



Stretch RAP

September 2025 – August 2028



RECONCILIATION
ACTION PLAN

STRETCH

Contents

About the artwork	3
Message from CEO.....	4
Statement from Reconciliation Australia CEO	5
Our vision for Reconciliation	6
Our business.....	7
Our services and supports.....	8
Northcott's RAP journey	10
Testimonial from Vicki and Sonia.....	14
Supporting Greg to come out of his shell	16
RAP Working Group.....	18
Early Childhood First Nations Team	19
Staff in senior leadership	20
Bridging a critical gap in Kempsey with outreach services.....	22
Supporting Aboriginal and Torres Strait Islander suppliers	24
Forming community connections and healing	25
Developing culturally competent future leaders.....	26
Relationships.....	27
Respect.....	32
Opportunities.....	35
Governance.....	38
Contact details.....	40



About the artwork

The artwork used in this document was specially produced for Northcott in 2013 by local Aboriginal woman and artist, Kerrie Kenton. The artwork incorporates the waving flag from the Northcott logo and reference to Walk With Me footprints. It is layered with history, knowledge and complexity of our community and includes symbols of yesterday, today and tomorrow. The river, our sandstone, history of spray painted hands, ceremony and culture also feature within the artwork. Additionally, it represents our community and our people celebrating individuality but also equality. The sun is included representing power, strength and life.

All other artworks by:

Artist: Googar Art – Cory McKenzie. I am a Wiradjuri man who has been teaching culture and creating Aboriginal art and designs for over 20 years. I draw my inspiration from the land.

Disclaimer: Northcott would like to advise Aboriginal and Torres Strait Islander readers that this document may contain images or names of deceased persons which may cause sadness or distress.



Message from CEO

As a Stretch RAP partner and member of the Reconciliation Action Plan (RAP) Network, Northcott remains committed to tackling the unfinished business of reconciliation with the implementation of our third Stretch RAP. Over the next 3 years and beyond, we will continue to improve the way we work at Northcott to provide increased opportunities and improved outcomes for Aboriginal and Torres Strait Islander customers, people, communities and organisations.

Our organisation has shown strong, meaningful engagement with both internal and external Aboriginal and Torres Strait Islander stakeholders. We have developed a robust approach to advancing reconciliation within our organisation and our wider community.

Northcott is committed to our reconciliation journey and improving outcomes and opportunities for Aboriginal and Torres Strait Islander peoples. We have made considerable progress since embarking on our formal reconciliation journey, and particularly our previous Stretch RAP 2020 to 2023.

Through our previous RAPs we have focused on building knowledge and awareness of Aboriginal and Torres Strait Islander cultures and improving access to our services. We now want to acknowledge the past and embed reconciliation initiatives into our business strategies, making them a vital part of our operations through thinking, learning, doing and teaching to promote better outcomes and a stronger path to reconciliation and healing for Aboriginal and Torres Strait Islander people.

We will continue to develop strong partnerships with Aboriginal and Torres Strait Islander communities to support the realisation of our goals. Our new Stretch RAP has high-impact commitments with defined, measurable targets and goals to ensure that Northcott engages with and delivers customer services that are in line with our commitment to ensuring a just, equitable and reconciled nation for all Australians.

Liz Forsyth
Northcott CEO

Statement from Reconciliation Australia CEO

On behalf of Reconciliation Australia, I congratulate Northcott on its formal commitment to reconciliation, as it implements its third Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

Northcott supports people with disabilities and their families, as well as more than 20,000 children and families via Northcott Early Childhood Services. As a supports service provider, Northcott must consider how Aboriginal and Torres Strait Islander peoples access and engage with its work, both as clients and as staff members.

This thinking is evident in Northcott's previous RAPs where it worked to establish First Nations led teams, remove access barriers to therapy services in a remote community and increase the number of First Nations staff in leadership positions. All these initiatives, while varied in scope, work toward the same goal of centring Aboriginal and Torres Strait Islander knowledge and culture in the development of supports for them and their communities.

The success of this approach is evident in Northcott's Kempsey Therapy Project, which grew from a pilot project to an ongoing program delivering therapy services to Aboriginal children within the remote community. Now, Northcott seeks to expand this project to address access barriers in other First Nations communities, highlighting the value and endurance of a community first ethos.

Northcott has the potential to continue driving reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Northcott on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for Reconciliation

Northcott's vision for Reconciliation is to be an inclusive organisation, growing support and connection where everyone thrives. We are committed to collaborating with Aboriginal and Torres Strait Islander peoples to improve their wellbeing and life opportunities for their communities. Northcott strives to work in a manner that enables Aboriginal and Torres Strait Islander peoples to achieve their goals and aspirations. We recognise that people with disability want to remain connected to their communities and the broader society and we are committed to supporting them.

Our goal will be to move towards a more just relationship by genuinely seeking to understand and appreciate Aboriginal and Torres Strait Islander peoples' knowledge, ultimately building a stronger and more united community for all. Our vision will require shifts in mindsets and behaviours across governments, communities, organisations and the wider public. We will actively contribute to these systemic shifts by reflecting on our own truths and evolving our approach as a whole organisation.

We aim to achieve these goals by continuing to walk alongside Aboriginal and Torres Strait Islander communities in a respectful, committed and professional manner. We will be building on our past Reconciliation Action Plan work and aim to deepen our community's appreciation of Aboriginal and Torres Strait Islander knowledge and histories.

In addition, we will strive to provide an environment and space that enables our Aboriginal and Torres Strait Islander colleagues to grow through opportunities, feel heard and be respected. We will value and celebrate Aboriginal and Torres Strait Islander peoples and cultures and are committed to creating a culturally safe workplace where Aboriginal and Torres Strait Islander peoples are empowered to be their true selves.

Our business

Northcott's Strategic Direction is focused on being an inclusive organisation growing support and connection where everyone thrives:

DO MORE: we will ensure that our services are delivered in a range of inclusive settings, and that our customers have choices so they can participate in activities and relationships that are important to them.

BE MORE: we will be an inclusive and diverse organisation, where customers have a say in the decisions made and where we advocate for inclusion.

REACH MORE: we will find new ways to better meet needs, we will partner with others for increased impact and innovation will improve impact and efficiency.

Founded in 1929 by the Rotary Club of Sydney, Northcott began by supporting children affected by polio and other diseases. Over the years, we have expanded to offer a range of services, including disability housing, therapy and Life Skills across New South Wales (NSW) and Queensland (QLD).

As a NDIS Partner in the Community, our Early Childhood Services delivers outstanding results for the families and communities they support. In 2023, Northcott became the Early Childhood Partner in Northern Sydney, supporting an extra 2,100 children.

Today, we support more than 5,400 people with disability and their families with Northcott services. More than 23,000 children and families are supported by Northcott Early Childhood Services. We operate from 22 offices across NSW and QLD and have more than 120 housing sites. 5.6% of our customers identify as Aboriginal and/or Torres Strait Islander people. Northcott employs approximately 2,448 staff (current year), of which 77 identify as Aboriginal and Torres Strait Islander.

Our services and supports

- Positive Behavioural Support – Our experienced practitioners support the management of behaviours of concern and create positive behavioural outcomes.
- Northcott Early Childhood Services - Tailored support meeting the needs of children aged 0-9 with developmental delay or disability, delivered through our role as a NDIS Early Childhood Partner in the Community. In 2024, Northcott introduced a First Nations team to connect with the local community and build pathways for First Nations children and families to access Early Childhood Services.
- Group Services - Services where customers with similar goals and interests come together in a group setting at a Northcott Centre or in the community. Includes Life Skills, Skills 4 Life, Recreation, Work & Study, Short Stays and more.
- Housing and Supported Independent Living – With more than 120 properties, including shared homes and individual villas, we support people with disability to find a place to call home.
- Individual Services – We support people to increase their independence by assisting them one-on-one to take part in their community or by providing assistance in the home.
- Sexuality and Relationship Education – A human rights-based clinical services offering therapeutic support, assessment, training and education to holistically achieve sexuality goals and needs.
- Allied Health and Clinical Services – We have fully accredited speech pathologists, occupational therapists, physiotherapists, social workers, dietitians and positive behaviour support practitioners to support physical and mental health. Through partnerships with aged care providers and others, we also provide allied health services to people aged over 65 years.

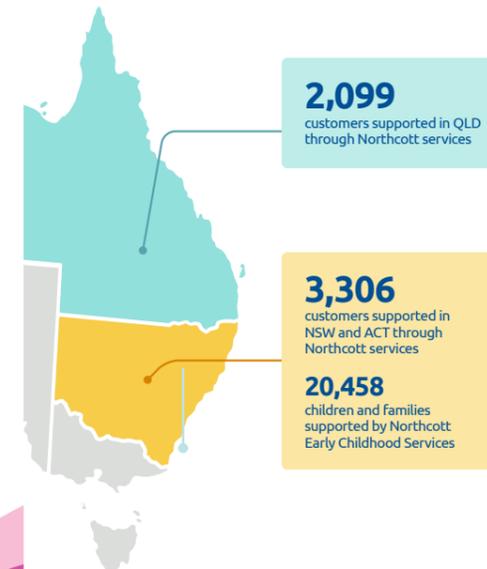
2023-24

Our year in numbers

As at 30 June 2024



Our customers



Northcott provided services and supports to **5,405** people with disability in FY2023-24*.

We deliver services in New South Wales, Queensland and the Australian Capital Territory.

22% used more than 1 Northcott service

20% used Northcott for the first time

2% told us they are Aboriginal/Torres Strait Islander

**Excluding children and families supported by Northcott's Early Childhood Services as a NDIS Partner in the Community*

20,458 children and families were supported by the Northcott's Early Childhood Services.

In FY24: Our Early Childhood Team:

- approved **5,649** first NDIS plans
- reviewed **5,573** NDIS plans
- supported **2,757** Aboriginal and Torres Strait Islander families
- supported **1,891** families from a culturally and linguistically diverse background

Our people

2,798 staff members in NSW, QLD and ACT

92% work directly with customers in support and therapy roles

70% female

29% full-time

39% part-time

32% casual

62% work in metropolitan Sydney or Brisbane

Our finances

\$232,602,000 total income

97% our total income comes from Government funding (including capital grants)

\$1.8m total fundraising revenue including bequests

Other numbers

30 students with disability received a Northcott Tertiary Scholarship to assist with their studies – through The SpineCare Foundation.

More than **200** children with disability attended our Swimming and Athletics carnivals, made possible by generous partners.

27 grants were won, positively impacting over **985** individuals with disability and **231** parents, carers and educators.

659 donors contributed **\$300,000** through appeals, major gifts and regular giving.

32 service coordinators and future service managers are participating in the Future Ready learning and development program.

View Northcott's 2023-24 Annual Report online at ourimpact.northcott.com.au

How to use these numbers

These numbers are Northcott's approved figures for the financial year 2023-24. They are the figures to be used to ensure consistent and accurate reporting. When using these figures, please make sure to reference the financial year (FY24 or FY2023-24). For example, "In FY2023-24, 5,405 people with disability accessed services and supports through Northcott." The figures will be updated in November 2025 with the FY2025 figures. Contact the Communications Team for further information.



Launch event for Northcott's Stretch RAP 2020-23. Left – right: Kathy McKenzie, Kelly Anderson, Kim Davis.

Northcott's RAP journey

In June 2012, Northcott senior staff participated in a one-day cultural awareness training program to improve Northcott's cultural competency around supporting Aboriginal and Torres Strait Islander customers and providing a culturally supportive environment for staff. One of the outcomes of this training was a decision for the action items identified to be consolidated in a Reconciliation Action Plan (RAP). This led to the formation of the RAP Working Group.

Northcott's inaugural RAP was implemented during 2013 and 2014, and a number of key actions were achieved through the process. This included the appointment of an Aboriginal Programs Advisor to lead the implementation of Northcott's RAP. This was a significant milestone in Northcott's commitment to the success of the RAP process.

Acknowledging the significance of cultural events including National Reconciliation Week and NAIDOC Week, the organisation has increased the number of events we host and the number of staff participating in both internal and external events. This has increased our staff awareness about Aboriginal and Torres Strait Islander cultures and histories and has resulted in us forging new partnerships with Aboriginal and Torres Strait Islander organisations and communities.



Our Current RAP

This Stretch RAP September 2025 - August 2028 is our third Stretch RAP. It has been developed by our Aboriginal and Torres Strait Islander staff, RAP Working Group and our leadership team. It incorporates our learnings, achievements and challenges along the way. It also highlights our ongoing commitment for the next 3 years and into the future.

Our consultation process included consulting internally with our RAP Working Group (which includes Northcott Executives) and our Yarrabee staff networking group of 75 employees. Externally, we consulted with Uncle Raymond Weatherall as our cultural advisor. The consultation included meetings to review and obtain feedback on the draft Stretch RAP. The RAP Working Group added unique opportunity actions and discussed how to include Truth Telling. This group also looked at the Stretch RAP through the eyes of how we could raise the bar and challenge ourselves to take our reconciliation journey further. The consultation process began in 2024 with the first draft completed in September 2024. Briefing sessions were held with Uncle Raymond on 17 March, 21 March and 26 March 2025. Sessions to review and discuss our Stretch RAP were held with the RAP Working Group on 9 April, 16 April and 23 June 2025.

This RAP builds on the work we have achieved since our first RAP in 2013 and challenges us to deliver more impactful Reconciliation leadership by deeply embedding Reconciliation across the services we deliver.

In shaping our Stretch RAP, we deliberately structured our commitments around the themes: Do More, Be More and Reach More. These themes reflect our organisation's broader ambition to deeply embed reconciliation across our systems, culture and impact. Our strategic direction is championed by the Board, Executive and staff.

- **Do More** reflects our commitment to taking tangible, measurable actions - especially through stronger partnerships, increased procurement with Indigenous businesses and long-term employment pathways.
- **Be More** focuses on internal transformation - how we foster cultural safety, empower First Nations leadership within our teams and embed cultural capability across the organisation.
- **Reach More** is about expanding our influence - using our networks, platforms and customer base to support reconciliation beyond our walls.

Alignment with RAP pillars:

- **Relationships** are central to **Do More** - building trust and shared value with First Nations communities and partners.
- **Respect** guides **Be More** - ensuring our organisational culture is inclusive, informed and culturally safe.
- **Opportunities** are driven by **Reach More** - broadening access to career development, procurement and leadership for First Nations peoples.

We will continue to improve the way we work with Aboriginal and Torres Strait Islander peoples, communities, families and individuals. We will expand on our previous Reconciliation actions by ensuring they become part of our day-to-day business across all business units and programs with a stronger alignment to our strategic direction. The stronger alignment to our strategic direction will increase Aboriginal and Torres Strait Islander employment, community engagement and development of partnerships within Aboriginal and Torres Strait Islander owned businesses and communities.



Key achievements from 2020 - 2023 Stretch RAP

- The Kempsey therapy project went from being a Northcott pilot project to an ongoing program that delivers therapy services to Aboriginal children within the Kempsey community that would not otherwise be able to access therapy services. As a result of the success of this project, we will be looking at further opportunities to establish services in other communities with identified needs.
- 97% of all staff completed cultural awareness training online. This session is now included in our mandatory onboarding training modules and has become part of the 3 yearly mandatory refresher modules.
- We have seen a genuine value and positive change in our work with Aboriginal and Torres Strait Islander communities and families by appointing a First Nations Team within our Early Childhood Services.
- We have seen a higher number of participation and attendance by staff and customers at our internal and external Reconciliation Week and NAIDOC Week events across all regions.
- We currently have 77 Aboriginal and Torres Strait Islander staff across the organisation with an increase in the number of leadership positions being held by Aboriginal staff, this includes roles at a General Manager level, Senior Operations level, leadership roles in Early Childhood and Service Manager level.
- Higher numbers of attendance at our Aboriginal and Torres Strait Islander Network meetings and a shift in the dynamic of these meetings to be more solution focused
- We now have services operating in communities in Queensland which are included in our upcoming RAP commitments.
- We recognise the importance of educating all staff about the significance of Reconciliation and the role we all play in fostering a workplace culture that respects and values Aboriginal and Torres Strait Islander peoples, perspectives and cultures. We have made this training a priority in our Stretch RAP by developing community based formal face-to-face cultural immersion training that will include local Elders/Leaders.
- We require a more consistent approach in making the actions of our RAP business as usual. In some parts of our business and operations we do it well - taking on the challenge and learning in a consistent manner. In other areas, there is room for improvement in the way we implement our RAP goals.



Vicki and Sonia at Tamworth Family Day march, NAIDOC Week 2023.

Testimonial from Vicki and Sonia

Long-term connection to Northcott

Aboriginal sisters Vicki and Sonia are long-term Northcott customers from Quirindi. They travel 40 minutes to attend the Tamworth Life Skills service 3 days a week and enjoy regular short stays at Northcott's Respite house.

Building skills and enjoying community outings

At Life Skills, Vicki and Sonia participate in centre-based programs to develop practical and communication skills. However, their favourite part is getting out into the community.

"I like walking and going out exploring in the community. I like shopping at Big W and Kmart to find the bargains," says Sonia.

They also enjoy craft activities like making key rings for local markets, bowling and technology programs, including using the iPad.

Respite house experience

The sisters value their stays at the Tamworth Respite house for a change of pace and greater social opportunities.

"The house is good; it's nice and quiet. It's different to being at home. We go to West Leagues for the raffle draws." Sonia shares.

Celebrating culture during NAIDOC Week

Every July, Vicki and Sonia join Northcott staff and other customers in the NAIDOC Week March and Family Day in Tamworth. The event is an important celebration of Aboriginal culture and an important activity for Tamworth's Aboriginal community, providing a way to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

"We like walking in the parade for NAIDOC Week. We catch up with family and like to be there with our Aboriginal family." Sonia explains.

Supporting cultural connection

Northcott's Tamworth Life Skills team actively supports Aboriginal cultural engagement.

Senior Support Worker Jodie explains:

"We've had Aboriginal speakers teach Indigenous language and supported customers in cultural activities like rock painting and decorating stones for the community."

The team takes part in community events at Coledale Hall. They also support Sonia and Vicki to be involved in weekly activities with Elders at the Aboriginal Community Centre in Quirindi.



Supporting Greg to come out of his shell

Building confidence and connections

Greg is a proud Aboriginal man and long-term Northcott customer from Tamworth. He accesses our Life Skills group services and receives one-on-one assistance for daily living and community access.

When Greg first joined Northcott, he was quiet and kept to himself. With consistent support, he has grown in confidence and built friendships. He now enjoys group activities like ten-pin bowling.

“Over the years, he’s gradually learnt to mingle in... he appreciates the social time with other customers.” says Mark, Northcott Support Worker.

Communication and daily support

Greg has limited verbal communication and uses a communication board attached to his wheelchair. He points to symbols to express needs such as wanting a drink or using the bathroom.

Mark, who has supported Greg for 6 years, explains: *“He has several support workers who assist with personal care and group activities. We try to include things he enjoys, like cooking and bowling.”*

Promoting independence

With NDIS-funded one-on-one support, Greg is encouraged to do more tasks independently, such as preparing his own lunches. The team is also working with a physiotherapist to help him build upper body strength.

Respite breaks and staying connect to culture

Greg enjoys short stays at Northcott’s Tamworth Respite house. These stays offer him a break from routine and give his family and carers time to recharge.

Aboriginal identity is central to his life. The Tamworth team supports his cultural connection by involving him in Aboriginal-focused group activities and community events, including NAIDOC Week.

“Greg has a very strong bond with his Aboriginal community... we always try to nurture that and include cultural activities to grow his knowledge.” says Mark

Greg and his support worker Mark at Northcott’s Tamworth centre



Key contributors to the development of Northcott's Stretch RAP

RAP Working Group

Our RAP Working Group has diverse membership and holds a commitment to maintain a minimum of 50 percent representation by Aboriginal and Torres Strait Islander staff members.

There are 13 members on the RAP Working Group including 6 Aboriginal and Torres Strait Islander staff members, representing a range of locations and positions throughout Northcott. Senior managers within the organisation have been heavily involved in the RAP development stage and are strongly represented on the RAP Working Group.

The RAP is championed internally by Northcott's CEO, who, through her commitment to Reconciliation is leading the organisation to improve service accessibility and delivery to Aboriginal and Torres Strait Islander communities in NSW, QLD and the ACT.

Northcott's RAP Working Group consists of:

- Aboriginal Programs Advisor
- CEO & RAP Champion
- Chairperson of Yarrabee Network Group
- COO
- First Nations Coordinator - Vice Chairperson of Yarrabee Network Group
- General Manager Marketing & Communications
- General Manager Operations
- Chief People Officer
- Senior Operations Manager
- Service Manager
- Support Function Role



Vicki and Sonia at Tamworth family day NAIDOC 2024

Early Childhood First Nations Team

The First Nations Team is a new team developed in July 2023 under the guidance of Northcott's Representative to the NDIA's First Nations Employee Network and Team Leader Natasha Solberg. The team's purpose is to ensure all First Nations families across our regions have access to Early Childhood Services (ECS).

The First Nations Team was developed to connect with the local community to build networks and pathways that build inclusion opportunities for First Nations children and families to access ECS. The team also supports ECS Coordinators to effectively engage with First Nations families through providing recommendations that are culturally appropriate for First Nations families.

The team works with First Nations children and families to determine the best supports for improved independence, social participation and quality of life. The team is dedicated to establishing and maintaining effective relationships with local and regional stakeholders, including Early Childhood Education Settings, mainstream and community services.



Kathy Mckenize, Kelly Anderson and Kim Davis

Staff in senior leadership

We are proud to have increased the number of Aboriginal and Torres Strait Islander staff in senior roles, including general manager, senior operations manager, team leaders and service coordinators.

Kim Davis General Manager Operations

My name is Kim Davis. My tribe is Wiradjuri and I'm from Orange in NSW. I am the General Manager for Operations. I manage accommodation and community services within NSW and QLD. I am also a proud member of the Yarrabee Network Group. When I first started at Northcott 8 years ago, we had around 20 mob represented in the group. We now have over 75 Aboriginal and Torres Strait Islander staff participating.

I also hold a position on the RAP Working Group, which is an integral piece of the Northcott's journey and strategic focus for the Reconciliation Action Plan. The group is made up of staff from different business units across the whole of Northcott and is open to Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff. There is an Expression of Interest (EOI) that is sent to all staff every two years to represent and participate on the RAP Working Group.

There are pre-elected positions like the CEO, COO and Chief People Officer and other positions are filled from the EOI. I would encourage all staff to fill in the EOI to be a part of the decision-making process for the Northcott RAP. The RAP Working Group meet quarterly to discuss items raised from the Yarrabee Network Group, formalise decisions and work to the strategic goals of the organisation. I am very proud to be a

representative on the RAP Working Group and I look forward to continuing the Northcott RAP journey and being the best organisation we can be for all staff, customers, families and communities. Whilst Northcott has achieved much through the implementation of the RAP, we recognise that the RAP is a journey and requires constant reflection and review within our organisation and with consultation from our community partner.

Kelly Anderson Senior Operations Manager

My name is Kelly Anderson and I am a proud Anaiwan woman. I am the Senior Operations Manager for Northern NSW, Hunter, New England and Mid North Coast. I have been working at Northcott since 2011 and am a proud member of both the Yarrabee Network Group and the RAP Working Group. Northcott first developed the General Reconciliation Action Plan back in 2013 as they wanted to be more supportive to both Aboriginal and Torres Strait Islander customers and to provide a culturally safe environment for staff.

All staff at Northcott are strongly encouraged to participate in culturally significant events like National Reconciliation Week and NAIDOC Week.

Northcott has become a lot more culturally sensitive to staff's needs and is supportive of us in times of sorry business. They allow us to take one day of leave for NAIDOC to enjoy time with our mobs celebrating.

Once a year the Yarrabee Networking Group comes together face-to-face to discuss our issues and concerns in a safe space. This time brings us all together from across the organisation. Being able to celebrate our culture gives us a sense of pride and I am grateful to Northcott for that.

There are many career opportunities at Northcott, and they invest in staff development. I am proof of that. I started as a support worker and am now one of the senior operations managers.

Natalie Briggs

Early Childhood First Nations Community Coordinator

I am a proud Gomeri woman, born in Tamworth. My language group is Kamilaroi and my grandmother and mother come from Tingha.

I was brought up in Tamworth and most of my mob come from the New England area covering Tamworth, Armidale, Tingha, Guyra and Inverell communities. My father's mob is Dunghutti around Kempsey and Bellbrook communities. I have 20 years' experience working in a range of Aboriginal roles within the childcare, disability and aged care sectors.

I commenced work with Northcott Early Childhood Services and have since been employed for over 3 years. I am now proud to be working as the First Nations Community Coordinator based in Tamworth. In my role, I love having the chance to be a part of the early childhood journey with many First Nations families referred to Early Supports, NDIS, community, and/or mainstream services. We support them with early linkage and building capacity within the First Nations communities, so our little ones are connected to the right pathways for early childhood services.

Dylan Wilson

Aboriginal and Torres Strait Islander Program Advisor

My journey began with Northcott a decade ago as a support worker. I've gradually taken on various roles within the organisation and am currently working as a First Nations Community Coordinator within Northcott's First Nations Early Childhood team. This is a role that resonates deeply with my personal values and aspirations.

I am a proud Wiradjuri man with connections to Wellington on my mother's side. Having lived on the Bunjalung Nation for the past 32 years, I have developed a deep appreciation for the rich cultural heritage and traditions of the Indigenous peoples of Australia.

Working with First Nations children is a passion of mine. In my role, I am committed to providing children with the support and early intervention they need to thrive and succeed.

I believe that every child deserves access to quality care and resources that honour their cultural identity and empower them to reach their full potential. I am excited about the opportunity to make a positive impact in the lives of Indigenous children and contribute to building a brighter future for our communities.

Northcott is supporting me to further my career through the organisation's internal leadership program - Future Ready.



Natalia Briggs



Dylan Wilson

Bridging a critical gap in Kempsey with outreach services

In 2021, a unique collaborative therapy model was launched in Kempsey to address a lack of services for Aboriginal and Torres Strait Islander children. Before the program began, only 12 of 120 children at Dalaigur and Scribbly-Gum Dalai Pre-Schools had NDIS plans - despite nearly 90% needing support.

A collaborative and culturally safe approach

Northcott's Early Childhood and therapy teams partnered with Aboriginal staff, including Advisor Kathy McKenzie, to co-design a culturally sensitive model. Building trust with the pre-schools on Dhungutti Country was central to the program's success.

Consistent, targeted support

What began with assessments has grown into a robust therapy service with two speech pathology and two occupational therapy caseloads. An Occupational Therapist visits fortnightly, while Speech Pathologists and another Occupational Therapist fly in monthly. An on-site Allied Health Assistant provides weekly support and helps implement therapy plans.

Funded for long-term impact

Ongoing funding from the Profield Foundation and Collier Charitable Fund has ensured continuity - critical for supporting children with trauma.

"Nothing beats seeing a child flourish with the right supports in place." says Nat, AHA.



Children being supported by adults in learning environment



Empowering families and children

One standout moment involved a non-verbal child accessing an eye gaze device - a result of advocacy and teamwork between Nat, the Fly-in Fly-out (FIFO) therapists, and Northcott's wider therapy team. The family is now securing the device through their son's NDIS plan.

"This project has been invaluable - not just to that family, but the whole community," says Nat.

Expanding to local schools

The program now supports children beyond preschools, including South Kempsey, West Kempsey, Frederickton, Southwest Rocks and Green Hill primary schools. Therapists continue working with children as they transition to primary school, ensuring continuity of care.

Long-term progress and commitment

Children are showing strong development in areas like communication and school readiness. Staff consistency and trauma-informed training have been key.

"Having the same team with low turnover has allowed us to build trust, especially for kids who've experienced trauma." says Service Manager Hannah.

Looking ahead

With continued funding and community support, Northcott's therapy service in Kempsey is well-positioned to keep transforming lives across the region.

Supporting Aboriginal and Torres Strait Islander suppliers

As part of our commitment to Reconciliation, Northcott has adopted a proactive approach to support inclusion of Aboriginal and/or Torres Strait Islander peoples. One of our key objectives is to increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Forming community connections and healing

Raymond from RAW Cultural Healing has been supporting our Aboriginal and Torres Strait Islander staff by providing cultural performances and smoking ceremonies at various staff events.

He first offered his services to Northcott in 2019 during National Reconciliation Week in Campbelltown, where his group, Biridja Buruuguu, performed a welcoming dance, Brolga dance and traditional dance telling the story of *'How the Kookaburra Got Its Laugh.'*

"Over the years, my involvement with Northcott has grown. Last year, I performed alongside my five daughters during NAIDOC Week for staff, customers and local Elders in Campbelltown." says Raymond.

Raymond has also supported Northcott by conducting smoking ceremonies at key events, including the annual meeting between the RAP Working Group and the Yarrabee staff network. These ceremonies honour Aboriginal and Torres Strait Islander culture and help set a positive tone for the week ahead.

In addition to cultural events, Raymond has performed smoking ceremonies for special occasions, such as the official launch of Northcott Parramatta's active therapy space, Walu Dyanmila, which means *'Let's go play'*. He also performed an Aboriginal song to acknowledge the space's connection to Aboriginal culture.

"Performing for Northcott has helped me establish a presence in the community. People who attend the events often recognise me later and say, 'I saw you at Northcott with your daughters.' I look forward to continuing my work with Northcott and growing together." says Raymond



National Reconciliation Week
Campbelltown 2019



NAIDOC Week Campbelltown
2023



Raymond speaking at
the opening ceremony of
Northcott's active therapy
space in Parramatta.]



Maria giving a demonstration
to Future Ready participants
showing the obstacles that
Aboriginal and Torres Strait
Islander peoples can face in a
day.

Developing culturally competent future leaders

At Northcott, we are committed to growing internal talent and supporting staff to reach their full potential. In line with this commitment, the Future Ready Program was launched in April to prepare our future leaders for the evolving challenges and opportunities in disability services.

Program overview

The structured, eight-month program currently supports two groups— aspiring service coordinators and future service managers—with plans to expand to more staff groups each year. It focuses on building leadership capabilities and fostering career development across the organisation.

Cultural Immersion experience

A highlight of the program was a face-to-face session led by Maria Williams, a Wiradjuri Elder and cultural immersion specialist. This session focused on deepening participants' understanding of Aboriginal and Torres Strait Islander cultures, values and the barriers often faced by Indigenous communities.

Guided by insights from Northcott's Yarrabee Staff Network, Maria explored cultural diversity, communication and the importance of culturally safe workspaces. She introduced the 3 L's - Look, Listen and Learn - as key principles for building respectful relationships.

Creating culturally safe workplaces

Throughout the session, attendees took part in group discussions and brainstorming activities aimed at improving cultural safety within Northcott. Topics included:

- Building trust through long-term commitment
- Involving Elders early in project planning
- Embedding cultural awareness into everyday practice
- Participants reflected on the importance of respect, communication, and trust as the foundation for authentic engagement with Aboriginal and Torres Strait Islander communities.

Lasting impact

Feedback from participants highlighted the authenticity and relevance of the session. One attendee noted,

"It was easier to take the information on board when it came directly from Maria, who is an Elder with life experience."

All groups agreed that the cultural immersion will help them build stronger, more respectful relationships with the communities they serve.

Relationships



Northcott continues to recognise that relationships remain central to how we work with Aboriginal and Torres Strait Islander communities, organisations and individuals. We need to engage more consistently and frequently with our Aboriginal and Torres Strait Islander stakeholders. We are committed to maintaining meaningful and mutually beneficial relationships with Aboriginal and Torres Strait Islander leaders and communities. We will commit to carrying out the internal work needed to overcome racism and discrimination within our organisation. This includes truth-telling within our community development work, supporting truth-telling within our sphere of influence and striving to have Aboriginal and Torres Strait Islander voices at all levels of our organisational structure.

Focus area: The first theme of Northcott's new Strategic Direction, DO MORE, puts a focus on strengthening our community relationships so that we can deliver genuine choice and control to our customers and meaningful community engagement. Relationships with Aboriginal and Torres Strait Islander communities are critical in delivering this effectively.

Action	Deliverable	Timeline	Responsibility
1. Continue to establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Our staff will continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	March 2026, 2027, 2028	General Manager Operations
	Each Manager to meet with at least two local Aboriginal and Torres Strait Islander organisations to develop and review guiding principles for ongoing and future engagement.	November 2025, 2026, 2027	General Manager Operations
	Continue to review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	January 2026, 2027, 2028	Lead: Aboriginal Programs Advisor Support: Early Years Strategist Support: Strategic Growth & Partnerships Manager
	Partner with Aboriginal and Torres Strait Islander organisations on shared projects or initiatives. For example, education, youth development or economic empowerment, including early childhood and family support.	June 2026, 2027, 2028	Aboriginal Programs Advisor

Action	Deliverable	Timeline	Responsibility
	Establish and maintain a minimum of 10 new formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations, including pre-schools, Aboriginal Medical Services and Aboriginal owned businesses within the regions we service.	May 2026, 2027, 2028	Aboriginal Programs Advisor
2. Build relationships through celebrating National Reconciliation Week (NRW).	Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff a minimum of one month before NRW.	May 2026, 2027, 2028	Staff Engagement Manager
	RAP Working Group members to participate in at least one external NRW event each year.	27 May - 3 June, 2026, 2027, 2028	RAP Working Group Chairperson
	Continue to encourage and support staff and senior leaders to participate in a minimum of one external event each year to recognise and celebrate NRW.	27 May - 3 June, 2026, 2027, 2028	General Manager Operations
	Invite external stakeholders to attend our NRW events.	27 May - 3 June, 2026, 2027, 2028	Local Service Managers
	Organise a minimum of 10 internal NRW events, including at least one organisation-wide NRW event, each year.	27 May - 3 June, 2026, 2027, 2028	General Manager Operations
	Register all our major NRW events on Reconciliation Australia's NRW website.	May 2026, 2027, 2028	Aboriginal Programs Advisor
3. Promote Reconciliation through our sphere of influence.	Continue to implement our staff engagement strategy to raise awareness of Reconciliation across our workforce and ensure all staff inductions include an overview of our RAP.	January 2026, 2027, 2028	Lead: Chief People Officer Support: Manager OD & Culture
	Attend a minimum of two RAP Leadership Gatherings hosted by Reconciliation Australia per year	By Dec 2025, Dec 2026, Dec 2027	Lead: Aboriginal Program Advisor Support: Chief People Officer

Action	Deliverable	Timeline	Responsibility
	Develop and share Northcott Aboriginal and Torres Strait Islander focused content in all online publications, website and social media.	January 2026, 2027, 2028	Lead: Staff Engagement Manager Support: Aboriginal Programs Advisor
	Provide staff with a Reconciliation Calendar of Events each year.	February 2026, 2027, 2028	Lead: Staff Engagement Manager Support: Aboriginal Programs Advisor
	Continue to communicate our commitment to Reconciliation publicly	July 2026, 2027, 2028	Marketing & Communications Manager
	Co-host events. Examples include: Reflecting and Connecting Yarning Session with Uncle Raymond; Afternoon tea using Indigenous ingredients; Acknowledgement and Reflection with Aunt Jodie Bell; a yarning session; Tharawal playgroup performance; group art activities led by an Aboriginal employees with a focus on weaving with customers, NGOs, or government agencies.	July 2026, 2027, 2028	Lead: Aboriginal Programs Advisor
	Share reconciliation stories and lessons learned via blogs, podcasts or interviews with both internal and external voices.	July 2026, 2027, 2028	Lead: Aboriginal Programs Advisor Support: General Manager of Marketing and Communications.
	Launch a public-facing reconciliation commitment campaign, using media, storytelling or public events to engage the broader community.	August 2026, 2027, 2028	Lead: Aboriginal Programs Advisor Support: General Manager of Marketing and Communications.

Action	Deliverable	Timeline	Responsibility
	Develop a reconciliation-focused communications campaign aimed at customers, highlighting our commitments, milestones and the importance of reconciliation. For example, Reconciliation and NAIDOC morning and afternoon teas with customers, as well as information included in customer newsletters.	August 2026, 2027, 2028	Lead: Aboriginal Programs Advisor Support: General Manager of Marketing and Communications.
	Lead or co-found an industry-specific reconciliation working group to share best practice and drive sector-wide progress. We will approach Ability First Australia and develop a network.	September 2026, 2027, 2028	Lead: Aboriginal Programs Advisor Support: Manager OD & Culture
	Include Acknowledgement of Country or First Nations content across customer-facing materials (e.g. websites, stores, branches, service portals).	September 2026, 2027, 2028	Lead: Aboriginal Programs Advisor Support: General Manager of Marketing and Communication.
	Implement strategies to positively influence our external stakeholders to drive Reconciliation outcomes.	August 2026	Lead: Chief People Officer Support: Aboriginal Programs Advisor
	Collaborate with four RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	September 2026, 2027	Lead: Chief People Officer Support: Aboriginal Programs Advisor
4. Promote positive race relations through anti-discrimination strategies.	Continuously review and improve HR policies and procedures concerned with anti-discrimination.	January 2026, 2027, 2028	Chief People Officer
	Continue to engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	January 2026, 2027, 2028	Chief People Officer

Action	Deliverable	Timeline	Responsibility
	Continue to review, implement and communicate an anti-discrimination policy for our organisation.	January 2026, 2027, 2028	Lead: Manager OD & Culture Support: Aboriginal Programs Advisor
	Provide ongoing education to senior leaders and managers on the effects of racism.	January 2026, 2027, 2028	Lead: CEO Support: Executive Team Support: Staff Engagement Manager
	Senior leaders to publicly support anti-discrimination campaigns, initiatives and stances against racism.	January 2026, 2027, 2028	CEO Executive Team Staff Engagement Manager
	Investigate, engage in and support at a minimum one truth-telling project per year to support the ongoing national truth-telling process.	June 2026, 2027, 2028	Lead: CEO Support: Aboriginal Programs Advisor
5. Foster collaboration across Northcott staff networks with the shared aim of creating a more inclusive and diverse Northcott.	Ensure that representatives of Northcott staff networks meet bi-annually to share learnings and discuss opportunities for making Northcott a more culturally inclusive organisation.	July 2026, 2027, 2028	Lead: Chief People Officer Support: Aboriginal Programs Advisor Support: Diversity, Equity & Inclusion Specialist
	Include a question in the Northcott Employee Survey about perceptions of Northcott as an inclusive organisation. Use these results to set future targets	October 2026, 2027	Lead: Chief People Officer Support: Diversity, Equity & Inclusion Specialist

Respect

Northcott has always been a values-driven organisation and we have been able to grow into one of the largest disability service providers in Australia as a result of this. We are innovative because we develop new ideas and solutions with creativity in anticipation of changing needs. We are respectful because we believe that everyone's voice is unique and that they have the right to be heard. We are brave because we have the courage to stand up for people with all abilities, even in the face of adversity. Our values have always been a significant part of our service to customers. They have helped shape Northcott into the organisation it is today. Northcott will continue to acknowledge and respect Aboriginal and Torres Strait Islander people with disability and their families, our employees and community members.

Focus area: The second theme of our Strategic Direction, BE MORE, will focus on how we operate as an organisation and service provider. It includes actions to further strengthen diversity and inclusion, both in how we work with Aboriginal and Torres Strait Islander customers and in how we support our staff.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a further review of cultural learning needs within our organisation.	March 2026, 2027, 2028	Manager OD & Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	March - May 2026	Lead: Aboriginal Programs Advisor Support: Manager OD & Culture
	Implement and communicate a cultural learning strategy for our staff.	May 2026	Aboriginal Programs Advisor Manager OD & Culture
	Develop and implement a Cultural Immersion Program to be delivered by internal Aboriginal and Torres Strait Islander staff, utilising Elders and leaders from our local communities. The beneficiaries of this program will be all staff, starting with teams in areas of large First Nations communities.	June 2026, 2027, 2028	Lead: Aboriginal Programs Advisor Support: Manager OD & Culture
	Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	May 2026	CEO Chief People Officer

Action	Deliverable	Timeline	Responsibility
	Develop site-based action plans for 10 regions and programs based on local cultural needs and staff understanding of cultural knowledge to ensure engagement at the local level and that staff participation is more accessible.	June 2026, 2027, 2028	Lead: Aboriginal Programs Advisor Support: Operations & Service Managers
	Ensure that 95% of staff undertake formal and structured cultural learning through the online culture learning module, which is mandatory for all staff to complete.	May 2026, 2027, 2028	Chief People Officer
	Provide Cultural Awareness E-Learning as part of onboarding training for all new staff.	January 2026, 2027, 2028	Lead: Team Leader Learning & Development Support: Aboriginal Programs Advisor
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Further increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2025, 2026, 2027	Lead: Aboriginal Programs Advisor Support: General Manager Marketing & Communication
	Implement and communicate a cultural protocol document that will be tailored for all local communities we operate in, including protocols for Welcome to Country and Acknowledgement of Country.	January 2026	Lead: General Manager Operations Support: Aboriginal Programs Advisor
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at all significant events each year, including National Reconciliation Week events, NAIDOC Week events, Manager and Leadership Forums, Aboriginal staff network meetings.	December 2025, 2026, 2027	General Manager Operations
	Continue to invite a local Traditional Owner or Custodian to conduct a Smoking ceremony and storytelling session annually	January 2026, 2027, 2028	Aboriginal Programs Advisor

Action	Deliverable	Timeline	Responsibility
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2025, 2026, 2027	CEO
	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	October 2025, 2026, 2027	CEO
	Display Acknowledgment of Country plaques on all our buildings and in all Offices.	October 2025, 2026, 2027	Manager Infrastructure Services
8. Engage with 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 2026, 2027, 2028	Lead: CEO Support: RAP Working Group Chairperson
	Review HR policies and procedures to remove obstacles or barriers to any of our staff participating in NAIDOC Week.	March 2026, 2027, 2028	Chief People Officer
	Support all staff to participate in a minimum of one NAIDOC Week event in our local areas.	First week in July 2026, 2027, 2028	General Manager Operations
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support a minimum of 20 external NAIDOC Week events each year through attendance, promotion or sponsorship.	July 2026, 2027, 2028	Local Service Managers

Opportunities

Northcott will continue to provide, develop and strengthen mutual opportunities for Aboriginal and Torres Strait Islander people through engaging with our services. We will continue to create opportunities for Aboriginal and Torres Strait Islander peoples by establishing partnerships for procurement, facilitating staff career development, and enabling all our people to contribute to social value that delivers real and lasting change. We will continue to enhance our community and individual capacity building that will reflect the needs of the communities we work with.

Focus area: The final theme of Northcott's Strategic Direction is REACH MORE which will direct our energies to activities that increase our impact, including through partnerships with others including Aboriginal and Torres Strait Islander communities, organisations and staff.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Continue to engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	November 2025, 2026, 2027	Lead: Chief People Officer Support: Aboriginal Programs Advisor
	Continue to review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2025, 2026, 2027	Lead: Chief People Officer Support: Aboriginal Staff Network Group Support: RAP Working Group
	Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2025, 2026, 2027	Lead: Recruitment Manager Support: Aboriginal Programs Advisor
	Review employment practices to ensure that cultural load, additional cultural workload taken on by Aboriginal and Torres Strait Islander people in the workplace, is factored into role requirements.	November 2025, 2026, 2027	Lead: Chief People Officer Support: Aboriginal Programs Advisor

Action	Deliverable	Timeline	Responsibility
	Continue to review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2025, 2026, 2027	Lead: Recruitment Manager Support: Aboriginal Programs Advisor
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior-level positions.	January 2026, 2027, 2028	Lead: CEO Support: Executive Team
	Ensure a minimum of two Aboriginal and Torres Strait Islander staff are included in the internal leadership Future Ready Program annually.	March 2026, 2027, 2028	Manager OD & Culture
	Increase the target for Aboriginal and Torres Strait Islander employment from 3% to 5% as part of this RAP.	Revisited in July 25. January 2026, 2027, 2028	Lead: CEO Support: Chief People Officer
	Develop long-term, meaningful and genuine two-way partnerships with a minimum of five Aboriginal and Torres Strait Islander owned businesses over the next three years.	May 2026, 2027, 2028	Lead: CEO Support: Chief People Officer
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	January 2026	Contract & Procurement Lead
	Ensure Supply Nation membership is renewed annually.	November 2025, 2026, 2027	Aboriginal Programs Advisor
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff quarterly.	March, June, September, December 2026, 2027, 2028	Lead: Contracts & Procurement Lead Support: Facilities & Assets Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2025, 2026, 2027	Contracts & Procurement Lead

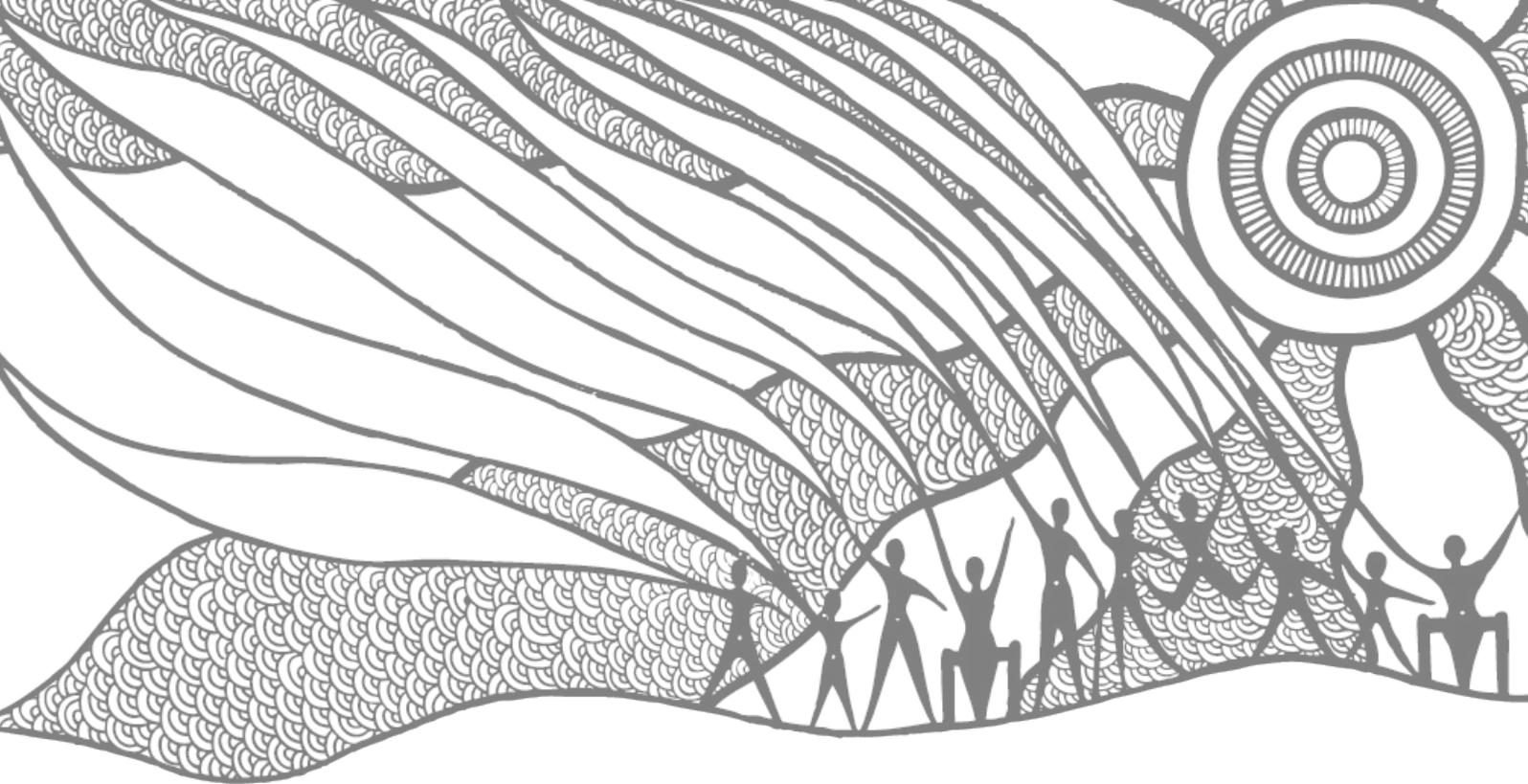
Action	Deliverable	Timeline	Responsibility
	Maintain commercial relationships with 10 Aboriginal and/or Torres Strait Islander businesses.	December 2025, 2026, 2027	Lead: Contracts & Procurement Lead Support: Facilities & Assets Manager
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	January 2026, 2027, 2028	Contracts & Procurement Lead
	Increase our annual procurement from Aboriginal and Torres Strait Islander businesses to 0.5%.	January 2026, 2027, 2028	Contracts & Procurement Lead
11. Strengthen culturally responsive practice, service-delivery and partnerships within our programs.	Broaden the Kempsey Project across more regions and expand with different partners using funds outside of the NDIS to improve developmental outcomes for Aboriginal and Torres Strait Islander children.	April 2026, 2027, 2028	Lead: General Operations Managers Support: EC – First Nations team Support: Aboriginal Programs Advisor
	Seek information about Aboriginal and Torres Strait Islander communities' overall awareness of Northcott services to identify gaps in promotion and in our service provision and delivery.	March 2026, 2027, 2028	Lead: General Manager Operations Support: Aboriginal Programs Advisor
	Deliver Active Supports in a culturally appropriate manner from a person-to-person basis. Active Supports is a person-centred approach focused on empowering individuals with disability to actively participate in their daily lives and make choices about their support.	December 2026	Lead: CEO Support: General Manager Operations

Governance

Northcott's Governance is crucial to overseeing our reconciliation journey. It helps to ensure our goals are achieved through our continued commitment by ensuring its implementation and ongoing monitoring and evaluation of our RAP.

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Continue to always maintain Aboriginal and Torres Strait Islander representation on the RWG with a minimum of 50% representation.	November 2025, 2026, 2027	CEO RWG
	Continue to review and update the Terms of Reference for our RWG.	November 2025, 2026, 2027	CEO RWG
	Meet at least four times per year to drive and monitor RAP implementation.	July 2026, 2027, 2028	CEO RWG
12. Provide appropriate support for effective implementation of RAP commitments	Embed resource needs for RAP implementation.	January 2026, 2027, 2028	CEO
	Embed key RAP actions in performance expectations of senior management and all staff.	January 2026	CEO All Executive Leaders
	Embed and review appropriate systems and capability to track, measure and report on RAP commitments.	December 2025, 2026, 2027	Lead: General Managers Support: Aboriginal Programs Advisor
	Maintain an internal RAP Champion from senior management.	January 2026, 2027, 2028	CEO
	Actively seek a designated Board Position to be filled by an Aboriginal and/or Torres Strait Islander person.	August 2026	CEO
	Include our RAP as a standing agenda item at our senior management meetings.	2025, 2026, 2027, 2028	General Managers

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	Aboriginal Programs Advisor
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Aboriginal Programs Advisor
	Complete and submit the annual RAP Impact Survey Reconciliation Australia.	30 September, annually	Aboriginal Programs Advisor
	Report RAP progress to all staff and senior leaders quarterly.	December 2025, 2026, 2027	Lead: CEO Support: Staff Engagement Manager
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings. Include summary of reconciliation actions, procurement from Aboriginal and Torres Strait Islander businesses and/or partnerships.	December 2025, 2026, 2027	CEO
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March – June 2026	CEO
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2028	Aboriginal Programs Advisor
14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation.	March, Oct 2026 & 2027	Aboriginal Programs Advisor
	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2028	Aboriginal Programs Advisor



Contact details

Dylan Wilson

Position: Aboriginal and Torres Strait Islander Programs Advisor

Mobile: 0429 866 531

Email: dylan.wilson@northcott.com.au

Kim Davis

Position: General Manager Operations

Mobile: 0439 633 923

Email: kim.davis@northcott.com.au