



‘Innovate’
Reconciliation Action Plan

October 2022 – October 2024



Contents

Feature artwork	3
Message from the CEO	4
Statement of endorsement	5
Our vision for reconciliation	6
Our business	7
Our Reconciliation Action Plan (RAP)	8
Partnerships and collaboration	10
Action Plan and key	11
Relationships	12
Respect	14
Opportunities	16
Governance	18
Contact details	19

Acknowledgment of Country

Juniper acknowledges the Traditional Custodians of the Lands on which our services operate throughout Western Australia. We pay our respects to Aboriginal Elders past, present and emerging.

We are committed to walking alongside all Aboriginal people on our journey of reconciliation.

Feature artwork

About the artwork

This painting titled “Coming Together” represents just that, this is all people from all language groups coming together on a journey of life and in the centre something great is created. The river is a healing place for us all and the brown swirls in this painting represent this.

The large circles travelling beside the river connected by the white dots and lines represents the journey we take, from being young to old. No matter where we end on country, in community or in aged care home we all need family to connect and look after each other. The centre of the painting is where we unite to keep our culture strong to look after all old people at the end of that journey.

The smaller yellow circles represent life journey as we gather in meeting places sitting around the fire, yarning about many things, hunting and gathering, spending time with family and friends. Surrounding all of us is the dreamtime in the stars, the pink dots in the painting represent each story big and small, no matter who we are or where we come from everyone has an important story to tell.

About the artist

Ena Graham is a proud young Gooniyandi and Wongi woman. Growing up in Moongardie Community, Ena nurtures her talent by studying art at TAFE. She draws inspiration from her culture and the country she grew up on. It's at home on country that Ena feels truly connected to culture and country. She expresses her stories through painting on boab nuts she finds locally and on canvas. Art is no stranger to Ena's family with talent abounding with her Great Grandmother Dora Cox and Grandmother Elizabeth Gilligan, both Gooniyandi women from Moongardie, and Grandfather Dwayne Graham Senior, a Wongi man.

When we come together at the centre,
something great is created.



Ena Graham with her artwork
commissioned by Juniper for this
Innovate Reconciliation Action Plan.

Message from the CEO

I am delighted to announce the launch of our Innovate Reconciliation Action Plan (RAP) as part of our ongoing commitment to fostering a culture of reconciliation and inclusion within our organisation.

At Juniper, we recognise the importance of acknowledging and addressing the historical and ongoing injustices faced by Aboriginal and Torres Strait Islander peoples, and we are dedicated to playing an active role in the reconciliation process.

An Innovate RAP represents an ambitious and forward-thinking approach to reconciliation. It goes beyond the traditional framework of recognition and respect, and seeks to actively create opportunities for Aboriginal and Torres Strait Islander peoples to participate, contribute, and thrive within our organisation.

Our commitment to reconciliation and cultural safety is deeply rooted in our values of respect, compassion and courage. We understand that cultural safety is crucial in providing quality care and services. It requires us to understand and respect the cultural beliefs, practices, and needs

of Aboriginal and Torres Strait Islander peoples. By prioritising cultural safety, we can ensure that our services are responsive, inclusive, and respectful of the diverse cultural backgrounds of our employees and the older people we support.

As an organisation operating in diverse regions, including the East and West Kimberley, regional areas extending from Geraldton down and to Albany, and throughout metropolitan Perth, we recognise the unique challenges and opportunities that exist within these communities. We are committed to building meaningful relationships with local Aboriginal and Torres Strait Islander communities and organisations, listening to their voices, and actively involving them in the development and implementation of our reconciliation initiatives.

I invite every member of the Juniper community to join us in this important endeavour.



Together, we can make a tangible difference, not only within our organisation but also in the lives of those we serve. Let us seize this opportunity to build bridges, foster understanding, and create a future where reconciliation, cultural safety, and inclusivity are the foundation of our society.

Russell Bricknell
Juniper Chief Executive Officer

Note: The development of this Innovate RAP commenced in January 2022 and the implementation of the actions commenced in July 2022. As such, some due dates are prior to the official endorsement by Reconciliation Australia, Juniper Board approval, launch and publication of this Innovate RAP.

Statement of endorsement

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Juniper continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable

resources that Juniper will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Juniper using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Juniper to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Juniper will ensure shared and cooperative success in the long-term.



Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Juniper's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Juniper on your first Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

Juniper's reconciliation vision is that the aspiration of Australia's First Peoples as expressed in the Uluru Statement from the Heart, is understood, appreciated and supported across the organisation.

Juniper is committed to the journey of reconciliation with Aboriginal and Torres Strait Islander peoples of Australia.

Juniper joins Uniting Church Australia in its long-term commitment to reconciliation with Aboriginal and Torres Strait Islander peoples and support for their aspirations for sovereignty and self-determination as a mission imperative for the organisation.

Juniper is committed to finding ways to contribute to the cultural, social, emotional and economic wellbeing of Aboriginal and Torres Strait Islander people through our provision of care, accommodation and support services for older Western Australians.

Juniper seeks to build an appreciation of Aboriginal and Torres Strait Islander history, perspectives and cultures throughout our workplaces and in the communities in which we operate. We strive to engage respectfully with local Aboriginal and Torres Strait Islander people in the development of services and programs that meet their cultural, social, clinical and care needs.

Inspired by this vision Juniper will pursue the following:

1

Juniper will engage and partner with Aboriginal and Torres Strait Islander leaders, organisations, communities and families in a relationship that acknowledges their primary leadership and authority in working with their communities.

2

Juniper will be an organisation where people are committed to achieving the best possible outcomes by working with Aboriginal and Torres Strait Islander People.

" Juniper will be an organisation where its reconciliation vision includes embracing diversity and pursuing justice, equality and equity for all. "

Our business

Juniper is a leading provider of care, accommodation and support services for older Western Australians. We are a values driven, not-for-profit agency of the Uniting Church in Western Australia.

Our Mission:

To provide excellent care, accommodation and support services to older Western Australians.

Our Vision:

A life well lived.

Our Values:

Welcome,
Compassion, Respect,
Hope and Courage.

Juniper commenced residential services in 1949, and has since grown to employ more than 2000 staff and around 200 volunteers and supports over 4,500 Western Australians in our retirement villages, home care and community care programs and residential aged care services. In the Kimberley Region, approximately 20% (12) of Juniper's roles are undertaken by Aboriginal and Torres Strait Islander peoples. Whilst across the organisation, 1.7% (19) of employees are Aboriginal and Torres Strait Islander peoples.

Juniper has a strong presence throughout metropolitan Perth and in the Great Southern, Southwest, Kimberley, Mid-West and Wheatbelt regions, giving Juniper a large service footprint across Western Australia.

Juniper became a major provider of residential aged care services in the Kimberley Region in 2014, with current service delivery spanning the East and West Kimberley and comprising the following residential aged care and in-home care services.

Juniper Marlgu Village in Wyndham, Juniper Gerdewoonem in Kununurra, Juniper Numbala Nunga and Ngamang Bawoona in Derby, Juniper Guwardi Ngadu in Fitzroy Crossing, Home Care Packages in Kununurra and Wyndham, Commonwealth Home Support Programme (CHSP) in Wyndham and Kununurra.

Juniper's stakeholders include employees, volunteers, residents, community clients, family members, various healthcare providers, local businesses, suppliers, state and commonwealth governments, national organisations, sister agencies, the Uniting Church in Australia and local communities, specifically those in the Kimberley Region and other regional areas.



Our Reconciliation Action Plan (RAP)

Juniper celebrates Aboriginal and Torres Strait Islander peoples and cultures with their unique and Traditional Custodian relationship to Country as First Peoples of Australia.

We accept both the impact of colonisation of Australia for its First Peoples and subsequent waves of policies that have had ongoing consequences for families and communities resulting in significant marginalisation and disadvantages in Australian society.

In 2019 we were motivated to join the RAP program for several important reasons:

- Juniper has a service footprint from the northern tip of WA in Wyndham to the southern extremity in Albany and is committed to engaging respectfully with local Aboriginal peoples to enhance our service delivery and employment opportunities for Aboriginal people;
- We recognise a different relationship with First Nations peoples is required in Australia and are seeking to make our contribution to this change;
- Juniper is the major aged care service provider in the Kimberley region where the majority of Juniper's residents and clients are Aboriginal and Torres Strait Islander people;

- We seek to contribute to the cultural, social, emotional and economic wellbeing of First Nations peoples; and
- Juniper joins with the Uniting Church in Australia in its long-term commitment to reconciliation with First Nations peoples and support for their aspirations for sovereignty and self-determination as a mission imperative of the Church and Juniper.

Juniper commenced its intentional reconciliation journey in 2019 by engagement with Reconciliation WA, Reconciliation Australia and participation in the Uniting Church in Australia's First Peoples Forum.





In April 2020, the Juniper Board approved a Reconciliation Policy that outlines the organisation's commitment to First Peoples of Australia and the responsibilities and fundamental principles informing the organisation's reconciliation journey.

Due to the presence of varying Aboriginal and Torres Strait Islander populations in the locations where Juniper service sites operate across WA, there are vastly different levels of Juniper's service utilisation by Aboriginal and Torres Strait Islander people ranging from nil in most Perth metropolitan sites to over ninety percent in the Kimberley regions.

Juniper's first RAP (Reflect) 2020-21 had a priority focus on:

1. Engagement and education of the organisation's governance and senior leadership and management group;
2. Employment of Kimberley Aboriginal Development Manager/Advisor and Executive Director for Mission for a two-year period to assist the development of Juniper's Kimberley Strategy;
3. Development of a comprehensive Juniper Kimberley Strategy addressing workforce engagement and education, Aboriginal employment, stakeholder engagement;

cultural safety, property improvement and challenges of financial sustainability in remote settings; group.

4. Engagement of central office corporate employee group; and
5. Educating the overall Juniper workforce on its commitment to the reconciliation journey.

Juniper's Kimberley Strategy developed over the last three years has its current key strategic intention articulated as: Juniper will partner with local communities in the Kimberley to provide culturally appropriate care, accommodation, and support services for older people. It is committed to engage with communities' aspirations for self-determination and Aboriginal controlled services. In addition, Juniper has developed a Kimberley Aboriginal Workforce Strategy and is committed to partnering with community organisations to increase employment opportunities of First Nations people in the Kimberley region.

Juniper has developed a communication and engagement strategy to promote our commitment to reconciliation to all Board members, employees, and volunteers at their orientation and during NRW and NADIOC Week each year.

Juniper's Executive Director Planning and Strategy Support, a member of the Executive Leadership Team, is Juniper's RAP Champion and has the ongoing sponsorship responsibility for overseeing, championing and implementing Juniper's Reconciliation Action Plan.

Partnerships and collaboration

Juniper's current and most extensive partnerships and collaborations are with Aboriginal organisations in the West and East Kimberley regions.

The key partnerships are within the health, employment and training sectors as follows:

Aboriginal Community Controlled Health Organisations:

- Kimberley Aboriginal Medical Services
- Derby Aboriginal Health Service
- Nindilingarri Cultural Health Services
- Ord Valley Aboriginal Health Service
- Wunan Health

Aboriginal Employment Agencies:

- Job Pathways
- Marra Worra Worra Aboriginal Corporation
- Winun Ngari
- Bigiswun Team, Marninwarntikura Women's Resource Centre

Aboriginal Community Development Corporations:

- Kimberley Aboriginal Law & Culture Centre
- Winun Ngari Aboriginal Corporation
- Marra Worra Worra Aboriginal Corporation
- Wunan Foundation
- East Kimberley Job Pathways
- Ngnowar Aerwah Aboriginal Corporation
- Mirima Dawang Woorlab-Gerring Language & Culture Centre

A RAP Working group for the development of this Juniper Innovate RAP commenced in February 2022. Membership included:

- Executive Director Planning and Strategy Support (Lead)
- Two Kimberley Service Managers
- Two Aboriginal and Torres Strait Islander employees from Kimberley service sites
- Two Aboriginal and Torres Strait Islander employees from other Juniper service sites
- Marketing Communications representative
- Training and Development representative
- Manager People and Culture
- Manager Procurement and Contracts



Action Plan

KEY

CEO	Chief Executive Officer
EDCS	Executive Director Corporate Services
EDCBD	Executive Director Community Business Development
EDPSS	Executive Director Planning and Strategy Support
EDR	Executive Director Residential
ESM	Employee Services Manager
RPCP	Kimberley People and Culture Partner
MTD	Manager Training and Development
PCCM	Procurement and Contracts Manager
RD	Regional Director



Relationships

As a large mainstream aged care service provider operating throughout WA, it is critical Juniper's services are accessible and suitable for different communities of older Western Australians with residential and community support needs. It is a common reality for mainstream services to operate in manners that are not tailored for Aboriginal and Torres Strait Islander peoples and therefore proactive engagement with Aboriginal and Torres Strait Islander Elders, families and other community members to build an appreciation of their service provision needs and preferences is essential.

Focus area: Juniper's future Capacity Strategy is as a Provider and Employer of Choice we develop sustainable services for the future. Juniper's Kimberley Strategy is to develop and strengthen relationships with individuals and organisations in the communities in which we serve.

Action	Deliverable	Timeline	Responsibility	
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Implement and communicate an engagement plan to work with and build relationships with Aboriginal and Torres Strait Islander stakeholders and organisations in West and East Kimberley regions.	June 2023, Dec 2023 and June 2024	RD
		• Develop an engagement plan for meeting and engaging with local Aboriginal and Torres Strait Islander stakeholders and organisations in the Mid-West, Wheatbelt, Great Southern and South-West regions where Juniper has services.	Dec 2023	RD and EDR
		• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	Dec 2023	RD
2	Build relationships through celebrating National Reconciliation Week (NRW).	• Distribute Reconciliation Australia’s NRW message and reconciliation resource materials to Juniper’s Board members and all employees and volunteers.	May 2023 and May 2024	EDPSS
		• RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2023 and 2024	EDPSS
		• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2023 and 2024	EDPSS
		• Organise at least one NRW event each year.	27 May – 3 June, 2023 and 2024	EDPSS
		• Register all Juniper’s NRW events on Reconciliation Australia’s NRW website.	May 2023 and 2024	EDPSS



Action	Deliverable	Timeline	Responsibility
3	Promote reconciliation through our sphere of influence.	• Continue with the strategy (developed in the RAP Reflect period) of communicating our commitment to reconciliation to all Board members, employees, and volunteers at their orientation to the organisation and at the time of NRW and NAIDOC Weeks each year.	May and July 2023, May and July 2024 EDPSS
	• Communicate Juniper's commitment to reconciliation through our website, relevant publications and in public forums.	Dec 2022, June 2023, Dec 2023 and June 2024	EDCBD
	• Collaborate with other state and national Uniting Church Australia (UCA) bodies and agencies to further the Church's reconciliation commitment and actions i.e., UCA WA Aboriginal Congress; UCA WA agencies group and UnitingCare Australia First Peoples Forum.	June 2023 and June 2024	EDPSS
	• Collaborate with other aged care providers when opportunities present to pursue shared goals to advance relationships and reconciliation with Aboriginal and Torres Strait Islander stakeholders and organisations	Sept 2023 and 2024	CEO
4	Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to embed existing anti-discrimination provisions, and future needs.	April 2023 ESM
	• Review, update and communicate Juniper's anti-discrimination policy.	June 2023	ESM
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on Juniper's anti-discrimination policy.	April 2023	ESM
	• Educate senior leaders on the effects of racism.	May 2023, 2024	MTD
	• Collaborate with RAP organisations and other like-minded organisations to develop innovate approaches to advance reconciliation.	Dec 2023	EDPSS
	• Identify a racism education program suitable for Juniper's Leadership and Management Team.	May 2023	MTD
	• Develop a user-friendly communication (flyer or booklet) for Aboriginal and Torres Strait employees outlining Juniper's policies and procedures that uphold anti-discrimination.	June 2023	ESM
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Dec 2023	EDPSS




Respect

Juniper's core values are informed by the Uniting Church ethos and Australian aged care quality standards. Respect is one of the foundational values in both domains. Respect is critical to upholding a person's dignity, identity, sense of belonging, choices, and safety and this can only be achieved for Aboriginal and Torres Strait Islander people if an organisation is open to learning about Aboriginal and Torres Strait Islander histories, cultures, and perspectives to build understandings to support respectful relationships.

Focus area: Juniper's future Care Strategy is as a Provider of Choice, our services are of the highest standard.

Action	Deliverable	Timeline	Responsibility	
5	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	Oct 2023	MTD
		• Develop an assessment tool for annual review of all Kimberley workforce to inform an ongoing cultural education program.	Dec 2023	MTD
		• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2023 – June 2024	RD
		• Develop, implement, and communicate a cultural learning strategy document for our staff which include online learning; face to face training and participation in local cultural learning activities.	June 2024	MTD
		• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2024	EDPSS



Action	Deliverable	Timeline	Responsibility
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country. 	May 2023 and May 2024	EDPSS
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	Dec 2022	EDPSS
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. Continue to promote Juniper's guiding document for Welcome and to Country and Acknowledgment of Country with particular attention to the responsibility of the Leadership and Management Team. 	May 2023 and 2024	EDPSS
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events. 	As required	CEO
	<ul style="list-style-type: none"> Develop an Acknowledgment of Country Juniper email signature to be launched on a significant Aboriginal and Torres Strait Islander annual calendar date i.e. NRW or NAIDOC Week 	July 2023	EDPSS
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July, 2023 and 2024	EDPSS
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Review HR policies and procedures to ensure Aboriginal and Torres Strait Islander employees are able to participate in NAIDOC Week 	April 2023	ESM
	<ul style="list-style-type: none"> Promote and encourage participation by staff in external NAIDOC events. 	First week in July, 2023 and 2024	EDPSS
8 Ensure culturally appropriate quality care and support services for Aboriginal and Torres Strait Islander people.	<ul style="list-style-type: none"> Review the cultural safety of Kimberley services and identify areas for improvement. 	June 2023	RD
	<ul style="list-style-type: none"> Collaborate with residents, families and community members on cultural safety and security improvements to service delivery areas such as: community engagement, palliative care and end of life, food menus, outdoor design, activities and gardens. 	June 2023	RD
	<ul style="list-style-type: none"> Develop a cultural safety and security improvement plan addressing service delivery areas from a cultural perspective such as: community engagement; palliative care and end of life; food menus; outdoor design and gardens. 	Dec 2023	RD



Opportunities

Juniper's Board Reconciliation policy commits the organisation to contribute to the cultural, social, emotional and economic wellbeing of Aboriginal and Torres Strait Islander people. Therefore, Juniper will pursue opportunities to extend its employment of Aboriginal and Torres Strait Islander people and procurement from Aboriginal and/or Torres Strait Islander business. Juniper also needs to maintain an awareness of local Aboriginal community health and wellbeing initiatives that Juniper could participate in and support.

Focus area: Juniper's Workforce Strategy is to attract, develop and retain capable people. Juniper's Kimberley Aboriginal Workforce Strategy is to increase employment opportunities for First Nations peoples in the Kimberley region.

Action	Deliverable	Timeline	Responsibility
9 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Dec 2022	KPCP
	• Engage with Aboriginal and Torres Strait Islander employees to gain insights into their employment experience with Juniper and input into how Juniper could attract and retain more Aboriginal and Torres Strait Islander staff (to inform Juniper's recruitment, retention and professional development strategy).	June 2023	KPCP
	• Review and update the Juniper Kimberley Aboriginal Workforce Strategy (recruitment, retention and professional development).	June 2024	RD
	• Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates.	June 2023	KPCP
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	April 2023	ESM

Action	Deliverable	Timeline	Responsibility	
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.	June 2023	EDCS
		• Investigate Supply Nation membership.	June 2023	EDCS
		• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to Leadership and Management Team and staff.	Dec 2023	PCCM
		• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Dec 2023	PCCM
		• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Dec 2023	PCCM
11	Create opportunities for Aboriginal and Torres Strait Islander Employees to share their stories across the organisation.	• Develop a program to engage and promote Aboriginal Employees across Juniper and share their stories.	May 2023 and May 2024	MCM
		• Create videos of Aboriginal employees stories to show during NAIDOC week and at other times in the year to increase employee understanding and awareness across Juniper.	July 2023 and July 2024	MCM



Governance

Action	Deliverable	Timeline	Responsibility
12 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2023 and 2024	EDPSS
	• Establish and apply a Terms of Reference for the RWG.	Dec 2022	EDPSS
	• Meet at least four times per year to drive and monitor RAP implementation.	Oct, Feb, Apr, July 2022, 2023 and 2024	EDPSS
13 Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	June 2023 and 2024	EDPSS
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	Oct, Feb, Apr, July 2022, 2023 and 2024	EDPSS
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	June annually	EDPSS
	• Appoint and maintain an internal RAP Champion from senior management.	June 2023 and 2024	EDPSS
14 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 2023 and 2024	EDPSS
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023 and 2024	EDPSS
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023 and 2024	EDPSS
	• Report RAP progress to all staff and senior leaders quarterly.	July, Oct, Jan, Apr 2022, 2023 and 2024	EDPSS
	• Publicly report our RAP achievements, challenges and learnings, annually in the Annual report.	Nov each year	EDPSS
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	EDPSS
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Jul 2024	EDPSS
15 Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2024	EDPSS



For more information on Juniper's RAP contact:

Eve Currie

Executive Director Planning and Strategy Support

08 6119 5255 | eve.currie@juniper.org.au

