

**Guide  
Dogs.**

 **SeeWay.**

  
RECONCILIATION  
ACTION PLAN  
INNOVATE

# Guide Dogs NSW/ACT Innovate Reconciliation Action Plan. July 2026 to June 2028



## **Acknowledgements.**

### **About the Artist.**

Leanne Mulgo Redpath is a Dharug woman commonly known in the Aboriginal community as Mulgo, meaning Black Swan. She is the daughter of Aunty Edna Watson and Uncle Allan Watson. Leanne was born and raised in Western Sydney, she is now a mother and grandmother and has spent her life living, promoting, and protecting Dharug culture, people, and places. Leanne's artwork and writing is inspired by her family, Dharug country, Dharug language, the environment and life experiences.



### **About the Artwork.**

The Artwork was commissioned by Guide Dogs NSW/ACT to feature at our Guide Dogs Centre at Glossodia, which is located on Dharug and Darkinjung land. The artwork is titled Dingu Ngurra, and features Nhaaba Dingu, meaning dingoes or seeing dogs. Dingu are a significant and important part of Dharug culture. Leanne explains: "Dingu are our companions and they keep our camps clean, they are part of our family. On a cold night they give us warmth and are always near. In our culture everything is equal they are regarded as our kin like everything living in our environment. When we are collecting food they are our companions hearing and seeing things before we do and alerting us to things we cannot hear or see, showing us the way on our journey. They are an integral part of our ecosystems keeping the balance in our environment, they have always played an important part in Dharug lives."

### **Statement.**

All photographic images reproduced herein are used with the written permission of the participants shown or, where relevant, their immediate family.

### **Warning.**

**Aboriginal and Torres Strait Islander peoples are warned that this document contains names and images of deceased persons.**

# Contents.

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A message from our CEO. ....	4
A statement from CEO of Reconciliation Australia. ....	6
Our vision for reconciliation. ....	8
Our business. ....	10
Our reconciliation journey. ....	14
Our Reconciliation Action Plan. ....	18
Relationships. ....	20
Respect. ....	24
Opportunities. ....	28
Governance. ....	30



## 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, skies and waters on which we live and work. We pay our respects to their Elders, past and present.

# A message from our CEO.

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At Guide Dogs NSW/ACT (and its subsidiary entity), we proudly celebrate the rich cultural and linguistic diversity of our staff, volunteers, Clients, and communities. We are committed to creating a workplace that reflects and respects these diverse experiences, fostering a welcoming and inclusive environment where everyone feels valued, supported, and empowered.

Our Reconciliation Action Plan (RAP) is central to this commitment. It honours and respects the histories, cultures, and rights of Aboriginal and Torres Strait Islander peoples and recognises their status as the world's oldest continuous cultures. By deepening our understanding and appreciation of these influences, we can deliver more accessible, inclusive, and culturally responsive services that meet the needs of the diverse communities we serve.

We know that across Australia, many Aboriginal and Torres Strait Islander peoples still experience preventable vision loss and often find it difficult to access the support and services they need. Our Innovate RAP reaffirms our long-term commitment to advance equity of access to services and supports for Aboriginal and Torres Strait Islander peoples, and advocate for systemic change to improve health outcomes for all Australians.

We are proud to have fulfilled all commitments within our Reflect RAP. This milestone demonstrates our dedication to listening, learning, and building understanding through meaningful partnerships with Aboriginal and Torres Strait Islander peoples and organisations. A great example is the co-design of an accessible e-learning module created in partnership with Aboriginal-led organisation Mirri Mirri, which was delivered to all Guide Dogs NSW/ACT staff. It not only highlights the importance of inclusive employment practices, but also the unique challenges faced by Aboriginal and Torres Strait Islander peoples with disability.

While we are proud of our progress, we recognise there is still more to do. We remain committed to learning, growing, and embedding sustainable practices that deliver meaningful outcomes for Aboriginal and Torres Strait Islander peoples within our sphere of influence. Guided by the principles of respect, commitment, integrity, understanding, and celebration, we will continue to support our staff to better understand Aboriginal and Torres Strait Islander cultures and embed reconciliation into our everyday work.

Together, we hope to build a future where reconciliation is not just a goal but a shared responsibility and a lived reality. We invite you to join us on this important journey.

**Ashley de Silva**

Chief Executive Officer  
Guide Dogs NSW/ACT



**Ashley de Silva | Chief Executive Officer  
Guide Dogs NSW/ACT**

# A statement from CEO of Reconciliation Australia.

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Reconciliation Australia commends Guide Dogs NSW/ACT 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 Guide Dogs NSW/ACT 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, Guide Dogs NSW/ACT will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Guide Dogs NSW/ACT 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 Guide Dogs NSW/ACT's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

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Congratulations Guide Dogs NSW/ACT on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



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

# Our vision for reconciliation.

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Our vision for reconciliation is to improve health outcomes and advance equity of access to services and supports for Aboriginal and Torres Strait Islander peoples with low vision or blindness and reduce preventable vision loss. We strive to create a culturally safe and inclusive workplace where Aboriginal and Torres Strait Islander peoples and cultures are respected, embraced, and celebrated, and informs all aspects our service delivery.

## Our guiding principles.

This Innovate RAP formalises our commitment to embed cultural awareness and respect into every aspect of our work and align it with our broader vision, mission, purpose, and values. Our Innovate RAP is guided by principles that shape how we build relationships, make decisions, and deliver services. These principles support us to drive the change needed to achieve true reconciliation, and ensure is not just a goal, but a shared responsibility.

Our guiding 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 cultures, 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.

**Understanding:** 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.



Uncle Graham David King | Deerubbin LALC  
Smoking Ceremony at the opening of the refurbished Guide Dog Centre

# Our business.

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Since 1957, Guide Dogs NSW/ACT has empowered people with low vision or blindness to navigate their communities safely and independently. As the leading provider of Guide Dogs and Orientation and Mobility Services, we offer a broad range of vision and support services for people of all ages, helping them to build skills, gain confidence and have more choice about how they live their daily lives.

By working in partnership with our Clients, we take the time to understand their goals and support them to pursue meaningful activities that matter most to them. This is achieved through a broad range of services and supports including Guide Dog Mobility, Orientation and Mobility, Low Vision Orthoptics, Occupational Therapy, Assistive Technology and Connections Services. We also champion and uphold the rights of our community and advocate for positive social change through education and advocacy campaigns.

We're incredibly grateful for the support of our generous community who fund the majority of our services and enable us to deliver life-changing programs. Guide Dogs NSW/ACT is also a Registered Provider under the National Disability Insurance Scheme (NDIS).

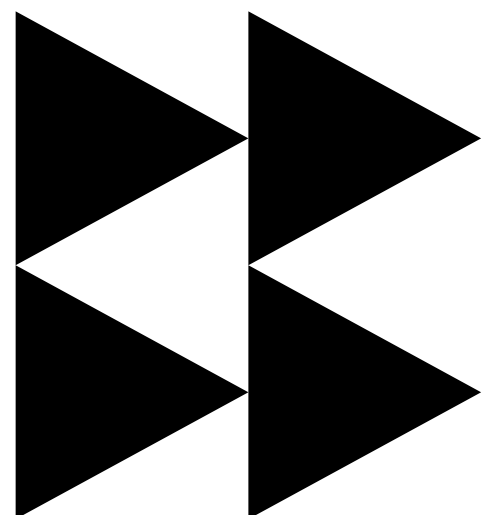
Guide Dogs NSW/ACT currently employs around 300 full-time, part-time, and casual staff, and is supported by over 800 volunteers who generously donate their time and skills. We are proud to report nearly 17 percent of our workforce self-identifies as living with disability, which includes almost nine percent of people who are blind or have low vision. Our staff come from over 25 different countries and speak 30 languages. We currently have two staff who identify as Aboriginal or Torres Strait Islander peoples.

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We provide services across metropolitan, regional, and rural areas of NSW and the ACT. Our offices are located in the following areas:

- Albury, on the traditional lands of the Wiradjuri, Wavereoo, Yorta Yorta and Dhudhuroa peoples.
- Alstonville, on the traditional lands of Bundjalung people.
- 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.
- Glossodia, on the traditional lands of Darkinjung, Dharawal, Dharug, Gundungurra, Wonnarua and Wiradjuri peoples.
- Newcastle, on the traditional lands of Awabakal and Worimi peoples.
- St Leonards, on the lands of the Cammeraygal people.
- Tamworth, on the traditional lands of the Kamilaroi people.
- Wollongong, on the traditional lands of the Dharawal, Tarawal and Thuruwal peoples.

Our sphere of influence encompasses a broad spectrum, including our staff, volunteers, Clients, donors, partners, and Inclusion Allies. We actively engage with Guide Dogs Australia and other state-based organisations, as well as other vision, health, and government agencies to uphold the rights of people with low vision or blindness and advocate for better outcomes for Clients.



# Our vision and values.

## Our vision.

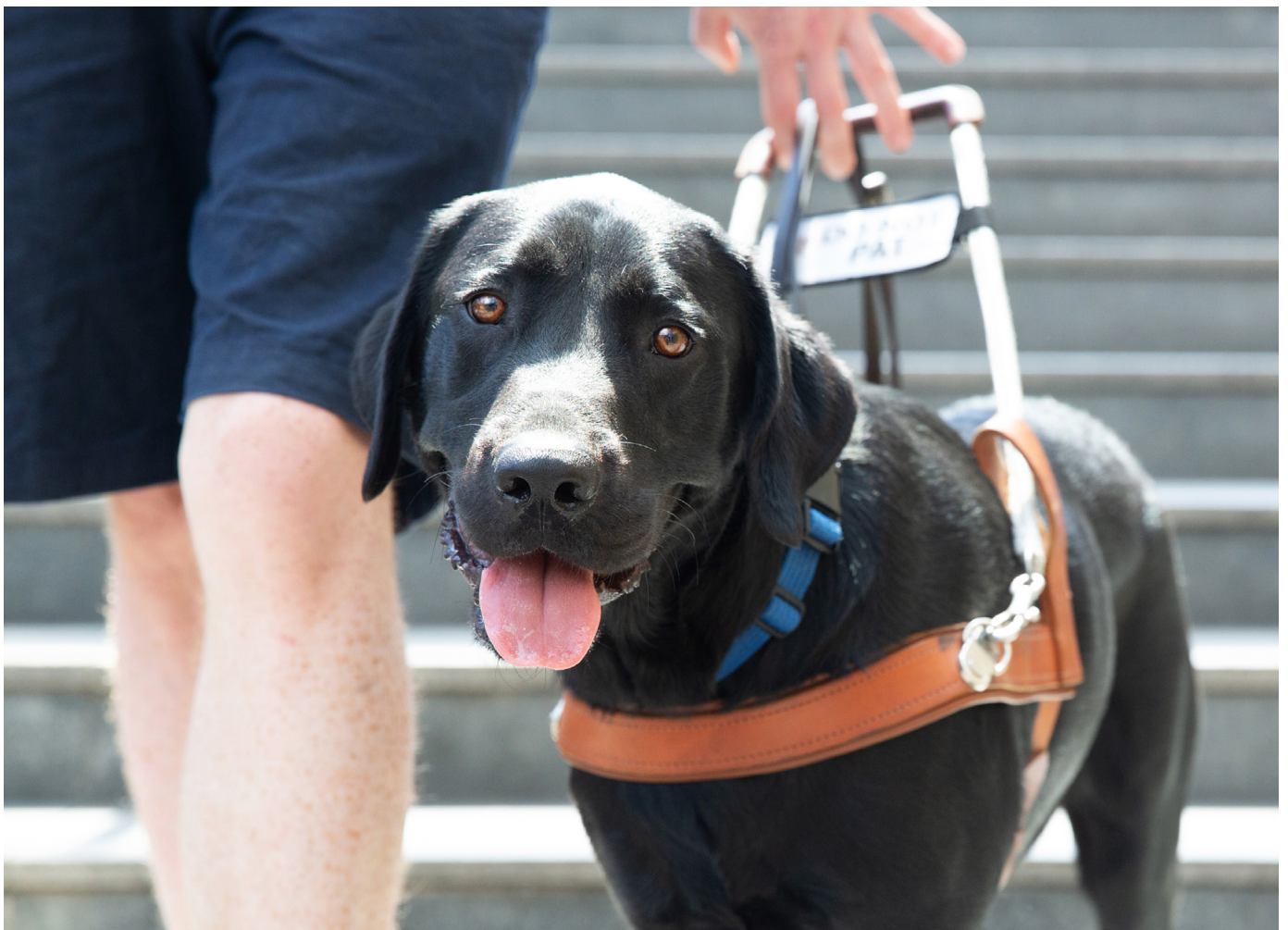
A world that is inclusive and accessible for everyone with low vision or blindness.

## Our purpose.

Break the boundaries that limit people with low vision or blindness.

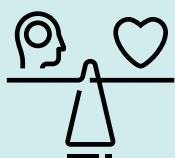
## Our mission.

Create opportunities and champion the rights of people with low vision or blindness. Build a community of individuals who share our mindset and ambition for accessibility and inclusivity.



## Our values.

Our Clients come first in everything we do. Our values are all underpinned by our focus and dedication towards those in our communities who need us the most. 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 journey.

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Through our Reflect RAP we have made significant progress developing meaningful partnerships, increasing our understanding of Aboriginal and Torres Strait Islander cultures and histories, and learning more about the diverse backgrounds of our staff and volunteers. This supports us to provide culturally safe work environments for our staff and informs the services and supports we provide for our Clients.

## Our partnerships.

We are proud of the deep and strong connections we have made with Aboriginal and Torres Strait Islander peoples and community organisations which continue to influence our work and support our RAP activities.

- **Aunty Mary Hooker:** We worked with the late Aunty Mary Hooker, who was a Client of Guide Dogs NSW/ACT, to develop culturally appropriate educational resources. Sharing Aunty Mary's story helps us raise awareness for eye care health and informs the Community of the services offered by Guide Dogs NSW/ACT. We remain in regular contact with Aunty Mary's husband, Mr Rodney Hooker, who is pleased to know that Aunty Mary's story continues to help and inspire others. We look forward to continuing this important relationship.
- **Evolve communities:** We regularly invite Aunty Munya Andrews and Carla Rogers from Evolve Communities to be guest speakers at significant staff events to share their stories, increase our cultural awareness and encourage allyship.
- **Local Aboriginal Land Councils:** We continue to strengthen our relationships with the Local Aboriginal Land Councils and Elders who attend our events to perform Welcome to Country ceremonies. For example, we were fortunate to have Uncle Graham Davis King perform a moving Smoking Ceremony at the official reopening of our Guide Dogs Centre at Glossodia and return to perform the Welcome to Country at our 2025 Annual General Meeting. We hope to further this relationship.
- **Leanne Mulgo Redpath:** We were thrilled to commission an Aboriginal Artwork from local Dharug artist Leanne Mulgo Redpath for our Guide Dogs Centre at Glossodia. We look forward to exploring opportunities to commission artworks from local artists to feature at our other premises.
- **Kyma Group:** We are incredibly grateful for the pro bono advice provided by Kyma Group to support the development of our Innovate RAP. Kyma Group is a majority Aboriginal owned consultancy committed to sustainable, systemic change through genuine partnerships.

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- **Mirri Mirri:** We worked in partnership with Mirri Mirri, a leading provider of cultural education, to co-develop ‘Ngiyani: Working Together,’ an online learning module for staff and volunteers to connect culture with digital accessibility.
  - **Western NSW Eye Health Partnership:** We are proud to be a partner of this 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 peoples.

## Celebrating and respecting culture.

We observe cultural protocols and are proud to celebrate significant Aboriginal and Torres Strait Islander events across our regions, including NAIDOC Week and National Reconciliation Week. We regularly include Welcome to Country and Smoking Ceremonies at important events, invite guests from our partner and community organisations to share their stories with staff, and we engage First Nations catering and suppliers where possible.

To launch our Reflect RAP, we produced two accessible videos featuring Dr Yalmambirra (Yal), member of the Wiradjuri Council of Elders, and Uncle Neville Lilley, Worrimi Elder, who talk about what reconciliation means to them, and the role Guide Dogs NSW/ACT can play. These videos are regularly shared with staff and shown at events to remind us of the importance of culture and connection.

In recognition and respect of culture, Guide Dogs NSW/ACT staff are entitled to take up to 10 days of unpaid Ceremonial and or Cultural and Religious Leave per financial year to observe days of cultural and/or religious significance or to attend or participate in ceremonial and other cultural activities in their community.

## Case study: Connecting culture with digital accessibility.

Guide Dogs NSW/ACT is committed to ensuring culturally safe and inclusive access to our services for Aboriginal and Torres Strait Islander peoples, particularly those living with disability. As part of this commitment, we partnered with Mirri Mirri, a leading provider of cultural education, to co-develop 'Ngiyani: Working Together,' an online learning module for staff and volunteers. The module explores the intersectionality of Aboriginal and Torres Strait Islander peoples with a disability and inclusive employment practices.

Accessibility was a key focus throughout development. Initially, we aimed to incorporate features such as audio description, alt text, image descriptions, and screen reader-friendly navigation. However, the collaboration evolved into a broader learning opportunity. By sharing our expertise in digital accessibility, we supported Mirri Mirri to embed these features not only in our module but across their future offerings, to ensure other organisations can benefit from accessible and inclusive content.

"Accessibility was central to the module's design. It reflects the importance of inclusive employment and the unique challenges faced by Aboriginal and Torres Strait Islander peoples with disability," said Jaci Armstrong, Disability Inclusion Advisor.

"It truly was a wonderful collaboration between our organisations and the partnership has helped us better understand how Mirri Mirri can be more inclusive in our training and resources. We very much appreciate the partnership with Guide Dogs and would love to continue exploring ways we can work together in the future," said Paul Sinclair, Director, Mirri Mirri.

We recognise that the impact of disability is often compounded for Aboriginal and Torres Strait Islander peoples, particularly in accessing healthcare and securing long-term, meaningful employment. Through ongoing learning, staff development, and culturally responsive service delivery, we are working to address these inequities.

While we've made meaningful progress, we acknowledge there is more to learn and do. Our journey continues with the Innovate RAP, as we strive to build a more inclusive and culturally safe future for our Clients, employees, volunteers, and communities.

# Challenges and key learnings.

We are committed to ensuring we continue to learn, grow, and improve so we can embed sustainable and impactful practice to promote reconciliation across the organisation. While this presents many opportunities, it also comes with challenges.

- We have a genuine desire to attract and recruit Aboriginal and Torres Strait Islander peoples to our workforce however we also understand there are complexities with this. We have begun to explore opportunities to increase employment and retention of Aboriginal and Torres Strait Islander staff and volunteers and will continue to address recruitment and explore innovative pathways to employment through our Innovate RAP.
- We are committed to ensuring that the funds we raise are used in the most responsible and effective way to support our Clients. We rely heavily on pro-bono support to fund our RAP activities and will continue to explore alternative funding options and leverage our partnerships. We will be reviewing our procurement policy to ensure Aboriginal and Torres Strait Islander suppliers are represented and staff are encouraged to engage them as preferred suppliers.
- There are limited opportunities for us to seek input from Aboriginal and Torres Strait Islander staff as we lack representation in the workforce. We are focused on developing and strengthening our partnerships to ensure the voices and opinions of Aboriginal and Torres Strait Islander peoples are included in our work. We are fortunate to have Kyma Group support our RAP Committee and assist with the development of our Innovate RAP and we will continue to strengthen this and other relationships.
- We would like to better connect with Aboriginal and Torres Strait Islander peoples with low vision or blindness in our regional areas to offer our services and share our resources more broadly. We will look for opportunities to partner with other organisations and attend more face-to-face events in our regional and rural locations.

We look forward to addressing these challenges and continuing our reconciliation journey through this Innovate RAP.

# Our Reconciliation Action Plan.

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Our Innovate RAP reflects our commitment to advancing reconciliation by delivering tangible, lasting outcomes for Aboriginal and Torres Strait Islander peoples. Through our Innovate RAP, we hope to deepen our understanding of intersectionality and improve how we deliver services and supports that respects both the cultural identity and individual needs of Aboriginal and Torres Strait Islander peoples.

## RAP champions.

Our Innovate RAP is led and championed by Ashley de Silva, our Chief Executive Officer and Gemma Farquhar, Chief People Officer and RAP Executive Sponsor, who are committed to driving meaningful change and promoting reconciliation within our organisation.



**Uncle Graham David King | Deerubbin LALC**  
Welcome to Country at GDN's Annual General Meeting

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## Our RAP Committee.

Our RAP Committee is comprised of passionate people from across the organisation who volunteer their time to support the development of the RAP and the implementation of initiatives that contribute to reconciliation and cultural understanding. Committee membership is open to all staff and we strongly encourage Aboriginal or Torres Strait Islander peoples to participate. Our RAP committee currently meets monthly.

### RAP Committee members.

- Anne Little, Health, Safety and Wellbeing Business Partner and RAP Committee Chairperson
- Andrea Flew, Orientation and Mobility Specialist
- Bethia Sullivan, Area Manager, Southern Region
- Hayley Robbins, Marketing and Brand Manager
- Helen Matthews, Executive Assistant
- Mara Greenwood, Volunteer Engagement Manager
- Pam Kiers, Quality and Safeguards Coordinator
- Sarah van de Scheur, Strategic Communications Manager
- Representative from Kyma Group (external advisor)

## Consultation.

Our Innovate RAP was developed in close collaboration with the Executive Leadership Team and staff, who were invited to contribute ideas for RAP activities. We were supported throughout this process by Kyma Group, a majority Aboriginal-owned consultancy dedicated to driving sustainable, systemic change through genuine partnerships. A Kyma Group representative continues to play an active role by attending RAP Committee meetings and providing guidance to ensure effective implementation of activities.

# Relationships.



Meaningful relationships enrich our cultural understanding and experiences, fostering mutual trust, respect, and connection across communities. By sharing knowledge and perspectives, we create opportunities to learn from one another and strengthen our ability to deliver culturally safe, inclusive, and impactful services for our Clients.

## Action.

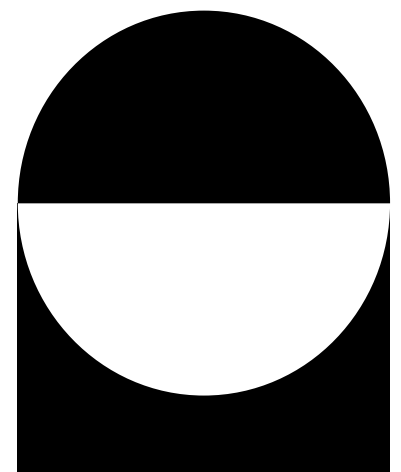
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverables	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2027	Lead: Chief Services Officer Support: Chief People Officer
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2028	Lead: Chief Services Officer Support: Chief People Officer
Invite our Aboriginal and Torres Strait Islander partner organisations and representatives to join our events, beyond Welcome to Country engagements.	July 2027	Lead: RAP Committee Chairperson Support: Chief Services Officer
Offer the use of Guide Dogs NSW/ACT premises to Aboriginal and Torres Strait Islander community groups and/or organisations for activities.	July 2027	Lead: RAP Committee Chairperson Support: Chief Services Officer
Investigate a Positive Paws program for Aboriginal or Torres Strait Islander youth groups and/or local schools.	January 2027	Lead: Chief Services Officer Support: RAP Committee Chairperson

## Action.

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverables	Timeline	Responsibility
Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	April (annually)	RAP Committee Chairperson
RAP Committee members to participate in an external National Reconciliation Week event.	27 May to 3 June (annually)	RAP Committee Chairperson
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May to 3 June (annually)	Lead: RAP Committee Chairperson Support: Chief People Officer
Organise at least one National Reconciliation Week event each year.	27 May to 3 June (annually)	Lead: RAP Committee Chairperson Support: Chief People Officer
Register all our National Reconciliation Week events on Reconciliation Australia's NRW website.	April (annually)	RAP Committee Chairperson



## Action.

Promote reconciliation through our sphere of influence.

Deliverables	Timeline	Responsibility
Develop and implement a staff engagement strategy to raise awareness of reconciliation and to highlight our work with Aboriginal and Torres Strait Islander peoples across our workforce.	<b>June 2027</b>	Lead: RAP Committee Chairperson Support: Chief People Officer
Create a reconciliation/RAP page on our intranet with all the staff resources and protocols.	<b>September 2026</b>	Lead: RAP Committee Chairperson Support: Chief Marketing and Philanthropy Officer
Communicate our commitment to reconciliation publicly.	<b>June (annually)</b>	Chief Marketing and Philanthropy Officer
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	<b>October 2027</b>	Lead: RAP Committee Chairperson Support: Chief Services Officer
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	<b>June (annually)</b>	RAP Committee Chairperson
Increase engagement with our volunteers through our new volunteer management system and network by highlighting our commitment to partnering with and supporting Aboriginal and Torres Strait Islander communities.	<b>July 2027</b>	Volunteer Engagement Manager
Share Reconciliation Australia's Truth Telling hub with staff.	<b>September 2026</b>	RAP Committee Chairperson
Consider a RAP-themed All Staff meeting.	<b>August 2027</b>	Lead: Chief People Officer Support: RAP Committee Chairperson
Explore opportunities to customise donation dogs in community areas, for example, through painting or art competitions.	<b>May 2028</b>	Lead: Chief Marketing Officer Support: RAP Committee Chairperson
Encourage staff to generate and submit ideas for our RAP activities.	<b>July (annually)</b>	RAP Committee Chairperson

## Action.

Promote positive race relations through anti-discrimination strategies.

Deliverables	Timeline	Responsibility
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2026	Chief People Officer
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	Chief People Officer
Develop, implement, and communicate an anti-discrimination policy for our organisation.	July 2027	Chief People Officer
Educate senior leaders on the effects of racism.	July 2028	Chief People Officer

## Action.

Improve the experience of Aboriginal and Torres Strait Islander peoples who are living with low vision or blindness.

Deliverables	Timeline	Responsibility
Continue to promote and share Aunty Mary Hooker Client resources.	June 2028	Chief Services Officer
Review research statistics on eye health for Aboriginal and Torres Strait Islander peoples to highlight the disparity and include this information in our resources to highlight the need to Close the Gap.	June 2027	RAP Committee Chairperson
Actively seek partnerships with other organisations to offer our Clients access to regional workshops, clinics, or community fairs.	August 2027	Lead: Chief Services Officer Support: RAP Committee Chairperson
Display Braille and tactile Acknowledgement of Country signs at the entrance of all our premises.	August 2026	Lead: Chief Services Officer Support: Chief Marketing and Philanthropy Officer



# Respect.



We deeply respect the rich traditions and histories of Aboriginal and Torres Strait Islander peoples and communities. By furthering our understanding and appreciation of their connections to Country, language, and culture, we can foster a more inclusive and supportive environment for our staff and deliver improved outcomes for Clients.

## Action.

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

Deliverables	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation.	<b>December 2026</b>	Chief People Officer
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	<b>July 2026 (Review annually)</b>	Lead: Chief Services Officer Support: Chief People Officer
Develop, implement, and communicate a cultural learning strategy document for our staff.	<b>December 2026</b>	Chief People Officer
Provide opportunities for RAP Committee members, HR team members, and other key leadership staff to participate in formal and structured cultural learning.	<b>July 2026</b>	Chief People Officer
Ensure all staff and volunteers have the opportunity to complete Mirri Mirri training and include it as an onboarding module.	<b>August 2026</b>	Chief People Officer
Consider commissioning Aboriginal artworks for other Guide Dogs NSW/ACT premises.	<b>February 2027</b>	Chief Executive Officer
Consider use of Guide Dogs Centre artwork for resources and merchandise where appropriate being sure to seek approval and obtain correct copyright and licencing for the use of any artwork beyond its original commission.	<b>December 2027</b>	Chief Marketing and Philanthropy Officer

## Action.

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

Deliverables	Timeline	Responsibility
Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	<b>December 2026</b>	RAP Committee Chairperson
Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country and a pronunciation guide. Include in staff and volunteer onboarding modules.	<b>March 2027</b>	Lead: RAP Committee Chairperson Support: Chief People Officer
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	<b>July 2026</b>	RAP Committee Chairperson
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	<b>July 2026</b>	RAP Committee Chairperson
Provide staff with information about traditional Lands culturally significant sites close to our office locations and regions.	<b>January 2028</b>	RAP Committee Chairperson

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## Action.

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

Deliverables	Timeline	Responsibility
RAP Committee to participate in an external NAIDOC Week event.	First week in July (annually)	RAP Committee Chairperson
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2027	Chief People Officer
Promote and encourage participation in external NAIDOC events to all staff.	First week in July (annually)	Chief Marketing and Philanthropy Officer



# Opportunities.



We aspire to be an employer of choice by creating an inclusive, equitable, and culturally safe environment for all. By promoting meaningful employment, offering professional development opportunities, and increasing Aboriginal and Torres Strait Islander supplier diversity, we will strengthen our culture, improve employment outcomes, and support long-term economic and social benefits.

## Action.

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

Deliverables	Timeline	Responsibility
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2027	Chief People Officer
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	December 2026	Chief People Officer
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	June 2027	Chief People Officer
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2027	Chief People Officer
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2027	Chief People Officer
Create a support network for employees and communicate details of the dedicated Aboriginal Torres Strait Islander Employee Assistance Program.	August 2027	Chief People Officer
Consider a scholarship, traineeship, or work experience program for Aboriginal or Torres Strait Islander peoples within our workforce.	January 2028	Chief People Officer

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## Action.

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

Deliverables	Timeline	Responsibility
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	<b>November 2027</b>	Chief Finance Officer
Investigate Supply Nation's JumpStart program.	<b>November 2027</b>	RAP Committee Chairperson
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	<b>February 2028</b>	Chief Finance Officer
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	<b>February 2028</b>	Chief Finance Officer
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	<b>November 2027</b>	Chief Finance Officer





Good governance ensures accountability, transparency, and the effective use of resources. Tracking our progress will support us to deliver our Innovate RAP commitments, measure our impact, and respond to changing needs. This helps us to make informed decisions and fosters a culture of continuous learning and improvement.

## Action.

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

Deliverables	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	July 2026 (review annually)	RAP Committee Chairperson
Establish and apply a Terms of Reference for the RAP Committee.	December 2026	RAP Committee Chairperson
Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November (annually)	RAP Committee Chairperson

## Action.

Provide appropriate support for effective implementation of RAP commitments.

Deliverables	Timeline	Responsibility
Define resource needs for RAP implementation.	August (annually)	RAP Committee Chairperson
Engage our senior leaders and other staff in the delivery of RAP commitments.	August 2026	RAP Committee Chairperson
Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2026	RAP Committee Chairperson
Provide support to a senior leader to effectively champion our RAP internally.	August 2026	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 (annually)	RAP Committee Chairperson
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September (annually)	RAP Committee Chairperson
Report RAP progress to all staff and senior leaders quarterly.	September, December, March, June (annually)	RAP Committee Chairperson
Publicly report our RAP achievements, challenges, and learnings, annually through our Annual Report and/or Environment Social and Governance Report.	November (annually)	Chief Marketing and Philanthropy Officer
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	September 2027	RAP Committee Chairperson
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	RAP Committee Chairperson
Formally report on RAP progress to all staff and senior leaders at least six-monthly basis, for example, All Staff meeting or electronic updates.	September, December, March, June (annually)	RAP Committee Chairperson
RAP Committee Chairperson to provide a quarterly update to the Disability, Equity and Inclusion Committee on progress and activities.	September, December, March, June (annually)	RAP Committee Chairperson



## Action.

Continue our reconciliation journey by developing our next RAP.

Deliverables	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	RAP Committee Chairperson



Aunty Mary Hooker with her Orientation & Mobility Specialist, Gavin Stait





## Contact for enquiries about our Innovate RAP.

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