by developing our next RAP.

Deliverables	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing Guide Dogs NSW/ACT's next RAP (Innovate).	June 2024	RAP Committee Chairperson




Action

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

Deliverables	Timeline	Responsibility
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.	June 2023	RAP Committee Chairperson
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023	RAP Committee Chairperson
Ensure reporting of RAP progress is included in ELT reports and quarterly Board Reports.	June 2024	CEO
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	August 2024 (Deadline to submit: 30 September annually)	CEO






Contact for enquiries about our Reflect RAP.

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Guide Dogs.

