



INNOVATE

Reconciliation Action Plan

January 2025 - January 2027



WINDANA
Life. Changing.



RECONCILIATION
ACTION PLAN

INNOVATE

Acknowledgment of Country

Windana acknowledges the Traditional Owners of the lands we work on – the Bunurong People, Wadawurrung People and Wurundjeri People. We also acknowledge the diverse Aboriginal and Torres Strait Islander peoples and communities across this continent and recognise their continuing connection to land and waters. We pay our respects to Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander people.

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Reconciliation Action Plan Artwork

Artist: Hunter Dillon

Hunter, a multidisciplinary artist, draws inspiration from their First Nations, transgender/queer, and disabled identities, as well as their journey in overcoming addiction.

Through their art, they explore the nuances of their lived experiences and aim to encourage dialogue around intersectionality, resilience and self-discovery.

Hunter's work endeavours to candidly examine themes of disenfranchisement and displacement whilst celebrating the beauty and resilience of their Aboriginal trans experience.

“ This artwork is a visual representation of Windana's mission: Helping people rebuild their lives. Through vibrant colours and interconnected forms, it tells a story of transformation, resilience, and the power of community. Inspired by Windana's values — integrity, respect, authenticity, collaboration, and growth — the artwork reflects the journey of individuals supported by Windana as they navigate challenges and rediscover strength. The green “men” and “women” symbols pay homage to the individuals Windana serves and the staff who create a safe, supportive environment.

The circular motifs, symbolising waterholes and gathering places, represent spaces of healing, connection, and shared purpose. Interwoven pathways speak to collaboration, growth, and the shared responsibility of clients, staff, and the wider community in fostering positive change. Each element flows together, symbolising unity and the ongoing journey toward recovery and personal empowerment.

The bright, bold palette celebrates diversity and hope, reflecting Windana's commitment to creating safe and affirming spaces for all, including LGBTIQ+ individuals. The movement within the patterns reflects not only personal transformation but also the organisation's wider impact — on clients, staff, the broader community, and the future. Together, the work embodies a message of resilience and collective strength, with Windana at the heart of positive change.”

- Hunter Dillon



Learn more about Hunter and their art:

- Instagram: [@worimi.by.hunter](https://www.instagram.com/worimi.by.hunter)
- Web: www.worimibyhunter.com

Message from Windana's CEO

On behalf of Windana, I'm delighted to introduce our Innovate Reconciliation Action Plan.

I believe Windana should always look for ways to understand historical injustices and take actions that empower Aboriginal and Torres Strait Islander people and communities.

This requires an ongoing commitment.

Our Innovate Reconciliation Action Plan is integral for taking steps towards our vision for reconciliation.



I thank Reconciliation Australia and Eddie Moore from Nyuka Wara Consulting for supporting its development.

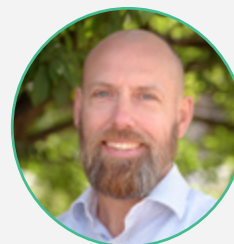
Building on the foundations laid by our Reflect Plan, this Innovate Plan provides us with a framework for implementing change within our sphere of influence.

It authentically represents our values, formalises practices already in place and provides many opportunities for growth that are essential for pursuing our vision.

Our Innovate Plan has full endorsement from Windana's Board and Executive Team, and fulfillment of actions will engage staff at all levels, and in many cases our clients.

One of Windana's values is integrity. This means holding ourselves accountable and doing what we say we are going to do. With our Innovate Reconciliation Action Plan developed and launched, it's now time for us to begin meaningfully achieving each-and-every deliverable you'll see over the following pages.

Thank you for joining us on this journey.



Kent Burgess

Chief Executive Officer,
Windana



Reconciliation Australia CEO Statement

Reconciliation Australia commends Windana Drug and Alcohol Recovery 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 Windana Drug and Alcohol Recovery 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, Windana Drug and Alcohol Recovery 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. Windana Drug and Alcohol Recovery 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 Windana Drug and Alcohol Recovery'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.

Congratulations Windana Drug and Alcohol Recovery on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine

Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

Windana's vision for reconciliation is a society continuously and increasingly shaped by Aboriginal and Torres Strait Islander knowledge, histories and voices – in all their diversity.

For the sectors and broader systems that Windana operates in, reconciliation represents connected services making ongoing improvements to increase their cultural safety, and that community responses to alcohol and other drug harms, family violence, mental health challenges and social disadvantage are informed by Aboriginal and Torres Strait Islander voices.

Self-determination is essential for achieving this vision – which is one reason we support Treaty for Victoria.

Through our business at Windana, achieving this vision requires us to live our values – in particular showing respect, pursuing growth and fostering connection.

Our vision is supported by our:

Innovate Reconciliation Action Plan

- ✓ By wholeheartedly fulfilling each deliverable, we will strengthen relationships, respect, opportunity and governance.

2024-26 Strategic Plan

- ✓ By including objectives to change more lives and to create a safe, inclusive workplace, and a success measure of fully implementing our Reconciliation Action Plan, we will take steps to embed cultural in Windana's direction.

Brand Pillars

- ✓ By including a focus on the unique needs and preferences of diverse people who engage with Windana, we will increasingly be able to offer inclusive and affirming services for Aboriginal and Torres Strait Islander people.



Our Business

About us

Windana provides services across Victoria for adults and young people experiencing alcohol and other drug harms, family violence, mental health challenges and social disadvantage.

Our Model of Care puts clients at the centre of what we do to create positive change in people's lives. We work with families, communities and other organisations to deliver trauma informed, equitable, culturally safe and integrated services based on evidence and practice wisdom.

By intervening early and creating purposeful partnerships, we help clients achieve improved outcomes while reducing demand on acute services. And we are influencing policy, practice and research to help shape better systems for clients.

Our sphere of influence includes:

Clients

- ✓ Young people and adults who we support to make positive change through alcohol and other drug, family violence, employment and education services.

Staff

- ✓ Members of our diverse, multidisciplinary workforce who join Windana to contribute, grow and thrive.

Cross-sector organisations

- ✓ The services who collaborate with us to offer person-centred client care, and who look to us for leadership.

Federal, state and local government

- ✓ The decision makers whose choices in sector design, policies and funding choices are influenced by our advocacy.

Together, we influence the broader system for a more positive and connected future.

Our people

Approximately 260 people work at Windana. In our 2024 Diversity and Inclusion Staff Survey, four staff (2%) identified as Aboriginal or Torres Strait Islander, an increase from the previous year.

Service snapshot

We currently operate at 15 locations across the Countries of the Bunurong People, Wadawurrung People and Wurundjeri People. These include physical sites in Greater Melbourne (particularly in the South Eastern Melbourne and Frankston-Mornington Peninsula regions), the Barwon South West region and Grampians region. Many of our services are not catchment-based, allowing us to positively impact people and communities statewide.

We offer over 30 programs and services across the domains below. These include the **First Peoples' Healing Program** for alcohol and other drug support, and **Yarning Group** we run with Winja Ulupna Women's Recovery Centre (part of Ngwala Willumbong Aboriginal Corporation).



Our Values

Windana's values guide how we show up every day for clients, our teammates, our communities and ourselves.

At Windana, we believe shared, embedded values are essential for our identity, and for influencing the way we work to implement our strategy and work towards our Mission.

In early 2024 we began exploring the culture we wanted to build together to achieve the best outcomes for clients. Through co-design workshops and staff and client voting polls, we created a refreshed set of values:

- ✓ Acting with **integrity**.
- ✓ Showing **respect** for each other.
- ✓ Being **authentic** and honest.
- ✓ Fostering **connection** and collaboration.
- ✓ Pursuing **growth** and learning.

These Values helped shape our Innovate Reconciliation Action Plan.

They also align with the Reconciliation Action Plan pillars. In particular, 'integrity' aligns with the Governance pillar, 'respect' aligns with the Respect pillar, 'connection' aligns with the Relationships pillar, and 'growth' aligns with the Opportunities pillar.



Our Reconciliation Action Plan Journey

As our vision for reconciliation makes clear, we believe we can always learn more from Aboriginal and Torres Strait Islander knowledge, histories and voices.

We are pleased to have achieved each Action and Deliverable from our Reflect Reconciliation Action Plan. Along the way, our Working Group grew, and we made increasing our respect for Aboriginal and Torres Strait Islander significant dates, cultural safety and partnerships the norm across our organisation. We also learned a lot, including:

- ✓ As an organisation, we are just scratching the surface of what it means to learn from Aboriginal and Torres Strait Islander cultures.
- ✓ Our authentic commitment means we must give time and significance to events and activities that further reconciliation.
- ✓ We believe in Aboriginal self-determination through Treaty negotiations in Victoria.
- ✓ We should not take over, but rather engage with the community and offer what we can (for example, by ensuring our staff attend - and offer to volunteer at - Aboriginal-led community events around National Reconciliation Week).

Windana thanks those who generously contributed to our Reflect Plan. The lessons they shared earlier in our journey have also acted as a legacy shaping our Innovate Plan. In particular, we acknowledge and thank **Aunty Bea Edwards** (former Manager Winja Ulupna).

The merger of TaskForce into Windana in November 2023 has had a positive influence on our reconciliation journey and cultural capability as an organisation. We have seen this through:

The addition of the First Peoples' Healing Program to our suite of alcohol and other drug services

- ✓ This program for Aboriginal and Torres Strait Islander clients takes a cultural lens and incorporates First Peoples' supports identified within the community.

Growth of our Aboriginal and Torres Strait Islander workforce

- ✓ In our first Diversity and Inclusion Staff Survey as a merged organisation, we learned that Aboriginal and Torres Strait Islander staff increased from 1% to 2%.

More connections and partnerships

- ✓ Our organisation - including Aboriginal and Torres Strait Islander clients - will benefit from established relationships TaskForce brought to Windana, including with Nairn Marr Djambana, Bunjilwarra Residential Rehabilitation, and many other organisations.

Increased knowledge

- ✓ Our First Peoples' Healing Program team have increased the cultural capability of our workforce and RAP Working Group.

Through this Plan, we publicly renew our ongoing commitment to reconciliation – and to support actions that promote Aboriginal and Torres Strait Islander knowledge, histories and voices.

- Joanne Caruso, Chief People Officer and RAP Champion



Left: Stewart Taylor performing a Smoking Ceremony at Windana's 'Reflect' RAP launch. Right: Indigenous Plant Healing Garden working bee (partnership with Ngwala Willumbong Aboriginal Corporation) at our Community Services Building.

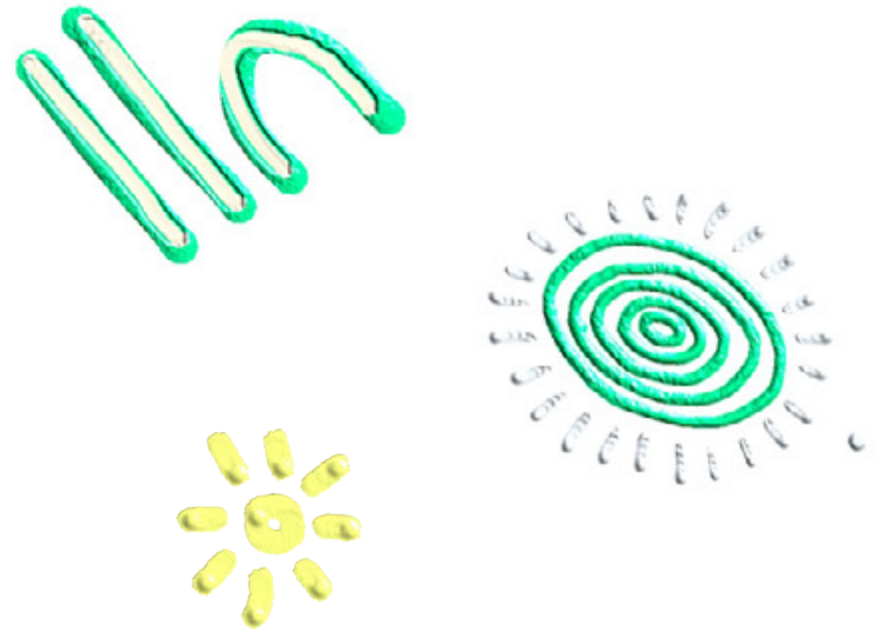
Our Reconciliation Action Plan

Our Innovate Reconciliation Action Plan sets out a clear framework for action towards our vision for reconciliation over a two-year period from January 2025 to January 2027.

We believe our Innovate Plan will allow us to greatly increase our impact in creating cultural change within our organisation. This will be made possible due to the growth and learning Windana achieved through our first (Reflect) Plan.

We enter our Innovate Plan era with:

- ✓ A clearer, more holistic vision for reconciliation.
- ✓ Greater alignment between our Reconciliation Action Plan and other organisational initiatives – including our Strategic Plan, Brand Pillars, policies and procedures and internal learning and development program.
- ✓ More awareness to always listen to and respect the diverse perspectives of Aboriginal and Torres Strait Islander people, including by following First Nations media.
- ✓ Stronger relationships with Aboriginal and Torres Strait Islander organisations, and awareness of connections we can make for the benefit of Aboriginal and Torres Strait Islander clients.
- ✓ Awareness of our need to continuously learn and initiate change – so that we are able to create a more culturally safe organisation to work at, receive services from and partner with.



Our Reconciliation Action Plan Working Group

Our Reconciliation Action Plan Working Group's purpose is to lead Windana towards our vision for reconciliation.

This involves developing and implementing our Reconciliation Action Plan, and continuously finding opportunities to embed respect for Aboriginal and Torres Strait Islander culture in what we do. The Working Group consists of staff from across our locations who have chosen to shape our Plan and use their influence to encourage positive change amongst their local teams.

Two staff members of the RAP Working Group who influenced this plan identify as First Nations people, and our First Peoples' Healing Program team are also part of the group.

The RAP Working Group is fortunate to be working with an external Cultural Advisor who shares invaluable guidance.

In the spirit of connection and collaboration, our Working Group is open. We always encourage and welcome expressions of interest from anyone inside and outside our organisation who wishes to join us on our Reconciliation Action Plan journey. In particular, we welcome all Aboriginal and Torres Strait Islander people and aim to increase Aboriginal and Torres Strait Islander representation. Please email people@windana.org.au, call us on **03 9529 7955** or speak to a Windana staff member if you are interested.

Current members

Windana Reconciliation Action Plan Champion

Joanne Caruso

Chief People Officer

Cultural Advisor

Eddie Moore

Nyuka Wara Consulting

Windana Working Group Members

Abigail Krause

Executive Assistant to the Chief Operating Officer

Allison Jury

Aboriginal Wellbeing Worker - First Peoples' Healing Program

Barbara Wyatt

Key Worker – First Peoples' Healing Program

Cara Malone

AOD Peer Worker

Junelle Houston

Senior AOD Clinician – First Peoples' Healing Program

Lizzie Summers

Quality and Safety Manager

Lucy Olatkiewicz

AOD Intake and Assessment Officer

Moses Abbatangelo

Head of Residential Western Region

Richard Price

Recreation and Community Development Officer

Simon Bailey

Communications Manager

Windana clients

We also acknowledge and thank the Windana clients (including members of the Us Mob group for Aboriginal and Torres Strait Islander residents at Maryknoll) who contributed to the development of this Innovate Plan by providing feedback, and participating in Working Group meetings.

Relationships

Windana is committed to building relationships with Aboriginal and Torres Strait Islander people, organisations and communities – built on our values of connection, growth and learning. We know that the best outcomes come from working together, and this requires respect. By strengthening existing relationships and fostering new connections, we will be able to work towards our vision for reconciliation where Aboriginal and Torres Strait Islander voices and cultures increasingly influence how we operate.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations based on authenticity, connection and respect.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement and help Windana increase the cultural safety of our service.	April 2025	CEO, supported by all Executive
	Develop and implement an engagement plan that articulates how Windana will work with Aboriginal and Torres Strait Islander stakeholders and organisations on initiatives of mutual interest.	February 2025	Chief Communications Officer
	Ensure People Leaders promote and utilise the local Aboriginal and Torres Strait Islander stakeholders list for clients and staff.	April 2025	Chief Communications Officer, supported by People Leaders
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff, clients and residents through multiple channels including WENDI, team meetings and newsletters, and to external stakeholders through social media channels and our website.	May 2025 & 2026	Chief Communications Officer
2. Build relationships through raising awareness of and celebrating National Reconciliation Week (NRW).	RAP Working Group members to participate in an external NRW event with local stakeholders.	27 May - 3 June 2025 & 2026	Chief People Officer, supported by all Executive
	Ensure that Senior Leaders attend and support staff and senior residents to participate in at least one external event to recognise and celebrate NRW and make available a calendar of events for each geographical location.	27 May - 3 June 2025 & 2026	Chief People Officer, supported by all Executive
	Enable and encourage staff to volunteer at external NRW events taking place in the community.	27 May - 3 June 2025 & 2026	Chief Communications Officer, supported by all People Leaders

Action	Deliverable	Timeline	Responsibility
2. (Continued)	Organise at least one NRW event each year.	27 May - 3 June 2025 & 2026	Chief People Officer, supported by all Executive
	Register all our NRW events on <u>Reconciliation Australia's NRW website</u> .	May 2025 & 2026	Chief Communications Officer, supported by all People Leaders
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	September 2025	Chief People Officer
	Communicate our commitment to reconciliation publicly through: Innovate RAP launch events, website messaging, social media messaging, email signatures, and Acknowledgement of Country when staff present to external audiences.	June 2025 & 2026	Chief Communications Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes in areas where we can achieve collaborative impact.	November 2025	Chief Communications Officer
	Share stories of or insights from Aboriginal and Torres Strait Islander staff and clients to promote reconciliation.	October 2025 & 2026	Chief Communications Officer
	Collaborate with RAP and other like-minded organisations to advance the impact on the AOD sector to advance reconciliation and to support better outcomes for clients and residents and embedding reconciliation in our business practices.	February 2026	Chief Communications Officer, supported by all Executive
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2025	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on the development of an anti-discrimination policy.	December 2025	Chief People Officer
	Develop, implement and communicate an anti-discrimination policy for our organisation.	February 2026	Chief People Officer
	Engage external experts to facilitate educating staff and senior leaders on the effects of racism, and how to identify and respond to racism.	November 2025	Chief People Officer

Respect

Windana is committed to reconciliation and improving experiences for Aboriginal and Torres Strait Islander peoples. We recognise that the rate of First Nations people who received treatment for alcohol or drug use has increased over time (from AIHW) and the importance of respecting Aboriginal and Torres Strait Islander cultures, rights, histories, knowledge and languages to truly understand and support the people of the communities with whom we work (both clients and staff).

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Identify cultural learning needs within the organisation through the analysis of results from our annual Diversity and Inclusion survey.	August 2025	Chief People Officer
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2025	Chief People Officer
	Develop, implement and communicate a cultural learning strategy for our staff.	May 2025	Chief People Officer
	Provide opportunities for all staff to participate in formal and structured cultural learning.	November 2025	Chief People Officer
	Undertake a Cultural Safety audit to ensure that Windana is a culturally safe place for any current or future First Nations clients or employees.	June 2026	Chief People Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by including information in our Working Respectfully module and updating and promoting our intranet page.	January 2025	Chief Communications Officer
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to review our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. Promote and communicate the resources to all staff.	March 2025	Chief Communications Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant staff, clients, and stakeholder events.	January 2025	CEO, supported by all Executive
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important internal and external meetings, including Board, staff and project group meetings.	July 2025, January 2026 & July 2026	CEO, supported by all People Leaders

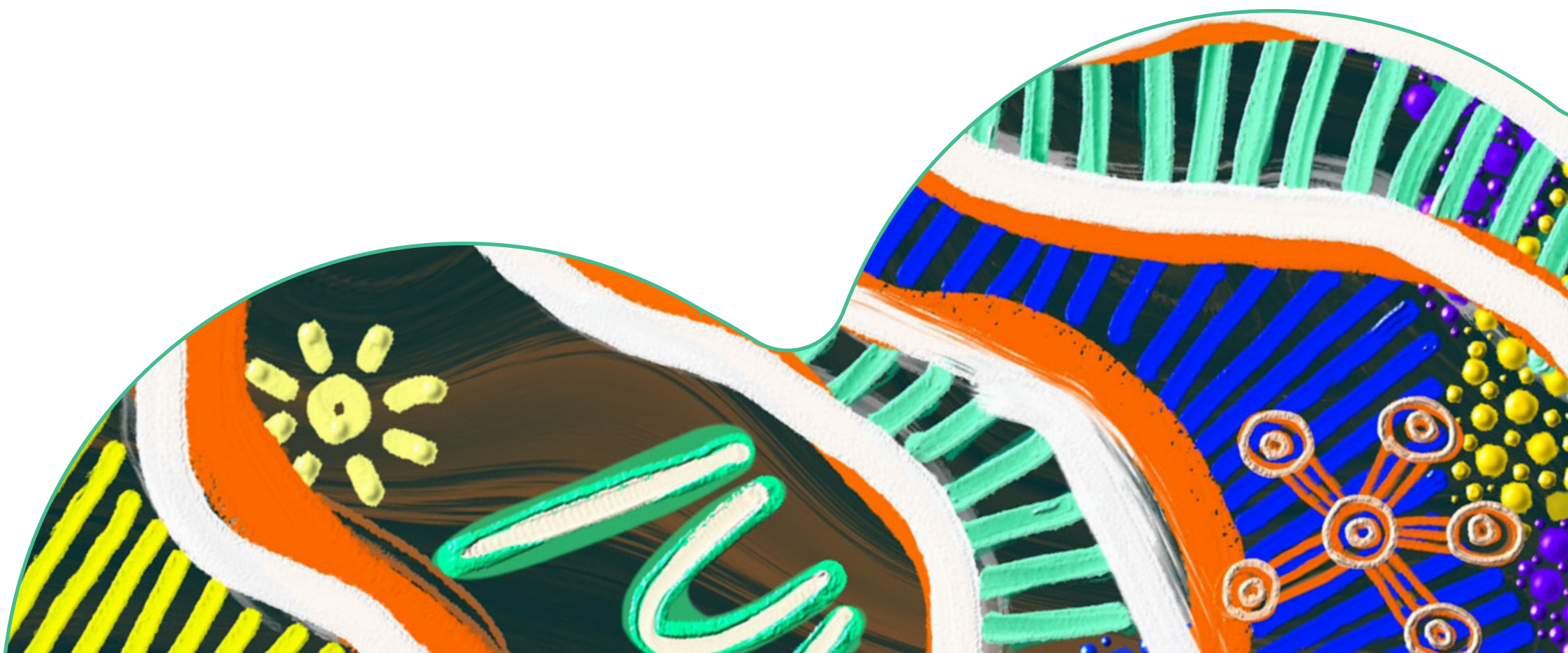
Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025 & 2026	Chief People Officer, supported by Chief Communications Officer
	Review People and Culture policies and procedures to remove barriers to staff participating in NAIDOC Week. Communicate provisions in place to staff.	May 2025	Chief People Officer, supported by Chief Communications Officer
	Promote external NAIDOC events in our local area and provide a calendar of events taking place on the lands of the different Traditional Owners whose lands we work on, to encourage participation in events to all staff.	First week in July 2025 & 2026	Chief Communications Officer, supported by all People Leaders
8. Show respect to Aboriginal and Torres Strait Islander people accessing our services by creating a physical environment that includes visual elements that acknowledge and celebrate Aboriginal and Torres Strait Islander cultures.	Acknowledge local Aboriginal culture and organisations by installing prominent signage at Windana's Indigenous Healing Plant Garden, featuring information about native plant species and recognising garden partners Ngwala Willumbong Aboriginal Corporation and Willum Warrain Aboriginal Association Bush Nursery.	June 2025	Communications Manager, supported by Wellbeing Support Services Manager
	Develop, communicate and embed a framework to connect Windana services and external partners in our local community with Windana's Indigenous Healing Plant Garden so that more people attend the space to learn about its healing plants, and the Aboriginal organisations that contributed to it.	September 2025	Wellbeing Support Services Manager, supported by Communications Manager
	Provide Windana staff with the choice to wear Windana lanyards (featuring the Innovate RAP artwork by Hunter Dillon).	April 2025	Chief Communications Officer, supported by People Leaders
	Ensure each Windana location prominently displays Windana's Diversity and Inclusion Statement near its entrance (Featuring RAP artwork and acknowledging Traditional Owners).	April 2025	Chief Communications Officer, supported by People Leaders
	Display the Aboriginal Flag and Torres Strait Islander Flag at each Windana location.	June 2025	Chief Communications Officer, supported by People Leaders
	Ensure each Windana location displays at least one piece of art purchased from a local Aboriginal artist, which is displayed in a prominent place.	December 2025	Chief People Officer, supported by People Leaders

Opportunities

Windana is committed to increasing opportunities for Aboriginal and Torres Strait Islander peoples. In doing so we will take steps towards being an employer of choice for Aboriginal and Torres Strait Islander staff now and into the future, increasingly support Supply Nation Certified and Registered businesses, and most importantly – provide a safer, more inclusive service for Aboriginal and Torres Strait Islander clients. By embedding opportunities across our People and Culture practices and engaging with First Nations Suppliers we will be able to strengthen Aboriginal and Torres Strait Islander representation within our sphere of influence.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Understand data from our annual Diversity and Inclusion survey on current Aboriginal and Torres Strait Islander staffing and how this can inform future employment and professional development opportunities.	August 2025	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander staff who wish to provide insight into how we can take steps towards becoming an employer of choice for diverse Aboriginal and Torres Strait Islander people.	June 2025	Chief People Officer
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2025	Chief People Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2025	Chief People Officer
	Review People and Culture recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2025	Chief People Officer
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and proactively implement an Aboriginal and Torres Strait Islander procurement strategy to ensure budgeted procurement spend is directed to traditionally under-represented business where it can create greater social good.	July 2025	Chief Finance Officer
	Encourage the utilisation of our Supply Nation membership.	August 2025 & 2026	Chief Finance Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff to increase support both at work (in line with the Windana Procurement Procedure) and in their personal lives.	July 2025	Chief Finance Officer, supported by Chief Communications Officer

Action	Deliverable	Timeline	Responsibility
10. (Continued)	Review, update and proactively communicate procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2025	Chief Finance Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander business.	July 2025	Chief Finance Officer



Governance

Windana will use governance to show respect to Aboriginal and Torres Strait Islander peoples by ensuring voices, cultures, and traditional knowledge are embedded in decision-making processes and organisational practices.

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective Reconciliation Action Plan Working Group to drive governance of the RAP.	Maintain and grow Aboriginal and Torres Strait Islander representation on the Reconciliation Action Plan Working Group.	August and February 2025 & 2026	Chief People Officer
	Review Terms of Reference for the Reconciliation Action Plan Working Group and update if required.	August 2025 & 2026	Chief People Officer
	Meet at least four times per year to drive and monitor Reconciliation Action Plan implementation.	February, May, August, November 2025 & 2026	Chief People Officer
12. Provide appropriate support for effective implementation of RAP commitments.	Define people, financial and other resource needs for effective RAP implementation.	January 2025	Chief People Officer
	Engage all staff in the delivery of RAP commitments.	June 2025 & 2026	CEO and Chief People Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2025	Chief People Officer
	Appoint and maintain an internal RAP Champion from senior management.	January 2025	Chief People Officer

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	Quality and Safety Manager
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	Quality and Safety Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Quality and Safety Manager
	Report RAP progress to all staff quarterly.	January, April, July, October 2025 & 2026	Communications Manager and Quality and Safety Manager
	Publicly report our RAP achievements, challenges and learnings, annually via our website and through any other effective platforms.	November 2025 & 2026	Chief Communications Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Quality and Safety Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2027	Quality and Safety Manager
14. Continue our reconciliation journey by developing our next RAP.	Register via <u>Reconciliation Australia's website</u> to begin developing our next RAP.	July 2026	Quality and Safety Manager



Contact Windana



Phone: 03 9529 7955

Email: windana@windana.org.au

Web: www.windana.org.au

For enquiries about our Reconciliation Action Plan or to express interest in joining the Working Group, contact Joanne Caruso (Chief People Officer).

Phone: 0425 755 602

Email: joanne.caruso@windana.org.au

We celebrate and respect diversity in all its forms including Aboriginal and Torres Strait Islander identity, sex, gender, sexuality, age, culture, language, disability and lived experience.

