



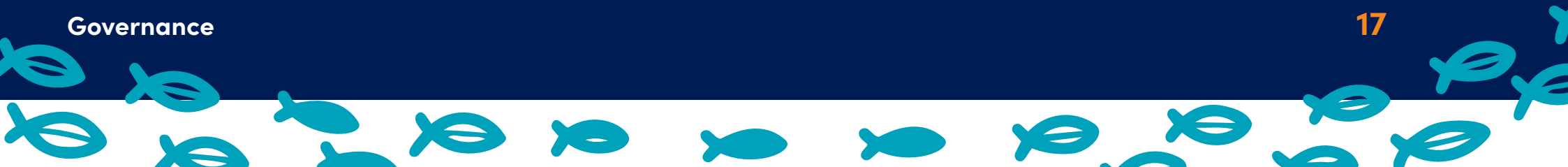
Australian Marine Conservation Society (AMCS)

REFLECT Reconciliation Action Plan (RAP) | July 2026 to December 2027



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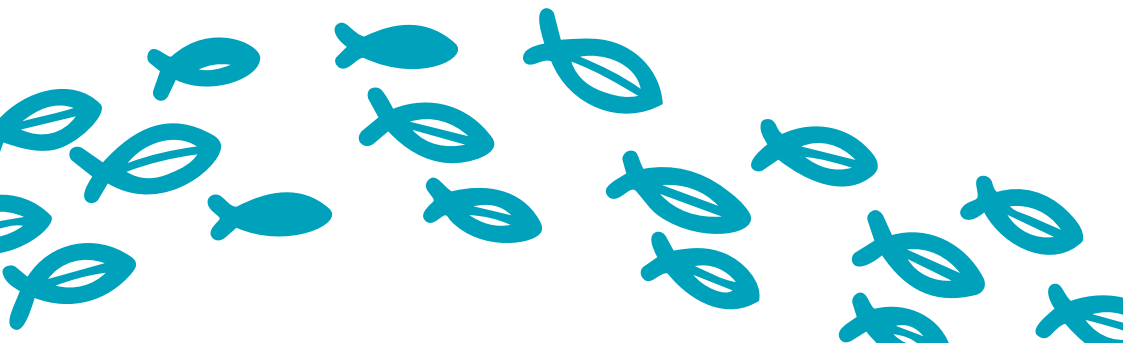


Acknowledgement of Country

The Australian Marine Conservation Society acknowledges the Traditional Custodians of the Land and Sea Countries across Australia, and we pay our deepest respects to Elders past and present.

We recognise the deep, enduring connection that Aboriginal and Torres Strait Islander peoples have as the first custodians of these waters, and we are committed to learning from their knowledge, traditions, and ways of caring for Sea Country.

AMCS celebrates the continuous living cultures of First Nations peoples and acknowledges the important role they play in the life of this country.



Statement from CEO of Reconciliation Australia



Karen Mundine
Reconciliation Australia,
Chief Executive Officer

Reconciliation Australia welcomes the Australian Marine Conservation Society (AMCS) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

AMCS 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 AMCS 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.

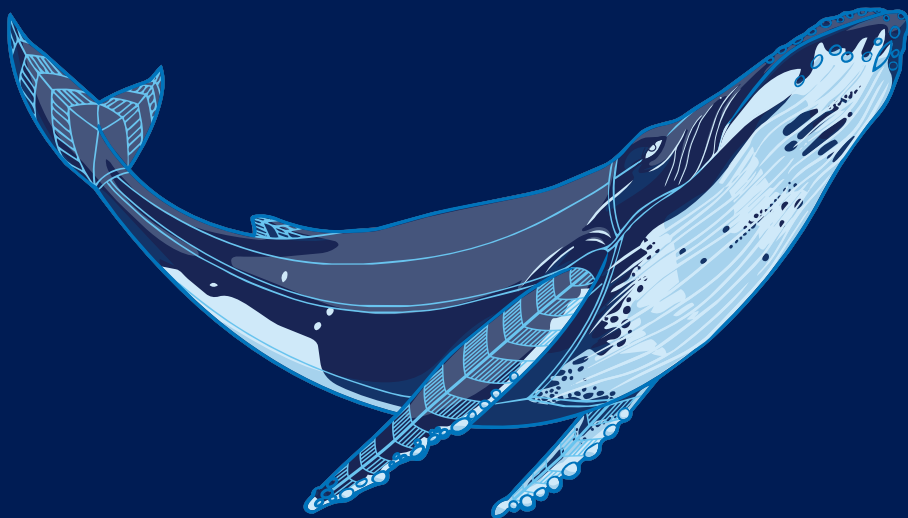
Congratulations AMCS, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Statement from CEO of AMCS



Paul Gamblin

*Australian Marine Conservation Society,
Chief Executive Officer*



If there is to be a positive, meaningful legacy in the work of our organisation, let that include at its core a genuine commitment to listening, understanding and practical work towards reconciliation. This should build on our work with Sea Country peoples in the north, east and west, and recognise that this is only the beginning. But to have taken the first steps should give us confidence, and humility, as we take the next.

The discussions on reconciliation at AMCS have been characterised by palpable goodwill at every stage - but everyone involved has a hunger to translate intention and diligent work into tangible, ongoing impact.

There is also some trepidation about how to proceed, and that what we have developed is either too small to make a difference or so ambitious it could overburden the very people we want to engage with, or engage with more. So it is appropriate that we are at the first stage of reflection, but that we also will move to the next stages as we are ready, on the advice of those whose ancestral connections to Country go back millennia. Their patience alone should inspire a sense of awe and respect.

When we started out on this more formal process, only a few years ago, there was a stronger sense of progress and hope in the nation than many feel and experience now. This only makes it more important that we listen, learn and stand up when it counts most.

Artwork



The design illustrates the Australian Marine Conservation Society's commitment to their Reconciliation Action Plan (RAP).

The design is made up of key elements.

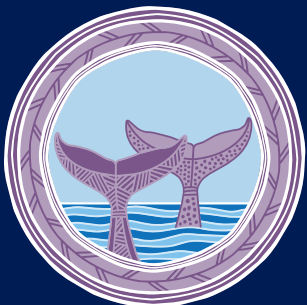
Starting with the icons, 6 in total. First the 5 pillars of a RAP – Race Relations, Equity and Equality, Institutional Integrity, Historical Acceptance and Unity. Finally the AMCS whale icon representing the organisation itself.

Behind them is the healing waters with fish and current moving forward always and connecting each of the icons. Lastly the background patterns represent Sea Country itself.

AMCS sincerely thanks Tarquin Singleton and Red Ochre Republic for their artistry and experience in creating a visual identity for our first RAP.

Reconciliation Icons

Race Relations



Equity & Equality



Institutional Integrity



Historical Acceptance



Unity



Our Business

The Australian Marine Conservation Society works on the big issues that threaten Australia's ocean wildlife.

We are Australia's leading national charity dedicated solely to protecting our precious ocean wildlife – a community of ocean lovers across the nation working for healthy seas.

We are an independent charity, staffed by a committed group of scientists, educators and passionate advocates who have defended Australia's ocean since 1965. Our staff and volunteers work every day to protect Australia's coasts and ocean.

AMCS works on the big issues that threaten ocean wildlife. Together, we have protected critical ocean ecosystems with marine reserves around the nation, including Ningaloo and the Great Barrier Reef. We have led the movement to ban whaling, stopped supertrawlers, and protected threatened and endangered species. Together, our community of ocean lovers save the ocean every day.

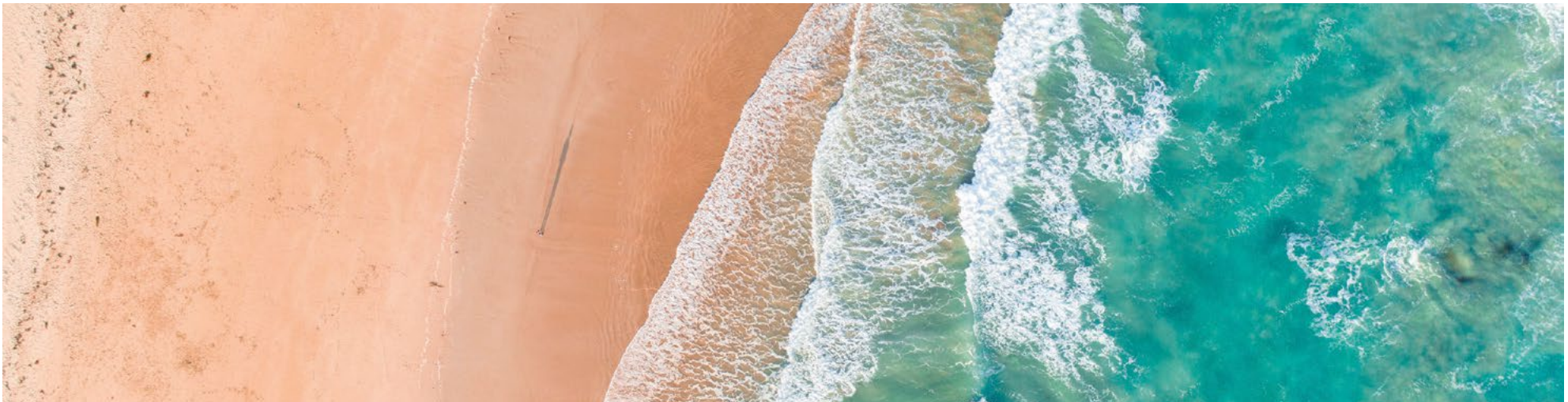


Image by Judah Grubb

Our Vision, Mission and Values

Our Vision: A thriving ocean for a healthy planet

Our Mission: We are the guardians and voice for Australia's ocean, coasts and marine life. We organise and mobilise a powerful community of ocean champions to demand and secure the laws, policies and practices needed to ensure a healthy and thriving ocean for all that depend on it.

Our Values: Passion, Integrity, Courage, Solidarity, Effectiveness, Innovation:

- **Passion.** We demonstrate commitment to and care for our ocean in all we do.
- **Integrity.** We are trusted, credible, independent and ethical in our actions.
- **Courage.** We are brave, respectful and honest advocates for marine life.
- **Solidarity.** We work together, embracing equity, diversity and inclusivity.
- **Effectiveness.** We are driven, professional, agile and resilient, working to deliver the best outcomes for Australia's people and marine wildlife.
- **Innovation.** We are creative, flexible, open and solutions focused.



Image by Leith Holzman



Image by GetUp



Image by Harriet Spark

Our Team

Since forming in 1965, the Australian Marine Conservation Society has worked boldly with communities across Australia to protect and care for Australia's coasts and ocean.

We are a leading and long-standing national environmental organisation and an independent not-for-profit charity. AMCS has a long and deep history as the leading advocate for advocates for Australia's ocean and its marine life. AMCS is our people and our community. We have over 300,000 supporters across the nation and staff in most Australian states and territories. Our committed team of professional and passionate scientists, educators and advocates has defended Australia's ocean since 1965, working alongside our Board and dedicated volunteers around the country to achieve our vision and mission. In 2026, AMCS employs approximately 50 people. Our Board, staff and volunteers work from various offices and locations on the lands of many First Nations peoples around the country including:

- **Meanjin/Magandjin** (Brisbane) on *Yuggera/Jagera* and *Turrbal* Country
- **Naarm** (Melbourne) on *Wurundjeri* and *Boon Wurrung* Country
- **Warrane/Warrang** (Sydney) on *Gadigal* Country
- **Boorloo** (Perth) and **Wooditchup** (Margaret River) on *Noongar* Country
- **Nyinggulu** (Ningaloo/Exmouth) on *Baiyungu*, *Yinnigurrura* and *Thalanyji* Country
- **Gulumoerrgin** (Darwin) on *Larrakia* Country
- **Gimuy** (Cairns) on *Yirriganydji* and *Yidinji* Country

While the number of Aboriginal and Torres Strait Islander staff at AMCS is currently not known, we will work within this RAP to determine culturally appropriate ways to understand this.

Our RAP

‘Side by Side’: AMCS’ vision for working with First Nations peoples of Australia

AMCS’ vision for operating in solidarity with First Nations peoples of Australia emerged from our core values and from two very strong imperatives held by AMCS’ staff, Board and supporters:

1. AMCS’ enormous respect for the knowledge and management of First Nations peoples as custodians of Land and Sea Country; and
2. AMCS’ recognition that First Nations peoples are often asked to reconcile with an external culture that is still connected, in many cases, with deep memories of violence and oppression.

First Nations peoples have rights, interests and deep connections across all of AMCS’ campaign work and our operations are relevant to justice and equity for First Nations peoples. Our activities overlap with Sea Country, Cultural Heritage and community wellbeing, which have been directly impacted by colonisation, loss of rights, and ongoing exclusion from decision-making.

AMCS can play a role in addressing these historic and systemic imbalances by respecting and supporting the leadership of First Nations peoples, ensuring their knowledge and priorities shape and continue to inform ocean protection, and by working towards more just and equitable outcomes for people and Country.

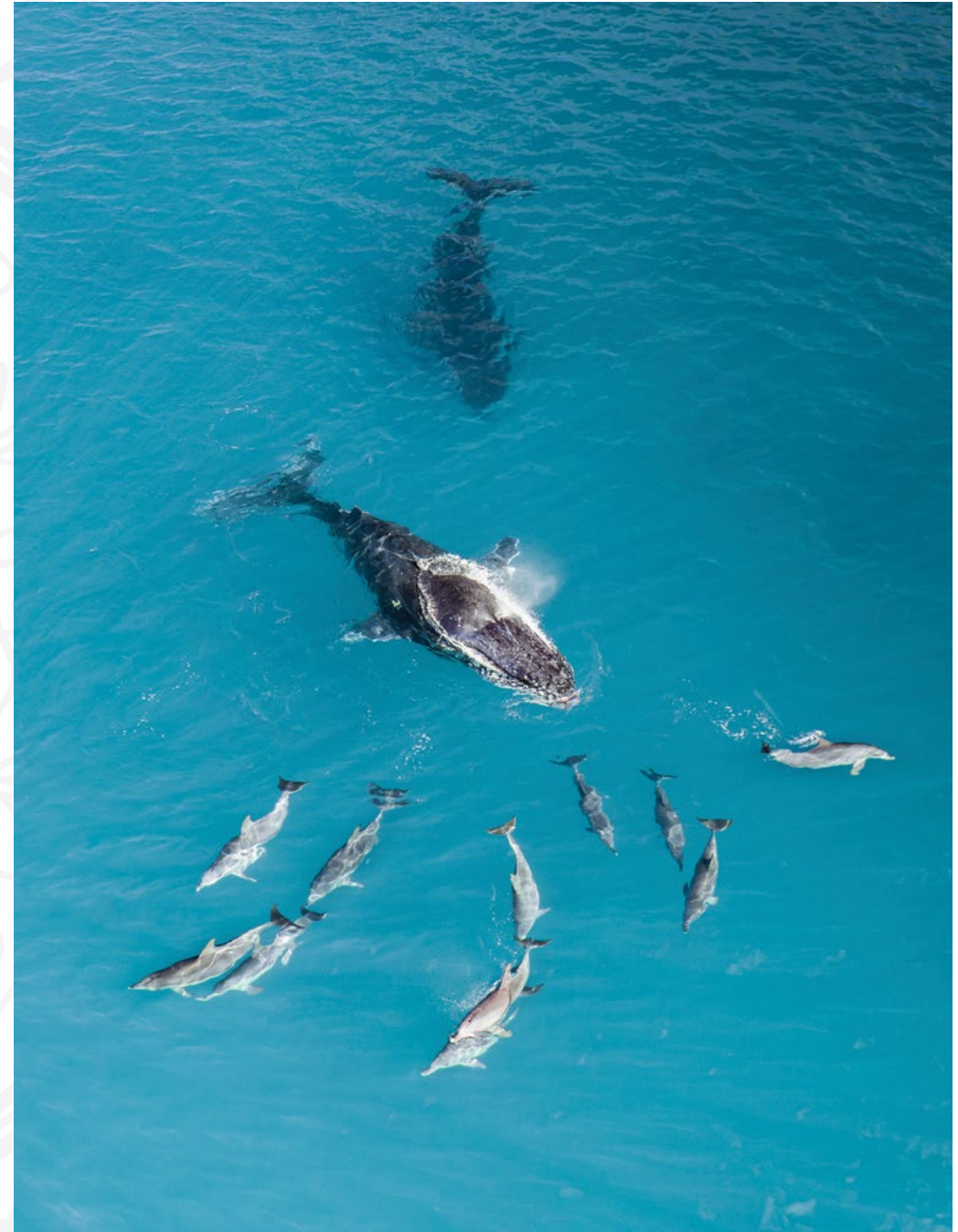


Image by Dylan Dehaas ▲



As an organisation, we're committed to shifting toward a future where AMCS:

PAYS RESPECT

AMCS will recognise, understand, and profile the value of diverse forms of ecological knowledge and cultural wisdom.

PRIVILEGES RELATIONSHIP

AMCS will act in support for First Nations peoples' aspirations, ownership, leadership and management of Sea Country, and actively collaborate and partner with First Nations peoples to achieve improvements to the marine environment.

PROVIDES OPPORTUNITY

AMCS will act for the empowerment of First Nations peoples by providing opportunities and outcomes for employment, development, and leadership in marine conservation.

DISPLAYS GOVERNANCE WITH SOLIDARITY INBUILT

AMCS will be culturally aware, and staff and Board will be equipped to support outcomes for First Nations peoples, and communicate effectively in relationship building.

The Uluru Statement from the Heart foretells a time when First Nations children will "walk in two worlds... their culture will be a gift to their country." At AMCS we aim for a time when we, too, are able to fully understand the culture of two worlds – when the knowledge and practice of First Nations and non-First Nations peoples are mutually valued, and are channelled collaboratively toward solutions for Sea Country. Accordingly, we note the potential for reaching our vision for this future relies primarily on shifts in practice made by AMCS, as reflected in the outcomes above. Taking action to reconcile the past through trust-building action rests with us.

AMCS' Plan for Action ('Side by Side')

Australia's ocean and its management are facing rapid change. New information about the marine environment is continually delivered via research and publications; monitoring and governance of Australia's marine resources struggles to keep pace with technological and legislative developments that facilitate greater extraction. The social context for our work is similarly dynamic – new media and new channels have changed how we communicate and with whom.

Over the course of our 60 year history, AMCS has developed into a responsive and agile organisation to counter these challenges. This is one of the organisation's greatest strengths, and has resulted in many wins for the ocean and marine life. While considering our commitments to action for solidarity with First Nations peoples, we recognised a number of challenges:

1. AMCS' work across the continent inevitably impacts more than one hundred First Nations which have a variety of priorities, histories, and place-based knowledge.
2. First Nations peoples' practice of life and culture, across the diversity of Nations, does not necessarily align easily with the Australian federal or state government processes and timelines under which we frequently work.
3. First Nations peoples' priorities, across the diversity of Nations, do not necessarily, by default, align with our own Vision, Mission, and Values.
4. Each of the hundreds of First Nations in Australia are living, evolving societies, and there is no 'one size fits all' approach to building relationships or meeting priorities.

5. AMCS' operational timelines are closely aligned with political and funding cycles, which are generally shorter than timeframes for culturally appropriate engagement.

In contrast to the challenges we face, we recognise the profound commitment of AMCS staff, Board and supporters to transform our values into tangible actions that benefit the peoples who cared for Sea Country long before AMCS was formed, or Australia was colonised. We recognise the enduring legacy of systemic discrimination and disempowerment that First Nations communities face. We are resolute in our determination to stand alongside other allies in driving progress towards a just and equitable future.

AMCS recognises that despite the challenges, there are many actions we can take now and in the future, to make incremental progress toward our 'Side by Side' vision.

Given the above, the 'Side by Side' Plan for Action for First Nations peoples' engagement and empowerment in AMCS' work (that is, our Reconciliation Action Plan) is intended to be an ongoing program of reflection and change. Borrowing from the adaptive style of ocean management, and our strongest attributes – responsiveness and continual learning – this plan is a framework document that allows for iterative change: allowing for decision making in the face of uncertainty, but with an aim to deepen our relationships, and build trust and confidence over time.

Our Partnerships and Current Activities

'Side by side' so far

The Australian Marine Conservation Society first worked collaboratively with First Nations communities in the 1980s, when we were called to Kakadu National Park to work with Traditional Owners to investigate wetland degradation. Since then, in the Northern Territory AMCS has partnered with Larrakia Nation and other groups through the Keep Top End Coasts Healthy campaign, which focuses on protecting First Nations-owned and managed coastal areas.

Additionally, since 2013, AMCS has:

- Worked with Traditional Owner groups in the Great Barrier Reef region through its Fight for Our Reef campaign. We supported community delegations, including Juru and Birri Gubba representatives, to advocate against developments like the Abbot Point coal terminal expansion.
- Partnered with the Northern Land Council's Malak Malak Rangers to support a long-running and unique program to locate and rescue Critically Endangered juvenile largetooth sawfish in the Northern Territory.
- Supported Kowanyama representatives in securing Net-Free Zones on the west coast of Cape York to protect culturally and ecologically significant marine species.
- Partnered with Girringun Aboriginal Corporation and World Wildlife Fund (WWF-Australia) to review and strengthen the management of the Girringun Indigenous Protected Area.
- Worked with Dhimurru Rangers to raise awareness of plastic pollution impacts, supporting their participation in national advocacy and attending the Global Plastics Treaty negotiations.

- Supported li-Anthawirriyarra Sea Rangers to join AMCS staff at the International Marine Protected Areas Congress to contribute to global discussions on ocean protection.
- Worked alongside Nyinggulu Traditional Owners for the health and protection of Nyinggulu thanardi ngarrari (Ningaloo Land and Sea Country) including Exmouth Gulf.

In 2023, AMCS established an internal working group, the Action for First Nations Working Group (which has become the Reconciliation Working Group), to begin our reconciliation process. This consisted of a representative from each team in the organisation, to ensure information from this process flowed throughout the entire organisation.

The working group held regular meetings to first develop a Terms of Reference for the Group, and subsequently to develop the vision for 'Side by Side'. The group has facilitated the creation of AMCS organisational commitments to working 'Side by Side' through a working model that extends throughout the entire organisation; encouraging feedback and input from all staff and Board members. Members of the working group have facilitated panel discussions and workshops with the whole organisation, have procured learning experiences for the entire organisation through ongoing online seminars, and continue to ensure AMCS' commitments to reconciliation are delivered. The working group has developed this Reflect RAP, and is responsible for guiding our organisation toward its successful implementation and furthering reconciliation within our organisation and our sphere of influence.

Relationships			
Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.	Identify First Nations stakeholders and organisations within our local area or sphere of influence	March 2027	Lead: Campaigns Director
	Research and document best practice and principles that support partnerships with First Nations stakeholders and organisations.	August 2026 Review July 2027	Lead: Reconciliation Action Coordinator
	Document existing connections with First Nations stakeholders and organisations for the purpose of developing a co-ordinated and sustainable general outreach and relationship building plan	February 2027	Lead: Campaigns Director Support: People & Culture Director, Reconciliation Action Coordinator
	Develop a co-ordinated and sustainable general outreach and relationship building plan	July 2026	Lead: Reconciliation Action Coordinator
	Consider new connections with First Nations stakeholders and organisations in our areas of operation, updating our outreach and relationship building plan accordingly	March 2027	Lead: Campaigns Director Support: Reconciliation Action Coordinator
	Ensure relationships are documented so that future interactions are managed through established connections at AMCS	Annually in July 2027	Lead: Campaigns Director Support: Reconciliation Action Coordinator
	Undertake outreach and/or collaborate with First Nations-led organisations to inform creation of special content for newsletters, media and web content, where possible	March 2027	Lead: Fundraising Director, Communications Director Support: Campaigns Director
Support and work with First Nations organisations on shared aspirations.	Engage with First Nations peoples and organisations to identify areas of AMCS work that align with, or have impacts for First Nations groups, and create space to co-design with First Nations peoples and organisations as part of project planning	February 2027	Lead: Campaigns Director
	Invite and encourage First Nations engagement in campaign alliances and/or in scoping and planning	February 2027	Lead: Campaigns Director
	Where aligned with our organisational values, request joint-meetings with, or support First Nations people to advocate directly to, decision-makers on areas of shared focus	February 2027	Lead: Campaigns Director
	Consider co-hosting and/or invite First Nations attendance at physical and online events such as exhibitions, screenings and market stalls	August 2026	Leads: Communications Director, Fundraising Director Support: Philanthropy Development Manager



Relationships

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week.	Circulate reminders and resources on First Nations National Reconciliation Week events to our staff with sufficient lead time for planning	NRW – May 2027	Lead: Reconciliation Action Coordinator
	Reconciliation Working Group members to participate in an external National Reconciliation Week	27 May – 3 June 2027	Lead: Reconciliation Action Coordinator
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week	27 May– 3 June 2027	Lead: Reconciliation Action Coordinator
Promote reconciliation through our sphere of influence (staff and like-minded organisations).	Continue to communicate our commitment to reconciliation to all staff through onboarding and induction of new staff, and at regular staff / board events (National Meeting, staff meetings, etc).	Beginning July 2026, then ongoing	Lead: People & Culture Director
	Identify and document/assess external stakeholders that our organisation can engage with on our reconciliation journey	Beginning July 2026, then ongoing	Lead: Reconciliation Action Coordinator Support: People & Culture Director
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2026	Lead: Reconciliation Action Coordinator
Promote reconciliation through our sphere of influence (supporters).	Raise awareness of Sea Country stories with supporters that supports and educates about the importance of reconciliation and strengthens relationships between non-Indigenous Australians and First Nations Peoples during National Reconciliation Week while ensuring Indigenous Cultural and Intellectual Property (ICIP) is respected	June 2027	Lead: Communications Director Support: Campaign Communications Manager
	Where consultation and permission has been granted by appropriate First Nations knowledge holders, include select First Nations words and place names in the AMCS style guide and appropriately use First Nations words, place names & species names in external communications	January 2027	Lead: Communications Director
	Recognise significant First Nations dates through our communications and products (socials, newsletters, calendars, merch)	Beginning July 2026, then ongoing	Leads: Communications Director, Fundraising Director
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination	October 2026	Lead: HR Advisor Support: People & Culture Director
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	November 2026	Lead: HR Advisor Support: People & Culture Director



Respect

Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of First Nations cultures, histories, knowledge and rights within our organisation	October 2026	Lead: Reconciliation Action Coordinator
	Conduct a review of cultural learning needs within our organisation	January 2027	Lead: Reconciliation Action Coordinator Support: HR Advisor
	Continue mandatory cultural awareness training as part of onboarding process	July 2026, then ongoing	Lead: HR Advisor Support: Finance & Operations Director
	Promote ongoing learning opportunities (both formal and informal) for all staff through exposure and engagement with First Nations' content, and ensure the team is aware of advanced cultural training opportunities	Beginning August 2026, then ongoing	Lead: Reconciliation Action Coordinator Support: HR Advisor
	Identify opportunities for biennial advanced cultural awareness training for AMCS leadership	October 2026, review annually	Lead: Reconciliation Action Coordinator Support: HR Advisor
Demonstrate respect to First Nations 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	September 2026	Lead: Campaigns Director Support: CEO, Reconciliation Action Coordinator
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Beginning July 2026, then ongoing	Lead: Reconciliation Action Coordinator
	Develop and implement guidelines for AMCS partnership-building efforts with First Nations contacts, to ensure cultural protocols and best practice are observed	January 2026	Lead: Reconciliation Action Coordinator
	AMCS teams inform and debrief with their First Nations contacts during and after collaborative campaigns or projects	Beginning July 2026 then ongoing	Leads: Campaigns Director, Communications Director Support: Fundraising Director
	Share Sea Country stories and artwork in keeping with AMCS' Indigenous Cultural and Intellectual Property (ICIP) policy and AMCS Messaging and Style Guide	August 2026, then ongoing	Leads: Communications Director, Fundraising Director
Build respect for First Nations cultures and histories by celebrating NAIDOC Week and other significant First Nations dates.	Raise awareness and share information and stories amongst our staff about the meaning of NAIDOC Week	July 2026, and annually	Lead: Reconciliation Action Coordinator
	Introduce our staff to NAIDOC Week by promoting external events in our local area	July 2026, and annually	Lead: Reconciliation Action Coordinator
	Reconciliation Working Group to participate in an external NAIDOC Week event	First week in July, 2026	Lead: Reconciliation Action Coordinator



Respect

Action	Deliverable	Timeline	Responsibility
Build respect for First Nations cultures and histories by celebrating other significant First Nations dates.	Develop and regularly update a calendar of significant First Nations dates and opportunities for staff to attend, participate and learn through these events	Beginning July 2026, then ongoing	Lead: Reconciliation Action Coordinator Support: HR Advisor
	Reconciliation Working Group to participate in external significant First Nations events.	Beginning July 2026, then ongoing	Lead: Reconciliation Action Coordinator
Promote respect for First Nations cultures and histories through our sphere of influence.	Continue to communicate our commitment to build respect for First Nations cultures and histories to all staff through onboarding and induction of new staff, and at regular staff / Board events (National Meeting, staff meetings, etc).	Beginning July 2026, then ongoing	Leads: People & Culture Director, HR Advisor
	Identify and document/assess external stakeholders that our organisation can engage with on our journey to build respect for First Nations cultures and histories	Beginning September 2026, then ongoing	Lead: Reconciliation Action Coordinator Support: People & Culture Director



Opportunities

Opportunities			
Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Develop a business case for First Nations employment within our organisation	April 2027	Lead: HR Advisor Support: Finance & Operations Director
	Build understanding of current First Nations staffing to inform future employment and professional development opportunities	October 2026	Lead: HR Advisor Support: People & Culture WWDirector
	Ensure any new and revised AMCS policies that explicitly mention First Nations commitments or connections are reviewed by a First Nations consultant or advisor	July 2026	Lead: People & Culture Director Support: Reconciliation Action Coordinator
	Indicate AMCS' commitment to hiring Aboriginal and/or Torres Strait Islander peoples in recruitment materials including job advertisements and standard interview questions	October 2026	Lead: People & Culture Director Support: HR Advisor
	Ensure staff work plans include their relevant AMCS' Side by Side commitments to First Nations action	February 2027	Lead: HR Advisor Support: People & Culture Director
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from First Nations owned businesses	September 2026	Lead: Finance & Operations Director Support: Reconciliation Action Coordinator
	Investigate Supply Nation membership, and procure goods and services from First Nations suppliers, where aligned with our organisational values and operational needs	October 2026	Lead: Finance & Operations Director Support: Reconciliation Action Coordinator
	Develop an AMCS Indigenous Cultural and Intellectual Property (ICIP) policy to ensure First Nations time, knowledge and expertise are appropriately recognised, valued, and compensated	July 2026	Lead: Communications Director Support: Reconciliation Action Coordinator
	Consider opportunities for AMCS to provide financial or in-kind support to First Nations-led programs that build capacity on Sea Country	Beginning January 2027, then ongoing	Leads: Campaigns Director, Finance & Operations Director Support: Fundraising Director



Governance

Governance			
Action	Deliverable	Timeline	Responsibility
Establish and maintain effective Governance structures to drive implementation of the RAP.	Maintain an internal Reconciliation Working Group to lead, guide and monitor progress on our RAP 'Side by Side' commitments	December 2026	Lead: Reconciliation Action Coordinator Support: People & Culture Director, CEO
	Maintain a paid role for chairing Reconciliation Working Group and leading Side by Side program	January 2027	Lead: CEO Support: People & Culture Director
	Maintain a Terms of Reference for the Reconciliation Working Group	July 2026, review in June 2027	Lead: Reconciliation Action Coordinator Support: CEO, People & Culture Director
	Establish First Nations representation on the Reconciliation Working Group	September 2027	Leads: Reconciliation Action Coordinator, People & Culture Director Support: CEO
	Continue to invite all AMCS staff and Board to attend Reconciliation Working Group meetings on a 'drop-in' basis	Beginning July 2026, ongoing	Lead: Reconciliation Action Coordinator
Ensure consideration of First Nations outcomes and impacts is embedded within AMCS culture.	Strategic Planning activities include horizon scanning, which includes consulting with First Nations communities on political and aspirational goals	February 2027	Leads: CEO, Board President Support: Campaigns Director, People & Culture Director
	Collaborate with staff as well as Aboriginal and Torres Strait Islander advisors to consult on embedding culturally safe practices into AMCS	October 2027	Leads: People & Culture Director, HR Advisor Support: Reconciliation Action Coordinator



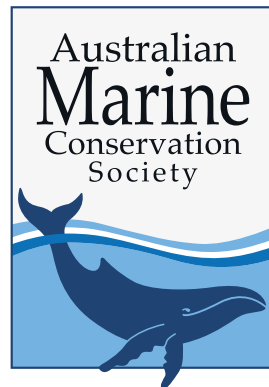
Governance

Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP 'Side by Side' commitments.	Define resource needs for RAP 'Side by Side' implementation	September 2026	Lead: Reconciliation Action Coordinator Supports: CEO, People & Culture Director
	Continue engaging senior leaders in the delivery of RAP 'Side by Side' commitments, and review engagement over time	July 2026, then ongoing (Review July 2027)	Lead: CEO Support: Reconciliation Action Coordinator
	Provide support to senior leaders to effectively champion our RAP internally	September 2026	Lead: CEO
	Define appropriate systems and capabilities to track, measure and report on RAP 'Side by Side' commitments	September 2026	Lead: Reconciliation Action Coordinator Support: People & Culture Director
	Establish formal and ongoing First Nations engagement with the AMCS Board to support inclusive governance and informed decision-making	September 2027	Lead: Board President Supports: CEO, People & Culture Director, Reconciliation Action Coordinator
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 2026 and 2027	Lead: Reconciliation Action Coordinator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	August 2026	Lead: Reconciliation Action Coordinator
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia	30 September 2026, 2027	Lead: Reconciliation Action Coordinator
	Review and revise our Reconciliation Action / 'Side by side' Plan, and these commitments annually	July 2027	Lead: CEO, People & Culture Director Support: Reconciliation Action Coordinator
	Report on our Reconciliation Action / 'Side by Side' activities at Board meetings and Annual National Meeting	July, August, October, December 2026 February, April, June, August 2027	Leads: CEO, Reconciliation Action Coordinator Support: Finance & Operations Director, People & Culture Director



Governance

Action	Deliverable	Timeline	Responsibility
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP	November 2027	Lead: Reconciliation Action Coordinator



Contact details:

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