



elephant in the room  
consulting

# Writing and Developing an Effective RAP

**Facilitated by:**

Jenni Walke, Founder & Managing Director  
Elephant in the Room Consulting

[www.elephantintheroomau.com](http://www.elephantintheroomau.com)

We acknowledge the Traditional Owners of Country throughout Australia and pay our respects to Elders past, present and emerging.

This workbook was developed by Elephant in the Room Consulting Pty Ltd. All rights reserved.

## Welcome!

This workbook is your space to reflect, explore, and build a Reconciliation Action Plan (RAP) that is not only endorsed, but deeply embedded in your organisation.

We are the architects of change, using creativity as our blueprint to build bridges of reconciliation.

– Jenni Walke

## Section 1: Why a RAP?

---

We see that RAP as a formal statement of commitment to reconciliation. As a strategic document, it provides a structure that formalises an organisation's commitments to reconciliation, while helping to foster a community of shared values, and goals, aligned by a common language.

RAPs also demonstrate a commitment to developing and implementing initiatives that will support reconciliation while empowering the organisation to work effectively with Aboriginal and Torres Strait Islander stakeholders to increase awareness, education, and participation.

### **Why is your organisation undertaking a RAP?**

Write your thoughts below:

.....  
.....  
.....

### **What difference will it make to:**

- Your organisation?
- Your people?
- Aboriginal and Torres Strait Islander communities

.....  
.....  
.....  
.....



## Section 2: Five Dimensions of Reconciliation

---

### Definitions:

1. **Race Relations** - Positive and respectful relationships between Aboriginal and Torres Strait Islander peoples and the wider community
2. **Equality & Equity** - Equal life chances and access to services
3. **Institutional Integrity** - Active support for reconciliation by organisations
4. **Unity** - An Australian society that values Aboriginal and Torres Strait Islander cultures
5. **Historical Acceptance** - Acknowledging and accepting past injustices

What do these dimensions mean to your organisation?

.....

.....

.....

.....



## Section 3: RAP Framework

---

### Core Pillars

**Respect:** Understanding of Aboriginal and Torres Strait Islander cultures, rights and experiences underpins progress toward all five dimensions of reconciliation

- What actions demonstrate respect in your context?

.....  
.....  
.....  
.....

**Relationships:** To achieve reconciliation, we need to develop strong relationships built on trust and respect, and that are free of racism.

- What does trust and respect look like in your partnerships?

.....  
.....  
.....  
.....

**Opportunities:** Understanding of Aboriginal and Torres Strait Islander cultures, rights and experiences underpins progress toward all five dimensions of reconciliation.

- How can you create meaningful pathways and change?

.....  
.....  
.....  
.....



## Section 4: From Template to Transformation

---

While receiving endorsement from Reconciliation Australia is a critical step, it's only the beginning. A RAP is not just a document—it's a living commitment. The true power of a RAP lies in how it's embedded into the everyday operations, mindset, and culture of your organisation.

To meet the formal requirements, you'll need to address the mandatory actions and deliverables in Reconciliation Australia's RAP templates (Reflect, Innovate, Stretch, or Elevate). These include set actions under the core pillars of Respect, Relationships, and Opportunities.

But meeting the minimum isn't the goal. Instead, your RAP should be a strategic tool that brings your organisational values to life through bold, meaningful action. That's why our approach shifts the conversation from "tick the box" to "change the culture."

Our approach is based on **3 Core Principles:**

1. **Align** RAP Commitments with strategy and values
2. **Shift** to Programs, not one-off actions
3. **Embed** into Everyday Operations

### Reflection:

What are your core principles for RAP?

.....

.....

.....

.....



## Section 5: Our Signature 5-Stage RAP Development Approach



This process supports you to design a RAP that is both achievable and ambitious—one that’s deeply embedded and sustainably delivered.

### 1. Discovery - Learn and Listen

- Reflect on your “why”
- Assess where your organisation is currently at
- Engage internal stakeholders and First Nations voices

### 2. Collaborative Planning & Vision - Set Bold and Clear Goals

- Bring the right people together
- Define what success looks like
- Align with business goals and values

### 3. RAP Document Development - Bring It to Life

Draft your RAP using insights and strategy  
Identify actions, timeframes, and accountabilities

### 4. Community Collaboration - Engage Meaningfully

Build respectful partnerships with First Nations communities  
Ensure engagement is ongoing and reciprocal

### 5. Endorsement & Implementation - Make It Real

Submit your RAP for endorsement  
Launch your RAP and embed it in business practices



# Section 6: Building a Sustainable RAP

---

## Implementing the Key Steps

- 1. **Align** RAP Commitments with strategy and values
- 2. **Shift** to Programs, not one-off actions
- 3. **Embed** into Everyday Operations

**Reflection:**

What stage are we in now?  
What needs to shift? Where might we need more engagement or clarity?  
Who do we need to bring into the room?

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

Ideas for Programs or Initiatives:

.....  
.....  
.....  
.....



# Final Thoughts & Next Steps

---

What is one action you will take this week to move your RAP forward?

.....  
.....  
.....  
.....



## About the Author

---

Jenni Walke, a proud Bundjalung woman, is a visionary business consultant and Indigenous affairs specialist who blends lived experience with deep strategic expertise. As the founder of Elephant in the Room Consulting, she works at the intersection of business, culture and impact – helping organisations turn vision into action through practical, purpose-led strategy.

With over 30 years of experience spanning leadership development, policy, program design, and facilitation, including service in the military and senior roles in both the public and private sectors, **Jenni brings a grounded, real-world perspective to everything she does. Her work is rooted in Indigenous ways of knowing, doing and being, and informed by a deep commitment to sustainable change.**

Through Elephant in the Room Consulting, Jenni specialises in reconciliation strategy and cultural capability uplift, leadership development and executive coaching, business strategy and facilitation, and supporting organisations to embed cultural safety and inclusive practices into business-as-usual.

## About Elephant in the Room Consulting

---

Founded by Jenni in 2017, Elephant in the Room Consulting is a wholly Indigenous-owned, female-led management consultancy based on Turrbal and Jagera Country in Southeast Queensland. We are a multi-disciplinary firm with expertise in:

- Cultural learning and strategy development
- Executive coaching and leadership programs
- Capability uplift and inclusive workplace design
- Business performance and impact planning

We take a people-first, data-informed approach to co-design strategies that are practical, adaptive, and culturally informed – supporting leaders to navigate complexity with clarity and confidence. Collaborating with organisations that are ready to do better, not just in business, but for people, place and purpose we create impact. If you're ready to make reconciliation, cultural capability and ethical leadership more than a statement, you're in the right place.

**Connect with us on our socials @elephantintheroomau**



## **Contact**

Jenni Walke, Managing Director  
Elephant in the Room Consulting  
0447 396 980  
jenni@eitrc consulting.com  
www.eitrc consulting.com  
@elephantintheroomau

