

**REFLECT**  
**Reconciliation Plan**

**NATIONAL AUSTRALIA DAY COUNCIL**

May 2025-November 2026

**NADC**

National  
Australia Day  
Council





### A statement from Karen Mundine, Reconciliation Australia CEO

Reconciliation Australia congratulates National Australia Day Council (NADC) on continuing its reconciliation journey by formally endorsing NADC's Reflect Reconciliation Action Plan (RAP).

Through this plan, NADC continues to play an important role in a network of more than 3000 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 close to three 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 continues the journey and primes 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 to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables NADC 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations NADC on your Reflect RAP, and I look forward to following your continuing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



### A statement from Mark Fraser AO CVO, National Australia Day Council CEO

We are a unique country, home to the oldest continuous living culture in the world. There is such pride to be taken from this; the richness and diversity of Aboriginal and Torres Strait Islander cultures is woven into the very fabric of this country and its breathtaking landscapes.

The National Australia Day Council (NADC)'s mission is to unite all Australians through reflection, respect and celebration. When we talk about the story of Australia, we must embrace all we have learnt from our past and how it has shaped who we are today.

Through this Reconciliation Action Plan, the NADC is committed to fostering our own understanding and awareness. We recognise the opportunity we have to lead by example and acknowledge the importance of our national day; its significance is evolving.

In addition to our Reflect RAP – developed in consultation with NADC Board, staff and Reconciliation Australia – consultations regularly take place with First Nations representatives to inform the Australia Day events that take place in capital cities across the country.

Funding is also directed to communities to deepen the public's knowledge, respect and understanding of the first inhabitants of our land. There is always more to be done, and I believe we can do more and achieve more together.

**Mark Fraser AO CVO**  
Chief Executive Officer  
National Australia Day Council



## CONTENTS

A statement from Karen Mundine, Reconciliation Australia CEO	1
A statement from Mark Fraser AO CVO, National Australia Day Council CEO	2
Our Business	5
Our Reconciliation Action Plan	7
Reconciliation Action Plan 2025-2026	8
Our partnerships/current activities	8
Relationships	9
Respect	10
Opportunities	11
Governance	12

Our Business

Overview of the NADC

The National Australia Day Council (NADC) is a not-for-profit company, limited by guarantee and with the Commonwealth government as its sole shareholder. The NADC has a close working relationship with the Department of the Prime Minister and Cabinet and reports to the Commonwealth Parliament under the provisions of the Public Governance, Performance and Accountability Act 2013 (Cwth).

The operations of the company are overseen by a board of directors appointed by the Assistant Minister to the Prime Minister.

The core purpose outlined in the NADC Corporate Plan is to:

- Actively promote our national day to all Australians
- Inspire national pride and unity through participation
- Promote its central message: Reflect. Respect. Celebrate.

The NADC’s key activities focus on three priority areas:

- Celebrate the contribution of inspiring Australians and foster a sense of belonging;
- Empower Australians to reflect, respect and celebrate; and
- Build collaborative partnerships.
- The NADC is administered by a board of ten directors with staff consisting of 13 full-time employees.

Currently, the NADC has two Aboriginal or Torres Strait Islander board members. At present our organisation has no known staff that identify as Aboriginal and/or Torres Strait Islander people.

The NADC works closely with the Australia Day National Network:

QLD	Department of Premier and Cabinet	Brisbane
NSW	Premier’s Department NSW and Destination NSW	Sydney
ACT	Chief Minister, Treasury and Economic Development Directorate	Canberra
VIC	Department of Premier and Cabinet	Melbourne
TAS	Department of Premier and Cabinet	Tasmania
SA	Australia Day Council South Australia	Adelaide
WA	Auspire	Perth
NT	Australia Day Council Northern Territory	Darwin



## Our Reconciliation Action Plan

This Reflect RAP is the fifth NADC RAP and the second Reflect RAP submitted to Reconciliation Australia. Since submitting its last RAP, the NADC has had significant staff turnover, including within the executive and board. It is anticipated that lessons learned from the required deliverables will inform progress beyond the Reflect RAP to an Innovate RAP during the next 12 months.

Our vision for reconciliation is based on the Five Dimensions: race relations; equality and equity; institutional integrity, unity and historical acceptance.

Australia Day is a day to reflect on, and pay respect to, the cultures, stories, histories and people from all walks of life; from First Australians to those whose families travelled here centuries ago, and those more recently arrived. On this day, we can celebrate the deep connection to Country that First Nations people have and reflect on how we are all shaped by the land on which we live, work and play – from the freshwater to the saltwater, the rainforest to the desert.

Australia Day is a time to pause and reflect on the timeless history of our nation – 65,000 years, or more than 2,500 generations – of history and continuous culture. From the First Australians to the descendants of settlers, children of migrants and those recently arrived, Australia Day is a day to reflect, respect and celebrate our part in our nation's story.

It is a day to reflect on our complete and complex history, and to understand that acknowledging and reconciling our past helps lay a path to a stronger future. We respect and celebrate Aboriginal and Torres Strait Islander people's survival, resilience and enduring culture.

This Reconciliation Action Plan (RAP) demonstrates the NADC's continuing commitment to work within our sphere of influence to contribute to advancing reconciliation. By acknowledging the contributions of Aboriginal and Torres Strait Islander peoples to our past, present and future, the NADC will ensure all programs it presents, not only on 26 January, play a respectful and positive role in ensuring First Nations perspectives are included in everything we do.

To this end, the NADC publishes a range of regularly reviewed resources on our website to assist community organisations and others to respectfully engage with First Nations peoples. The NADC has also engaged a First Nations consultant to provide advice and support on the delivery of key NADC programs.

## Reconciliation Action Plan 2025-2026

The NADC's RAP captures a continuing commitment to work towards reconciliation between Aboriginal and Torres Strait Islander peoples and the wider Australian community.

This is championed by the CEO who is committed to achieving the NADC's vision to inspire national pride and unity and who understands the vital part played by reconciliation in this process.

The NADC acknowledges the Traditional Owners of the lands across Australia and particularly acknowledges the Ngunnawal people of the ACT on whose lands the NADC is situated and pays respects to Elders and to all Traditional Owners with enduring connections to the lands surrounding Canberra including the Ngunnawal, Ngunawal and Ngambri peoples.

The NADC's RAP is publicly available on the website [www.australiaday.org.au](http://www.australiaday.org.au) and will be shared with the Australia Day National Network and corporate partners.

The NADC is committed to the development and implementation of reconciliation initiatives in the areas Relationships, Respect and Opportunities.

## Our partnerships/current activities

The NADC engages Aboriginal and Torres Strait Islander peoples, both directly and indirectly, through the Australian of the Year Awards and Australia Day events. These engagements include Welcomes to Country, Smoking Ceremonies, performances and commissions by Aboriginal and Torres Strait Islander artists, and the involvement of a First Nations advisor for all major functions and programs.



Relationships

The NADC is committed to working within its sphere of influence to advance reconciliation. By acknowledging the contributions of Aboriginal and Torres Strait Islander peoples to our past, present and future, the NADC will ensure that all programs, not just those on Australia Day, play a respectful and positive role in incorporating First Nations perspectives into all activities.

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	July 2025	Director Business Operations (DBO)
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations -	August 2025	RAP Working Group (RWG) members
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	RWG lead
	• RAP Working Group members to participate in an external NRW event.	27 May-3 June 2025 & 2026	RWG lead
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2025 & 2026	CEO
	• Actively seek to share stories of inspiring Aboriginal and Torres Strait Islander people as part of the ongoing NADC communications plan, particularly during NRW	27 May-3 June 2025 & 2026	National Communications Manager
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	Ongoing	CEO
	• Identify RAP, external stakeholders and other like-minded and aligned organisations that we could approach to collaborate with on our reconciliation journey.	November 2025	RWG members
	• Review and update website resources to assist community organisations and others to respectfully engage with First Nations peoples.	February 2026	National Communications Manager
	• Research and understand best practices in truth telling in consultation with Aboriginal and Torres Strait Islander advisors and stakeholders.	October 2026	DBO
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination	August 2025	RWG Organisational Executive
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2025	DBO
	• Cultural Awareness session for all staff and board members	December 2025	DBO



Respect

At the NADC, respect for Aboriginal and Torres Strait Islander cultures, histories and knowledge is essential to our organisation. We take pride in intertwining these cultures and traditions into everything we do, working towards a more inclusive and respectful environment for all.

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 business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2026	DBO
	• Conduct a review of cultural learning needs within our organisation.	September 2026	DBO
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.	October 2026	DBO
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2026	Aboriginal or Torres Strait Islander Board member
	• Actively engage Aboriginal and or Torres Strait Islander advisors to ensure culturally appropriate involvement in major events.	Sept-25 to Jan 26	Director Events and Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025 and 2026	RWG lead
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025 and 2026	RWG staff lead
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025 and 2026	DBO
	• Share appropriate examples of cultural practices with NADC staff during NAIDOC week	First week in July, 2025 and 2026	National Communications Manager



Opportunities



Opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities are important to our organisation as they promote employment and professional development, fostering a more inclusive and equitable workplace.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	October 2026	DBO
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2026	DBO
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2026	DBO
	• Investigate Supply Nation membership	July 2025	RWG lead

Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	May 2025	CEO
	• Review Terms of Reference for the RWG	June 2025	DBO
	• Maintain Aboriginal and Torres Strait Islander representation on the RWG where possible.	May 2025	CEO
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	June 2025	RWG lead
	• Engage senior leaders in the delivery of RAP commitments.	June 2025	CEO
	• Maintain a senior leader to champion our RAP internally.	July 2025	CEO
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2025	RWG lead
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.	June annually	RWG lead
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RWG lead
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	DBO & RWP lead
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	August 2026	DBO & RWP lead



## **CONTACT DETAILS**

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