

fya

Reflect Reconciliation Action Plan

March 2020 - March 2021





FYA would like to acknowledge the Traditional Custodians of the land throughout Australia. We pay our respects to their Elders past, present and emerging, for they hold the memories, traditions, cultures and hopes of Aboriginal and Torres Strait Islander Australia. We acknowledge that Aboriginal and Torres Strait Islander peoples continue to live in spiritual and sacred relationships with this Country.

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Our Vision

At the Foundation for Young Australians (FYA), our vision is for an Australia that is investing in all our young people, utilising their time, talent and ideas in the creation of new and better ways of doing things to ensure a strong economy and (e)quality of life.

The world is changing at an unprecedented pace. Australia's population is rapidly growing and ageing, our economy is restructuring, technology is transforming work, inequality is increasing, and our eco-systems are stretched. The institutions we have in place for dealing with these issues need reform. These are the challenges future generations of young people will inherit.

We believe young people are Australia's greatest resource. They are diverse and globally well connected by culture and language. They generate and share ideas and issues, are optimistic, community-minded and caring toward others.

At FYA we want to ensure Australia is investing in all young people, from a diversity of backgrounds, utilising their time, talent and ideas in the creation of new and better ways of doing things. We are building collaborations with those across government, industry, education and communities who also want to harness the energy and enthusiasm of our young people to create a better future. Together we will build young people's skills, create an ecosystem of support for young changemakers, highlight and combat their biggest issues, train those working with young people to engage them in social solutions, and ultimately, transform the systems that are so important for our economic well being and (e)quality of life.

Our Vision for Reconciliation

FYA recognises that as a result of multi-generational injustices and inequities, Aboriginal and Torres Strait Islander young peoples face unique challenges and barriers in accessing and leveraging the opportunities many non-Aboriginal and Torres Strait Islander young Australians are able to access.

While the various aspirations and ambitions of Aboriginal and Torres Strait Islander young peoples differ, as they do for all young people, they collectively and commonly are faced with navigating societal systems that neither acknowledge nor serve their need to walk in two worlds. FYA believes that Aboriginal and Torres Strait Islander young peoples are not a problem to be helped or solved. They are ambitious, creative and capable of rethinking the world and solving tomorrow's problems today.

FYA's vision for reconciliation is of a society that respects and values Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation. We envisage a just and equitable Australia, a place where young Aboriginal and Torres Strait Islander peoples have the same opportunities and quality of life as other Australians, and both contribute their skills and knowledge to strengthen the community and are equipped with the skills and capabilities to navigate a rapidly changing future.

As an organisation we commit to working with all FYA staff and associates to better understand Aboriginal and Torres Strait Islander peoples and cultures so we can better promote and support reconciliation within our sector and provide a strong example by demonstrating our commitment to reconciliation in all our work.





CEO Statement

This Reconciliation Action Plan, developed by a cross-section of passionate FYA employees on behalf of their colleagues, articulates our joint vision for reconciliation in Australia and the actions we will take to build closer, more respectful, and mutually beneficial relationships with Australia's First Peoples.

The work we do at FYA with and for young people is powerful and impactful. We are changing systems and lives. However organisational culture is core, and we have a stated commitment to being a progressive and values-led organisation for all young people no matter who or where they are.

Without the lived experience, we cannot imagine what it is like to be a young Aboriginal and/or Torres Strait Islander person in Australia today. To live in and be accountable to, community and culture at all times. To live in two worlds, one in which there is still neither equality nor equity, nor deep understanding of Aboriginal and Torres Strait Islander Cultures.

This RAP then, provides us with a great opportunity to focus inward on our own systems and culture, to keenly look at how we make our work and our thinking genuinely inclusive of Aboriginal and Torres Strait Islander young peoples and their communities.

Our experiences working with Aboriginal and Torres Strait Islander peoples have shown us that the work of reconciliation requires ongoing learning, listening, commitment and prioritisation. With this in mind, we won't sit idly by in the journey to reconciliation - it needs to live in the hearts, minds and actions of all of us regardless of our background and regardless of our role. It's my hope that through this plan, everyone at FYA will choose to personally invest in building stronger connections with Aboriginal and Torres Strait Islander peoples and communities and that this will foster a deeper understanding and appreciation of their rich and diverse cultures.

Nick Moraitis

Chief Executive Officer



Board Statement

We are pleased to present the Foundation For Young Australian's first Reconciliation Action Plan.

FYA has a long history of involvement and engagement with Aboriginal and Torres Strait Islander young peoples through our Impact program, our National Indigenous Youth Leadership Academy and more recently in the employment of Aboriginal and Torres Strait Islander YLab Associates. These experiences have informed the development of this Reconciliation Action Plan (RAP), which recognises the need to be vigilant and proactive in our relationships with Aboriginal and Torres Strait Islander peoples and communities.

The development of this RAP is a defining time for FYA and continues our journey to increasing our own awareness of the lived realities of Aboriginal and Torres Strait Islander peoples, their histories, cultures and identities. This increased knowledge and understanding will continue to inform how we work externally to make our programs, projects and partnerships inclusive of Aboriginal and Torres Strait Islander young peoples and their perspectives.

This RAP is a further step in our commitment and is designed to reflect not only our organisational vision for reconciliation, but our commitment at all levels of the organisation in all areas of work. It is our intention that our vision for reconciliation is reflected in our journey and process of reflection, our internal governance processes, and our approach to strategy, project work, our research and applied research projects, partnerships and stakeholder management. It is our intent to embrace this RAP as an evolving document and process that guides and facilitates our learning, growth, and continuous improvement as we work towards a future where all our young people are equipped and empowered to effectively learn, work, contribute and thrive in the future.

Leah Armstrong

Board of Directors

Our Business

At FYA, young people are at the centre of everything we do.

Established in 2001 as a national, independent, for-purpose organisation, FYA works with both young people and those supporting young people to build a culture and ecosystem of socially active and engaged young people in Australia. We back young people by building the skills, capabilities and knowledge they need to thrive in the future of work. We produce social and economic research to drive a national dialogue regarding young people and their futures. Our research and evidence are at the core of our program design, delivery and systems change work. We also work with a diverse range of young people across the country through programs, online activity, collaborations and employment.

Our work is carried out across Australia with 113 staff members located in all states and territories across the country. Our headquarters are based in Melbourne, Victoria and we have offices in Broome and Sydney.

We currently employ 44 full and part-time staff members, 4 of whom identify as Aboriginal and/or Torres Strait Islander and employ a further 55 young casual employees, approximately eight of whom are Aboriginal and/or Torres Strait Islander, through our

social enterprise YLab, a youth-led social solutions incubator.

Our Work

Our work focuses on creating change with generations of young Australians by delivering against our three strategic goals:

Creating opportunities for young people to learn the skills needed to succeed in a changing world through best practice initiatives that develop enterprising skills in young people, ignite their passions, and demonstrate the potential for change and reform in the systems they inhabit. This includes;

\$20 Boss an immersive entrepreneurship program for secondary school students where they receive \$20 of start-up money to create their own business over a school term and

Worlds of Work an online, careers learning program run in year 8-10 classrooms.

Backing young people who are making a difference in communities, business and public life through supporting changemakers to maximise the impact of their project or social venture; facilitating collaborations; and, building networks and community.

This includes;

Young Social Pioneers a national incubator designed to exclusively support young people leading initiatives that

respond to society's most pressing challenges and Innovation Nation in Schools accelerating young people's ideas for social change by providing opportunities for them to define and address social, economic and environmental challenges facing their communities through innovative solutions.

Transforming the way the government, business and community sectors engage young people, to rethink the systems that shape the world through publishing and communicating research to ensure the social and economic conditions impacting our young people are understood and evidence based policy solutions are developed with young people at the centre. This includes:

Our Research - preparing young people and those who work with them to understand how work is changing and build the skills needed to navigate the future.

YLab - a youth led consulting, learning and digital storytelling social enterprise brings fresh thinking to complex social challenges.

FYA Newsroom - the national platform for what young Australians are thinking, feeling and talking about.

The Newsroom offers paid opportunities for young Australians to tell their stories and amplify what's happening in their lives, supporting them to develop important skills.

Our Reconciliation Action Plan

FYA is proud to present our first Reconciliation Action Plan as a contribution toward and demonstration of our organisation-wide commitment to a reconciled Australia.

Our RAP provides us with a shared vision of reconciliation and enables accountability as we work toward the realisation of the five dimensions of reconciliation - unity, race relations, equality and equity, institutional integrity and historical acceptance.

In particular it outlines our commitment to;

- build a culturally aware and engaged workplace that is safe for Aboriginal and/or Torres Strait Islander employees;
- embed actions that influence and contribute to reconciliation within our everyday work, including our communications, program design and delivery, partnerships, policies and procedures; and
- work towards closing the gap on a national scale with a special emphasis on and dedication to Aboriginal and Torres Strait Islander young peoples.

Our experiences working with Aboriginal and Torres Strait Islander peoples, have shown us that the work of reconciliation requires ongoing learning, listening, commitment and prioritisation.

As we enter the final years of our 2016 - 2021 Strategic Plan our RAP acts as a foundational document to realise our vision for an Australia that invests in its young people and the importance of placing the needs and voices of Aboriginal and Torres Strait Islander young peoples at the forefront.

2019 has seen FYA review the work we do with Aboriginal and Torres Strait Islander young peoples. We have refocused time and resources into the development of an Indigenous Engagement Strategy co-designed with Aboriginal and Torres Strait Islander young peoples from our community.

We have also turned our focus inward to ensure the representation and inclusion of Aboriginal and Torres Strait Islander peoples across the organisation; to review the cultural safety of our organisation; to review our policies and procedures to make them culturally appropriate; and to upskill our staff with cultural competency training.

The RAP Steering Committee and Working Group

The development of our RAP was overseen by a RAP Steering Committee and RAP Working Group who applied and were selected from across the organisation.

The **FYA Board** has also taken an active role in reviewing the work and outputs of the Steering Committee and Working Group. They encouraged the development of and have endorsed the RAP.

All **FYA staff members** are encouraged and provided with the opportunity to contribute to the development and implementation of the RAP.

Our Partnerships and Current Activities

Our Work with Aboriginal and Torres Strait Islander Young Peoples

FYA has a long history of working with young Aboriginal and Torres Strait Islander peoples with work to date including:

National Indigenous Youth Leadership Academy (NIYLA)

Partnering with the National Centre for Indigenous Excellence (NCIE) and the Stronger Smarter Institute (SSI), from 2012 to 2015, NIYLA was a social action-based leadership program equipping young Aboriginal and Torres Strait Islander peoples with the enterprise skills, development opportunities and networks needed to empower positive transitions into work, further study and community leadership roles. In 2015 NIYLA successfully engaged 943 participants across the program, with a total of over 2,000 participating since launching in 2012.

IMPACT

IMPACT has worked with Aboriginal and Torres Strait Islander students across years 9, 10, 11 and 12 to motivate and support them to complete their schooling, foster bold ambitions for their future, and develop their capacity to contribute and lead change in their communities. FYA delivered IMPACT in the Northern Territory since 2011 and in WA since 2016.

Young Social Pioneers - Indigenous Stream

Beginning in 2009, Young Social Pioneers (YSP) is Australia's only national incubator designed to exclusively support young people (16-29 years old) leading initiatives that respond to society's most pressing challenges. FYA supports young people leading change through advocacy, community organising or social business. The incubator program includes three intensives, each comprised of skill and capability building workshops, mentoring and networking opportunities. Since 2017, YSP has run a specialised Indigenous Focus stream to incubate ideas by Aboriginal and Torres Strait Islander peoples.

Innovation Nation in Schools

Innovation Nation in Schools is a free in-school enterprise learning program providing year 10 and 11 students with the skills, coaching and seed funding to develop innovative solutions to local community challenges and develop their enterprise skills. In 2018, the program was open to schools in Western Sydney, with low Index of Community Socio-Educational Advantage ratings and higher percentages of Aboriginal and Torres Strait Islander students.

Career Trackers and Aurora Internship Placements

In 2017, FYA partnered with Career Trackers and the Aurora Education Foundation who provide mentoring and work placements for Aboriginal and Torres Strait

Islander young peoples. Since 2017, FYA has provided work placements for seven young Aboriginal and Torres Strait Islander team members, of these, one is currently employed part time and two employed casually. YLab and Aboriginal and Torres Strait Islander Associates YLab currently employs 10 YLab Associates who identify as Aboriginal and /or Torres Strait Islander, and have completed projects on Aboriginal youth employment in the Latrobe Valley, and development of the teacher toolkit for Good Pitch film Zach's Ceremony. In 2019, a Senior YLab Associate is building a First Nations practice within YLab, to increase both the number of Aboriginal an/or Torres Strait Islander associates within YLab as well as projects that are relevant to Aboriginal and/or Torres Strait Islander young peoples.

FYA Newsroom

In 2019, 13% of content on FYA's Newsroom was driven and created by young Aboriginal and/or Torres Strait Islander storytellers. Through the Newsroom, FYA works closely with organisations such as the Koorie Youth Council to amplify the voices and experiences of young Aboriginal and/or Torres Strait Islander peoples, and continues to offer paid storytelling opportunities to these organisations and their communities. This includes a commitment to a minimum of 10% of newsroom content by young Aboriginal and/or Torres Strait Islander peoples annually.



Relationships

FYA recognises our work with and on behalf of Aboriginal and Torres Strait Islander peoples must be in partnership with Aboriginal and Torres Strait Islander peoples. FYA is committed to developing and maintaining respectful and meaningful partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations in a range of ways, and values the contribution they make to our work and to our understanding of the experiences, cultures and histories of Aboriginal and Torres Strait Islander peoples.

| Action | Deliverable | Timeline | Responsibility |
|--|--|---------------------------------------|----------------------------------|
| 1. Maintain an effective RAP Steering Committee (RSC) to drive governance of the Reflect RAP | Maintain Aboriginal and Torres Strait Islander representation on the RSC. | March 2021 | Chief Operating Officer (COO) |
| | Establish and apply Terms of Reference for the RSC. | March 2020 | COO |
| | Meet at least four times a year to drive and monitor RAP implementation. | March, June, September, December 2020 | COO |
| 2. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | June 2020 | Director Indigenous Engagement |
| | Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey. This includes the physical locations of Melbourne, Broome, and Sydney as well as education and employment sectors and areas where we engage with young people. | June 2020 | Director Indigenous Engagement |
| | Build partnerships with Aboriginal and Torres Strait Islander peoples and organisations including but not limited to FYA's Indigenous Reference Group, young Aboriginal and Torres Strait Islander peoples from our YSP community and Aboriginal and Torres Strait Islander organisations that are particularly relevant to our work with young people. | December 2020 | Director Indigenous Engagement |
| 3. Participate in and celebrate National Reconciliation Week (NRW) | Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff. | May 2020 | People and Culture Coordinator |
| | RAP Steering Committee members to participate in an external NRW event. | 27 May to 3 June 2020 | RAP Steering Committee Secretary |

| Action | Deliverable | Timeline | Responsibility |
|---|--|-----------------------|---|
| | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May to 3 June 2020 | COO with support from Culture Club |
| | Host an internal NRW event to celebrate NRW. | 27 May to 3 June 2020 | COO with support from Culture Club |
| 4. Raise internal awareness of our RAP | Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments. | June 2020 | COO, Director Indigenous Engagement |
| | Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP. | May 2020 | COO, Director Indigenous Engagement |
| 5. Promote Reconciliation in our sphere of influence | Raise external awareness of our RAP by sharing our insights and learnings throughout FYA and beyond. We will share our journey through FYA's newsroom and website. | December 2020 | Head of External Affairs and Communications |
| | Identify external stakeholders that our organisation can engage with on our reconciliation journey. | December 2020 | Head of External Affairs and Communications |
| | Raise awareness of/explore opportunities to support the Uluru Statement and Racism. It Stops with Me. campaign. | June 2020 | Director Indigenous Engagement |
| 6. Promote positive race relations through anti-discrimination strategies. | Research best practice and policies in areas of race relations and anti-discrimination. | December 2020 | Head of People and Culture |
| | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | December 2020 | Head of People and Culture |

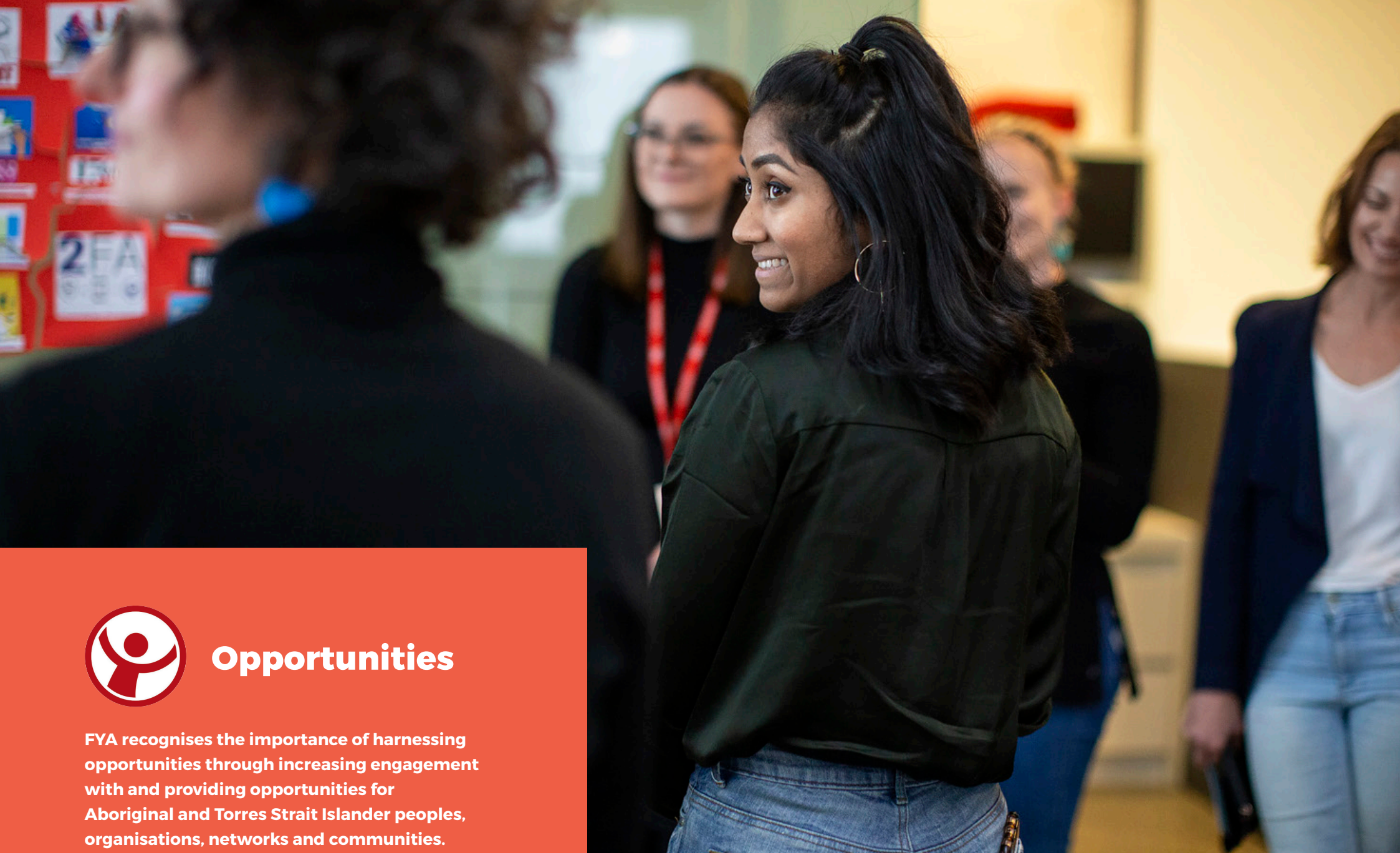


Respect

FYA respects Aboriginal and Torres Strait Islander peoples and cultures, and recognises the contribution Aboriginal and Torres Strait Islander peoples make to Australian society. We commit to demonstrating our respect by adopting appropriate protocols and procedures. We recognise the dispossession, colonisation and marginalisation that Aboriginal and Torres Strait Islander peoples have experienced, and the ongoing effects and barriers this creates. We seek to recognise, learn from, celebrate and help promote the strength, diversity and resilience of Aboriginal and Torres Strait Islander cultures and communities.

| Action | Deliverable | Timeline | Responsibility |
|---|--|----------------|---|
| 7. Investigate Aboriginal and Torres Strait Islander cultural learning and development | Develop a Cultural Competency Framework for raising cultural awareness and understanding at all levels of the organisation including the Board level. | June 2020 | COO, Director Indigenous Engagement with support from People and Culture team |
| | Communicate the Cultural Competency Framework to all FYA staff, YLab Associates, Interns and volunteers. | September 2020 | COO, Director Indigenous Engagement with support from People and Culture team |
| | Seek external advice and the support of specialist Aboriginal and Torres Strait Islander consultants to enhance cultural competency across the organisation. | June 2020 | COO, with support from Director Indigenous Engagement |
| | Develop a baseline of cultural awareness across the organisation through a survey of all staff. | July 2020 | Head of People and Culture with support from Director Indigenous Engagement |
| | Implement compulsory Cultural Awareness training for all staff members across the organisation | September 2020 | Head of People and Culture with support from Director Indigenous Engagement |
| | Explore resources available and implement an online cultural competency training tool for all staff to access continually. | September 2020 | Head of People and Culture with support from Director Indigenous Engagement |
| | Conduct organisation survey to understand any changes in cultural awareness | December 2020 | Director Indigenous Engagement |
| | Investigate attending or becoming involved in cultural immersion programs such as GARMA or similar | May 2020 | Director Indigenous Engagement |
| | Communicate and encourage staff to use Reconciliation Australia's Share Our Pride online tool. | March 2020 | Director Indigenous Engagement |

| Action | Deliverable | Timeline | Responsibility |
|--|---|---------------|--|
| 8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by participating in and celebrating NAIDOC Week. (8 - 15 November 2020) | Raise awareness and share information amongst our staff about the meaning of NAIDOC Week and include information about local Aboriginal and Torres Strait Islander peoples and communities. | November 2020 | Director of Indigenous Engagement and Head of External Affairs and Communications |
| | Introduce staff to NAIDOC Week through the promotion of community events in our local areas. | November 2020 | Director of Indigenous Engagement and Head of External Affairs and Communications |
| | The RAP Steering Committee will participate in external NAIDOC Week events. | November 2020 | RAP Steering Committee Secretary |
| 9. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | May 2020 | Director Indigenous Engagement |
| | FYA will display information/maps about the Traditional Custodians of the lands and waters within our organisation's sphere of influence (Melbourne, Sydney, Broome) | March 2020 | Facilities Manager with support from RAP SC members |
| | Celebrate/recognise Aboriginal and Torres Strait Islander dates of significance and make a calendar of events available to all staff. FYAs newsroom and GMFYA will be appropriate vehicles for distributing this information. | December 2020 | RAP Steering Committee Secretary supported by Head External Affairs and Communications |
| | Change FYA meeting room names to recognise notable Aboriginal and Torres Strait Islander peoples and/or celebrate Aboriginal and Torres Strait Islander cultures. | March 2020 | RAP Steering Committee Secretary and Facilities Manager |



Opportunities

FYA recognises the importance of harnessing opportunities through increasing engagement with and providing opportunities for Aboriginal and Torres Strait Islander peoples, organisations, networks and communities.

| Action | Deliverable | Timeline | Responsibility |
|--|--|---------------|---|
| 10. Increase Aboriginal and Torres Strait Islander representation and employment | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | June 2020 | Head of People and Culture with support from Director Indigenous Engagement |
| | Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation which includes having appropriate Aboriginal and Torres Strait Islander representation on the FYA Board (including a young Aboriginal and Torres Strait Islander representative), in the FYA Leadership Team, General Staff, YLab Associates and FYA Interns. | June 2020 | COO, with support from Director Indigenous Engagement and People and Culture team |
| | Ensure our employment practices are culturally safe and support the recruitment of Aboriginal and Torres Strait Islander peoples. | June 2020 | COO, with support from Director Indigenous Engagement and People and Culture team |
| | Continue to provide Aboriginal and Torres Strait Islander employment pathways via traineeships or internships. | December 2020 | COO, with support from Director Indigenous Engagement and People and Culture team |
| 11. Increase the retention and professional development of Aboriginal and Torres Strait Islander staff employed within the organisation | Ensure Aboriginal and Torres Strait Islander staff perspectives and experiences inform best practice and future employment and development opportunities within FYA. | June 2020 | COO, with support from People and Culture team |
| | Investigate an internal Aboriginal and Torres Strait Islander professional mentoring network. This will provide a mentoring and coaching program for Aboriginal and Torres Strait Islander staff to link in to; and/or specific individual mentoring and coaching for FYA Aboriginal and Torres Strait Islander staff. | December 2020 | Head of People and Culture with support from COO |

| Action | Deliverable | Timeline | Responsibility |
|--|--|----------------|-------------------------------------|
| 12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | Investigate Supply Nation membership | September 2020 | Head of People and Culture |
| | Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. | June 2020 | Director Indigenous Engagement |
| | Investigate Aboriginal and Torres Strait Islander businesses that can support FYA activities in the following business areas: <ul style="list-style-type: none"> • FYA's Newsroom • YLab First Nations Associates • Communications • FYA recruitment and retention • FYA offsites, training, events | June 2020 | COO, Director Indigenous Engagement |
| 13. Support Aboriginal and Torres Strait Islander leadership. | Maintain Aboriginal and Torres Strait Islander membership on the FYA Board and Leadership team | December 2020 | FYA Chair and CEO |
| | Develop the capacity of the Indigenous Advisory Committee to inform and drive the Indigenous Engagement Strategy. | June 2020 | Director Indigenous Engagement |



Governance

FYA recognises the importance of accountability, transparency and good governance in achieving goals and making progress.

| Action | Deliverable | Timeline | Responsibility |
|--------------------------------------|---|--|---|
| 14. Build support for the RAP | <ul style="list-style-type: none"> Ensure appropriate resources are provided to implement and monitor the RAP including the allocation of a budget | March 2020 | CFO (Chief Financial Officer) with support from CEO and COO |
| | <ul style="list-style-type: none"> Define systems and capability needs to track, measure and report on RAP activities. This includes using FYA's internal CRM, Board updates and a formalised RAP Steering Committee with terms of reference (minutes, agenda, papers) to ensure RAP is fully implemented. | December 2020 | COO and RAP SC Secretary |
| | <ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. | December 2020 | CEO |
| | <ul style="list-style-type: none"> Report on the progress and implementation of the RAP to the Board on a quarterly basis. | June, September, December 2020, March 2021 | COO with support from RAP SC Secretary |
| | <ul style="list-style-type: none"> Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia. | September 2020 | RAP SC Secretary with support from COO |
| 15. Review and Refresh RAP | <ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. | September 2020 | RAP SC Secretary with support from COO |
| | <ul style="list-style-type: none"> Submit draft RAP to Reconciliation Australia for review | September 2020 | RAP SC Secretary |
| | <ul style="list-style-type: none"> Submit draft RAP to Reconciliation Australia for formal endorsement. | January 2021 | RAP SC Secretary |



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