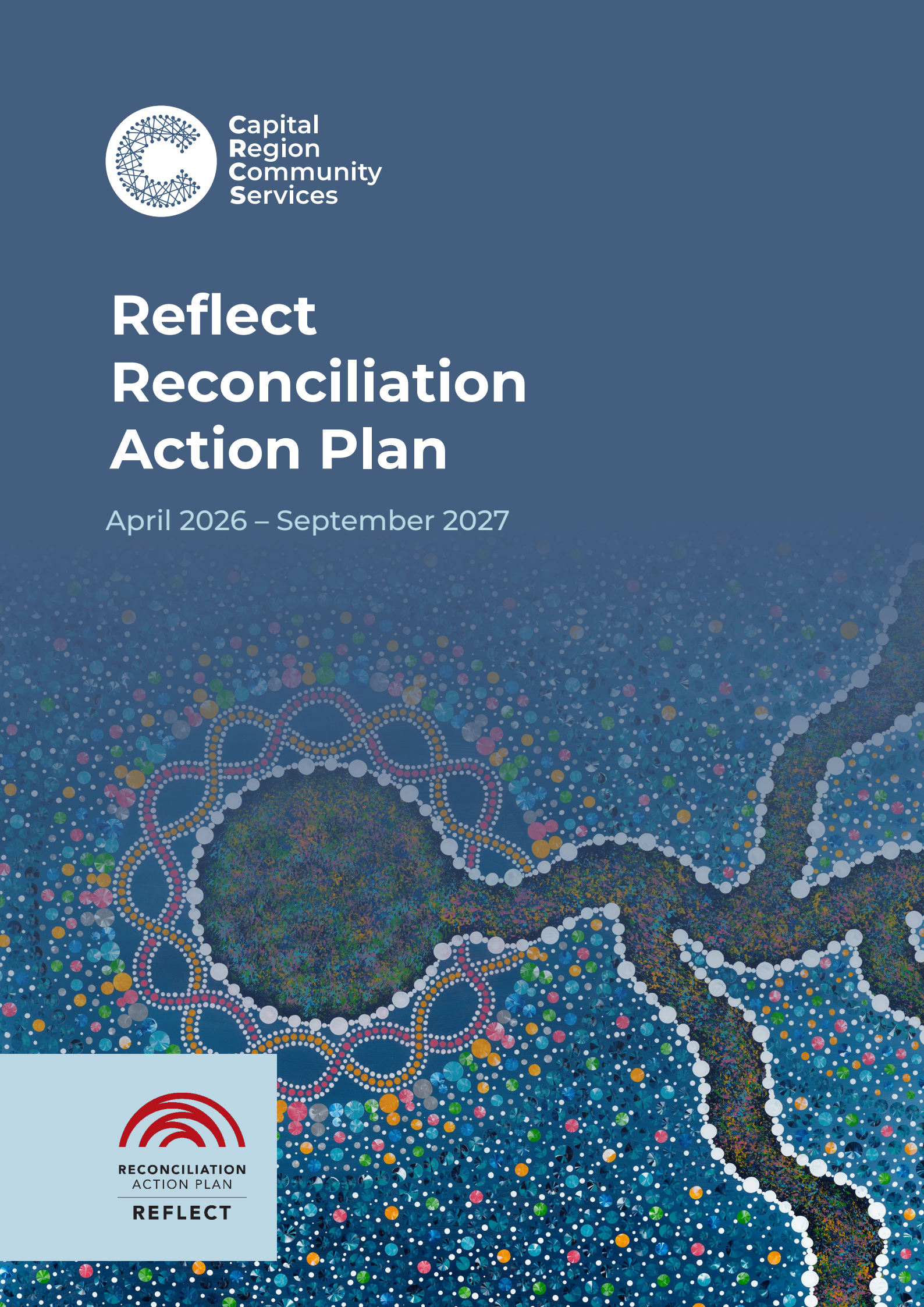
Capital Region Community Services

Reflect Reconciliation Action Plan

April 2026 – September 2027



RECONCILIATION ACTION PLAN

REFLECT

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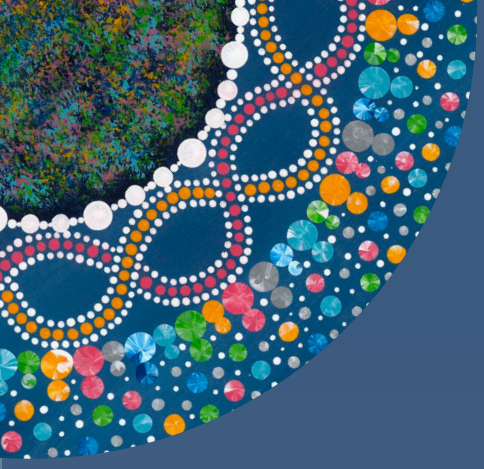

Acknowledgement **of Country**

Capital Region Community Services acknowledges the Traditional Owners of the Lands across the Capital Region where we support community. We recognise that sovereignty was never ceded, and the land always was, and always will be, Aboriginal Lands. We pay our respects to the Traditional Owners and Elders across the region, past and present, and thank them for caring for the land, waters and skies, and for their culture, teaching and knowledge passed down through generations.

A statement from our CEO,
Mandy Green

As Chief Executive Officer of Capital Region Community Services (CRCS), I am proud to present our inaugural Reflect Reconciliation Action Plan (RAP). This marks a significant milestone in our organisation's journey toward reconciliation, and I acknowledge the deep responsibility we carry in contributing meaningfully to this national movement.

Our Reflect RAP is more than a document - it is a commitment to listen, learn, and act. It lays the foundation for building respectful relationships with Aboriginal and Torres Strait Islander peoples, and for embedding cultural awareness and inclusion into the heart of our organisation.

Through this plan, we aim to deepen our understanding of our sphere of influence and the unique role CRCS can play in advancing reconciliation across the five dimensions: race relations, equality and equity, institutional integrity, unity, and historical acceptance.

I extend my gratitude to our RAP Working Group, and to all employees who have contributed to this process. Your dedication ensures that our reconciliation efforts are not only strategic but also heartfelt and enduring.

As we move forward, we will continue to reflect on our practices, engage with community voices, and create opportunities that honour the cultures, histories, and leadership of Aboriginal and Torres Strait Islander peoples. I look forward to the journey ahead and to the impact we will make together.

Mandy Green
Chief Executive Officer
Capital Region Community Services

Statement from CEO of

Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes Capital Region Community Services to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Capital Region Community Services joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

Congratulations Capital Region Community Services, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

We are a non-profit community-based organisation that provides a wide range of programs and services to communities across the ACT and the broader Capital Region.

We provide diverse programs and services catering to individuals, families, children, young people and seniors. Our services include early education and care, outside-school-hours care, youth engagement, family support, education and early intervention services, community transport, aged care in-home and social supports, therapeutic services, and community development and recreation programs.

Working collaboratively with community members, local organisations and businesses, we develop responsive programs and activities that support self-determination and reduce social isolation.

We pride ourselves on our commitment to quality, safety and positive outcomes for the people and families we serve. We are dedicated to creating an inclusive and connected community where everyone can access the resources and support needed to thrive. Our leadership, including the Board of Directors and the Executive Management Team, play a crucial role in guiding CRCS's strategic initiatives, ensuring organisational performance, and driving positive change in our community.

We employ around 200 people across our broad range of programs in our Community Centre, Youth Centre, Early Childhood Centres and other community locations. Employees are able to let us know through our HR Systems that they identify as Aboriginal and/or Torres Strait Islander people, however we do not currently have a system to report on these numbers. As part of the RAP, we have undertaken to build our systems to improve this capacity, and build our understanding of the people that we employ.

Our RAP

CRCS is committed to progressing our Reconciliation journey with care, respect and responsibility. We are grateful for the guidance of Reconciliation Australia and the structure provided to help us develop our RAP, which supports us to deepen our learning, strengthen relationships and embed meaningful, sustainable change across our organisation.

As a large and diverse organisation, we recognised that while many team members had contributed to reconciliation efforts over the years, and earlier versions of a RAP had been explored, we needed a coordinated, organisation-wide approach. Our aim was to ensure our work aligned with our values, reflected best practice, and focused on the areas of development that would make the most meaningful impact. Although a draft RAP had been worked on since 2022, organisational changes made consistent progress challenging.

In 2024, we committed collectively to the development of our first RAP within 12 months. We formed a dedicated Working Group representing a range of teams and perspectives, and began a renewed, deliberate journey together. One of our first actions planned is to work with our local community to invite First Nations representation onto our RAP Working Group, to ensure that we have included Aboriginal and Torres Strait Islander perspectives in our discussions, planning and actions.

Over the next 18 months, we will continue to build implementation plans for each operational area of CRCS, alongside whole-of-organisation commitments such as those led through People & Culture. This will support us to embed reconciliation across all aspects of our work, not just in isolated projects.

Throughout the RAP's development, our RAP Working Group Chair, Kate Luck (Executive Manager – Business and Infrastructure), and RAP Champion, Catalina Nieto (Senior Digital Designer), have provided leadership and guidance. We intend for the RAP Working Group Chair role to remain at the Executive level to ensure visible leadership, accountability, and sustained top-down support for reconciliation.

About the artist

Sarah Richards

A Ngiyampaa woman born on Gadigal land, Sarah is a contemporary artist who has been living and painting on Ngunnawal and Ngambri Country since 2012.

Sarah was awarded ACT NAIDOC Artist of the Year in 2015, and Canberra Women in Business' Indigenous Business Woman of the Year in 2023. In 2018, she drew on the knowledge from her commerce degree and CPA qualification to turn her passion from a hobby into a small business, creating Marrawuy Journeys.

Marrawuy (Mar-ra-way), in the language of her ancestors, the Wongaibon people, means "red kangaroo" and was the totem of one of her ancestors, Richard King. This is one of the reasons she chose the name Marrawuy Journeys. The other is the symbolism of the kangaroo, which cannot easily move backwards. This resonates strongly with Sarah, as she continues to move forward no matter the challenges she faces.

Wellbeing, creativity, and culture are at the heart of everything at Marrawuy Journeys. When people are well, productivity rises and creativity flourishes. In team environments, strong culture drives success. Supporting wellbeing through productivity strategies and creative expression helps unlock potential and energise teams in meaningful ways.

Marrawuy Journeys is:

- a 100% Aboriginal-owned and led business;
- Supply Nation certified;
- an NSW Indigenous Chamber of Commerce (NSWICC) Assured member; and
- a member of the Indigenous Art Code.

Inclusive Connections
Sarah Richards

October 2022
Acrylic on Canvas

About
Inclusive Connections

In 2022, CRCS partnered with Marrawuy Journeys (www.mjourneys.com.au) to begin our most recent reconciliation journey, resulting in the creation of Inclusive Connections, a painting that reflects connection, inclusion, and the relationships at the heart of our community. The artwork is displayed in our head office in Bruce, ACT, as a visual reminder of our ongoing commitment to reconciliation. Sarah describes the images meaning below,

"Capital Region Community Services (CRCS) has a vision of an inclusive, connected community and Inclusive Connections represents their commitment to their vision.

Starting at the left of the artwork, is a circular element that represents CRCS surrounded by their employees, followed by two interlocking lines that represent their commitment to individuals, families, children, and young people (different coloured people around the outside) that they provide a wide range of programs and services to (different coloured individual dots). It also represents their commitment to the reconciliation journey and working towards their vision for reconciliation.

CRCS currently provides their services in seven locations in the capital region and the paths that journey out from the circular element represent this diverse reach. The opportunities and the positive impact that CRCS provides for the communities they service is subtly captured by the ripple rings that can be seen in the background of the piece.

The key themes of **Inclusive Connections** *are connection, journey and diversity and it is hoped that all who view the piece can feel that inclusion and connection to the CRCS journey."*

Our Reconciliation Activities

Since then, we have made some important progress in our reconciliation journey.

- Developed a resource to assist teams to ensure Acknowledgement of Country is understood and integrated into all internal and external meetings and events. This also occurs every morning in our education and care services with a child appropriate language.

- Invited local Aboriginal and Torres Strait Islander community members in our EAC services to share stories and knowledge through dramatic play and artwork. Hosted an ASBA Aboriginal student Certificate III to support their training and education in Early Childhood.

- Cofacilitated Community Groups for Aboriginal girls and women with the West Belconnen Child and Family Centre

- Worked with Yerrabi Yurwang Child and Family Aboriginal Corporation to attend training and support the Deadly Brains playgroup

- Our Youth Service has collaborated with Gugan Gulwan Youth Aboriginal Corporation to support young people to obtain driving licences, stay connected to school and access other Belconnen Youth Services.

We look forward to strengthening our relationships with our colleagues in Aboriginal and Torres Strait Islander organisations in our area, and with the Community to whom we provide services.

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	April 2026	Lead: Chair of RAPWG Support: Senior Managers of Program Areas
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2026	Lead: Chair of RAPWG Support: Senior Managers of Program Areas
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May/June 2026	Lead: Chair of RAPWG Support: Senior Managers of Program Areas
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June (annually)	Chair of RAPWG
	• Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June (annually)	Lead: Chair of RAPWG Support: Senior Managers of Program Areas
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all employees.	April 2026	Lead: Chair of RAPWG Support: Senior Managers of Program Areas
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	April 2026	Lead: Chair of RAPWG Support: Senior Managers of Program Areas
	• Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2026	Lead: Chair of RAPWG Support: Senior Managers of Program Areas
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	October 2026	Senior Manager, Quality Compliance and Safety; Senior Manager, People and Culture
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2026	Senior Manager, Quality Compliance and Safety; Senior Manager, People and Culture

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	· Develop a strategy and Project and Communication Plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2027	Lead: Chair of RAP WG Support: Executive Managers of program areas
	· Conduct a review of cultural learning needs within our organisation.	September 2027	Senior Manager, People and Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	· Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	November 2026	Lead: Chair of RAPWG Support: Executive Managers of program areas
	· Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2026	Senior Manager, Communication and Marketing
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	· Raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	June annually	RAPWG, Senior Manager, Communication and Marketing, Senior Leaders
	· Introduce our employees to NAIDOC Week by promoting external events in our local area.	First week in July (annually)	Chair of RAPWG, Senior Manager Communication and Marketing
	· RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026	Chair of RAPWG

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop an Engagement, Recruitment and Retention Plan for Aboriginal and Torres Strait Islander employment within our organisation.	June 2026	Senior Manager, People and Culture
	• Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	June 2026	Senior Manager, People and Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Review Purchasing Policy and Procedure to include Aboriginal and Torres Strait Islander owned businesses.	June annually	Senior Manager Finance; Senior Manager Quality, Compliance and Safety
	• Investigate Supply Nation membership.	June 2026	Senior Manager Finance

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.	• Maintain a RAPWG to govern RAP implementation	September 2027	RAPWG Chair
	• Review and update Terms of Reference for the RWG	September 2027	RAPWG Chair
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2026	RAPWG Chair and Members
	• Begin process to establish Narragunnawali RAPs for our Education and Care Services	April 2026	Executive Manager Education and Care Services
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	April 2026	CEO
	• Engage senior leaders in the delivery of RAP commitments.	April 2026	CEO
	• Maintain a senior leader to champion our RAP internally.	August 2027	CEO
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2026	Senior Manager, Quality, Compliance and Safety
12. 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.	July annually	RAPWG Chair
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	RAPWG Chair
	• Communicate our RAP progress to internal and external stakeholders	November, annually	Senior Manager, Marketing and Communication
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	July 2027	RAPWG Chair

Capital Region Community Services

An Inclusive Connected Community

For public enquiries about our RAP please contact

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