



# Developing your Reconciliation Action Plan

## Nganya RAP Prospectus

*People, potential, growth and impact.*



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## Acknowledgement of Country

Nganya acknowledges the Traditional Custodians of Country throughout this land and recognises their connection throughout time to lands and waters.

We admire the collective wisdom of First Nations communities in health, spiritual wellbeing, caring for Country, science, education, and trade and local economies. We recognise the past provides us each with an opportunity to have a better understanding of ourselves and the world we are connected to.

We remember, honour and have a deep appreciation for First Nations peoples and communities who have and are emotionally, physically, spiritually and culturally harmed by colonisation.

We pay our respects to all Elders past, present and emerging and recognise their wisdom, strength, and resilience.



# About Nganya

Nganya provides a people and relationship-focused approach to better community engagement to ensure two-way relationships are nurtured with Aboriginal communities. We support and stretch organisations to make valuable contributions, that achieve sustainable social change for equitable outcomes.

We consult on and provide advice that is transparent, informed and purposeful for the individuals and teams within the organisations we collaborate with, and the communities they are connected to. Our work is effective and long-lasting because our focus is not on 'doing the work', but committed to building the capability of organisations to have greater clarity, confidence and connection to the work they do in partnership with Aboriginal communities.

Nganya's commitment is to support corporate change-makers to be more conscious, curious and courageous in their leadership and the collaborations they initiate with communities. We are determined to elevate thinking and action beyond generic and transactional engagement to more robust, targeted and outcome-focused partnerships.

We provide culturally sound and strategic advice to organisations and leaders on government reform, social policy design, performance and program monitoring, stakeholder engagement and consultation. In addition to this we specialise in the design and implementation of Reconciliation Action Plans and/or First Nations Strategies.

Nganya is a 100% Aboriginal owned and operated business committed to delivering high-quality service and advice to our clients. We are focused on collaborations with purpose and community impact.



## Our Way of Being

Our intention and impact is defined by *Our Way of Being*. It teaches us about connection, responsibility and new beginnings while holding space for us all to learn the most significant lessons of humanity and culture, beyond the words we hear. Nganya means fire starter or flame in Barkindji language, and the fire is central to curiosity about ourselves and the world around us.



Our *Warra-warra* means we are always side-by-side and close together; this strengthens our purpose, nurtures self-awareness of values and allows us to authentically connect with ourselves and the world around us.



The cultural legitimacy of Nganya—*Thulu* means the governance, decision-making and processes for impact in our organisation is informed by our traditions and beliefs, that are fundamental to who we are and how we live.



Integrity—*Kurkuru* is the most important value and chosen behaviour of Nganya; we say what we mean and do what is needed to better connect and influence change, alongside Aboriginal children, families and communities.

At Nganya we work to ensure everything has purpose, centres the experiences, voices and needs of Aboriginal communities, and focuses on impact and outcomes. We do this by supporting organisations to build relationships with Aboriginal people, working in deep consultation and equipping them with the understanding of the inequity in our systems.

We want to assist leaders to cut through with their messages to effect real change on projects and service design that has a positive impact on Aboriginal people and communities.

Our desire to understand people and communities enables real change because of the paths we have built between people and businesses.

We champion cultural humility by centering the voices and lived experiences of Aboriginal people and communities in all conversations about our shared past and future.



# Team members



**Dixie Crawford**

**Dixie Crawford, is a Barkindji woman from Brewarrina who lives on Ngunnawal country. She is the Founder and Managing Director of Nganya.**

Nganya, meaning fire starter or flame, is the right word to describe the way Dixie collaborates with clients, connects to communities, and challenges the status quo of mediocre leadership on social policy and equity.

Dixie uses her lived experiences, personally and professionally, to challenge ideas and the way 'it's always been done'.

Warm, vibrant and with a gift for building genuine relationships and connections, Dixie is the kind of person that after the first meeting you'll think of her throughout your week, as the conversations you have with her will be influential and thought provoking.

Dixie wants to make a difference in the way Aboriginal people are heard and understood.

Highly focused on and driven by an unwavering belief, she knows that if a generational change in Aboriginal communities is to occur, the catalyst for that can only ever be transformational, disruptive and action-driven leadership.

Dixie is accountable to the people and communities she advocates for; her commitment is to always centre people in conversations about our shared past and future. The work Dixie does is not fluff or feel-good—it is intentional, and at times uncomfortable and confronting. However, without having real and straight-shooting conversations that expand our knowledge and skills we won't ever get to a place of deep understanding and equity.

At Nganya, Dixie leads our stakeholder engagement, masterclasses, executive coaching, and the design, implementation and monitoring of Reconciliation Action Plans.

## Qualifications

Dixie's qualifications include a Bachelor in Health Science, Advanced Diploma in Leadership and Management, Certificate IV in Aboriginal Family Health, Advanced Diploma in Specialist Trauma Counselling (SoA), and Level One Executive Coaching.

## Experience

Dixie has a strong background in policy design, program implementation and monitoring, and governance expertise in the spheres of social policy, human services, and community wellbeing. Dixie is skilled and experienced in stakeholder engagement and community consultation, assisting in the building, and nurturing of relationships with multiple layers of complexity where stakeholders have distinctly diverse needs.

In her 17-year career, Dixie initially worked in a mental health inpatient unit and Child and Adolescent Mental Health Service (CAMHS) before transferring into a specialist unit for child safety and wellbeing. After leaving frontline service delivery and management, Dixie transitioned into strategy and policy working cross-government on program design, service stream development and performance monitoring, reforms in domestic and family violence and paediatric health care.

Dixie is a Reconciliation Action Plan (RAP) specialist and has actively engaged and worked with numerous organisations to develop and implement their Reflect RAPs with great success.



# Team members



Tanika Davis

**Tanika Davis is a proud Worimi Woman from Forster and currently lives on Awabakal Country in Newcastle with her family. Tanika is passionate about providing support to those most vulnerable in our community and ensuring we are building inclusive environments that deliver equity to all.**

Tanika is a mother to two beautiful jarjums. Her eldest son was diagnosed with Autism Spectrum Disorder at two-years of age. This experience was an eye opener not just in terms of his future care, but also around the lack of culturally appropriate support, resources and connection opportunities for Aboriginal families. She knows too well the importance of inclusive engagement and has developed her own resources to support Aboriginal families in similar situations.

She is a change maker and wants to make a valuable contribution to equity and inclusion in the development of programs and policy.

## Qualifications

Tanika has a qualification in Indigenous Health Promotion and over 10 years' experience in program delivery, event management and service delivery.

## Experience

Tanika has worked with Government departments and key stakeholders within NSW Health, Education and Corporate organisations.

Tanika's work is focussed on understanding the importance of real and impactful community engagement to ensure the voices of First Nations peoples and communities is centred in decision-making. Tanika's enthusiasm to ensure any policy and program outcomes benefit her people is reflected in all she does, personally and professionally.

Projects Tanika has recently contributed to include, the NSW Aboriginal Children's Early Childhood Education Strategy, Reconciliation Action Plan consultation with Aspect Australia, delivery of educational and cultural consultation to organisations such as Gowrie Australia, Good Start Learning and Northcott.



Dinah Bryant

**Dinah is a non-indigenous woman living on Ngunnawal country. She is a mother of four and has a strong ethos of putting family first. She is also a committed and dedicated volunteer who is strongly connected, involved and giving to many community organisations in Canberra, ranging from sport, church and school.**

Dinah has a passion for strategic communications, in particular identifying audience and using deep listening to ensure we can make authentic connections that lead to project and engagement success. She loves to assist organisations with the development and implementation of their communications and engagement strategies, putting practices in place to truly connect with the intended audience and set the organisation up for success.

She is a skilled storyteller and loves to listen and develop creative and engaging narratives that communicate with the intended audience in an honest and authentic way.

## Qualifications

Dinah has a Bachelor of Applied Science in Sports Studies/Sports Journalism (with a major in Communications) from the University of Canberra. She also has a Diploma in Sports Journalism and Photography from the Australian College of Journalism.

## Experience

Dinah has a strong writing and editing background and has worked as a senior political media adviser, radio news editor, freelance journalist and executive communications manager both in the Australian Government and with a private communications company.

As a former radio and freelance journalist, Dinah is experienced in taking detailed information either from interviews, reports or research outcomes to deliver clear and concise content. She is experienced in building relationships and undertaking interviews with relevant talent to then create engaging narratives that make a real connection with the intended audience.

Dinah has also worked on several strategic communications projects, whereby she was responsible for interviewing staff and clients, to then compile key themes, pain points and gaps to deliver reports for the purposes of change management, program reviews, policy and project development, and delivery of training programs.

As a former radio newsreader she is also a skilled voice presenter and voice over talent.

# Purpose

Reconciled and respectful relationships enable values-based and purpose-driven leadership for long-lasting impact.

We partner with people who learn while listening, and align with our values and vision of a shared future where all our community members thrive. The people we work with exemplify transparency, accountability and truth-telling.

At Nganya we're committed to ensuring the work we do is transformational. We're determined to elevate thinking and action beyond generic and transactional engagement to more robust, targeted and outcome-focused partnerships.

We love assisting people within organisations develop their Reflect RAPs. Why? Because we want to make a difference, and we believe our framework for developing your Reflect RAP will deliver transformational change.

We will work with you and your team to get to the root cause of why Aboriginal culture is not embedded in your workplace practices each and every day. We use a process of critical self-reflection with your people. In doing this we then find that feeling of vulnerability; a feeling that comes to the surface due to a lack of knowledge or insight. While this might sound uncomfortable, it's an important step. Your people can then leverage that vulnerability, engage in courageous leadership and undertake more learning, i.e. 'do better'.

Working with your people we help you to understand the cause of structural and personal barriers that impact thinking and doing when it comes to working with Aboriginal people and communities. When we challenge others in this space we have potential to influence thinking and leadership beyond transactional communication to transformational leadership. When we get to the root cause, we can effect change with long-lasting impact; this leads us to equity rather than a perception of equality.

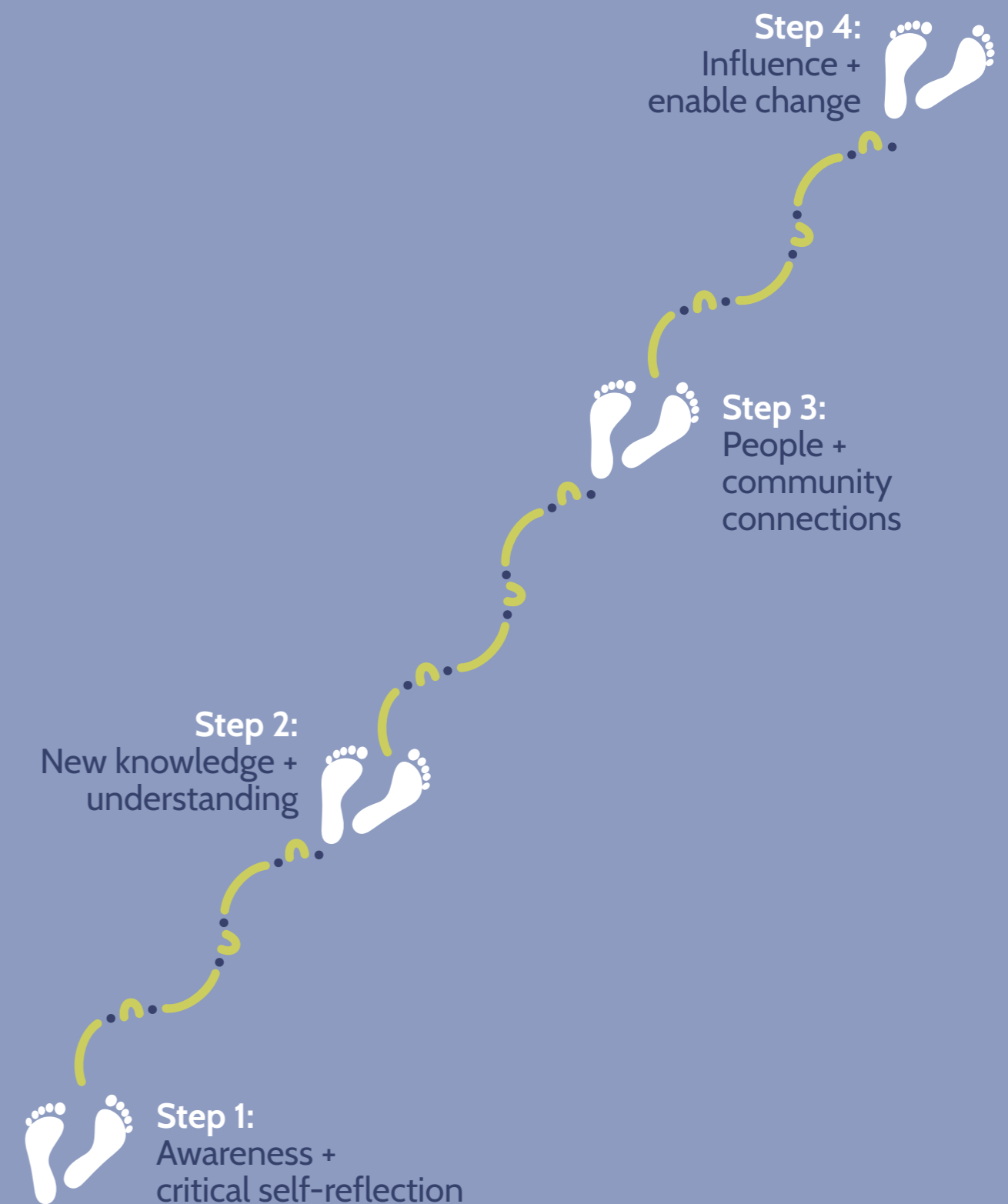
Our approach is to work with your people as leaders—in their families, communities and organisations—as opposed to working with your people based on position or title.

To do this we must have meaningful conversations around reconciliation and culturally appropriate engagement with Aboriginal people and communities. We work with you and your people beyond a cultural awareness point of view. We focus on leadership development and how you then apply understanding and awareness of different world views and lived experiences to your work every day. In doing so we help you move beyond, for example, simply asking the question if someone identifies as a First Nations person.

We need to get to the root cause of structural barriers rather than simply trying to understand the effect. The effect is already visible, that's the deficit we see every day in thinking, social policy design and the way Aboriginal people are spoken about. We help you see what is invisible.

Organisations often fixate on the issues they can see, but fail to recognise the impact of the issues they can't. Our work is a hybrid of consultancy and coaching on what is invisible, because we know when organisations focus on what we can't see or what is not spoken about, we truly lean into purpose-driven leadership that enables change.

# Our RAP Journey



# What we offer

We challenge people’s beliefs and guide them to a deeper understanding of the root cause of inequity faced by our First Nations peoples. We inspire courageous leadership that enables long-term change. A starting point in this process can be the development of your first Reconciliation Action Plan, that is, your Reflect RAP.

Many organisations are often not sure where to start when developing their first RAP.

To enable intentional change and impact, Nganya has developed a three-phased approach to RAP development. Over these three phases you and your organisation will learn about and understand the importance of making structural changes for allyship, anti-racism and reconciled relationships.

We will work with you and your people to help you develop three core documents that will enable sustainable and impactful change:

- 1 Reflect Reconciliation Action Plan
- 2 Communications and Engagement Plan, and
- 3 Impact Measurement Framework.

Additional professional development opportunities are also available, including:

- **Monthly group coaching** for any staff members engaged or interested anti-racism, allyship, cultural proficiency and diversity, inclusion, and belonging strategies targeted for First Nations communities.
  - This opportunity is for 10-people per session and will be delivered for the duration of the engagement i.e. four sessions within the 4-month period.

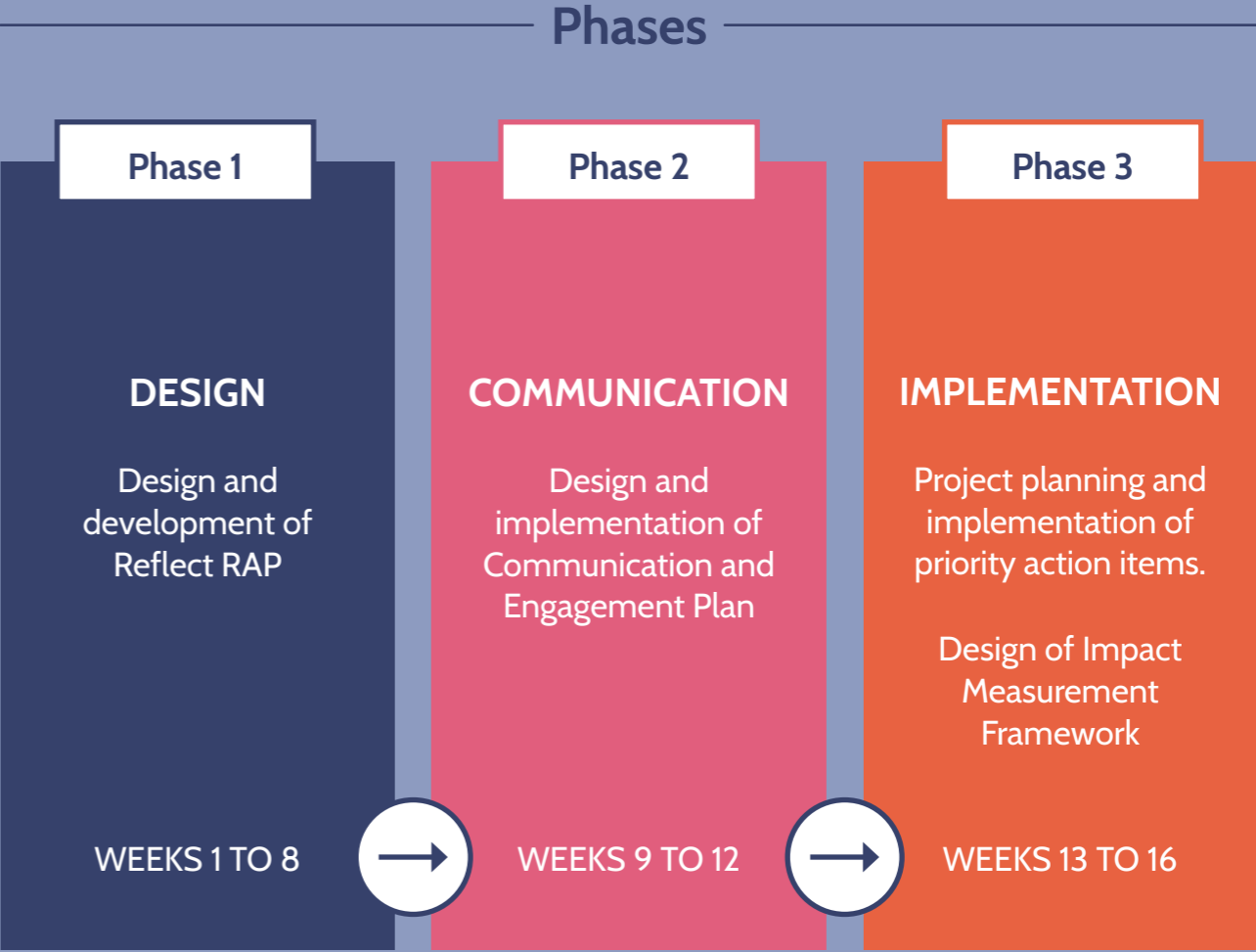
- **Acknowledgement of Country** 90-minute masterclass; offered twice to 10-staff across the organisation.
  - The masterclass is targeted to senior management and leadership, to role model and demonstrate cultural integrity and leadership.
- **Effective Engagement with Aboriginal Communities** one-day masterclass.
  - Relevant to staff members with responsibility for stakeholder engagement, consumer service delivery, project management, communications and marketing, and partnership development with Aboriginal organisations.

We firmly believe that the design and implementation of a RAP document alone will not deliver long-term change nor equity for First Nations peoples. Too often RAPs are developed, the check box is ticked and the final document sits on a shelf gathering dust, hence no difference is made in the way we connect with and understand the lived experiences or needs of our First Nations peoples and communities.

Our three-phased approach to RAP development will allow you and your team to immerse themselves in critical reflection that will improve self-awareness, strengthen cultural integrity and allow for real change moving forward, hence more equitable outcomes for the First Nations peoples you are connected to as employees, stakeholders and clients.

Our unique and individualised approach to RAP development is all about your people reaching their full potential as leaders to ensure your organisation’s ‘why’ on reconciliation is focused on growth and impact. The documents we produce with you will have real meaning and the actions within them will help you embed culture in all you do.

# Nganya RAP Development



# Reconciliation Australia RAP Framework

The team at Nganya works in accordance with the RAP Framework developed by Reconciliation Australia.

While everyone can take substantial action for reconciliation, RAPs are specifically designed for workplaces. To develop a RAP your organisation must be a workplace, have employees and have operations in Australia.

Based around the core pillars of relationships, respect and opportunities, RAPs provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing economic equity and supporting First Nations self-determination.

There are four RAP types that allow organisations to continuously develop their reconciliation commitments. Each RAP type is designed to suit an organisation at different stages of its reconciliation journey and provides a structured approach to advance reconciliation.

Reflect	Innovate	Stretch	Elevate
Scoping capacity for reconciliation	Implementing reconciliation initiatives	Embedding reconciliation	Leadership in Reconciliation
<ul style="list-style-type: none"> <li>for 12 months</li> <li>right for organisations new to reconciliation and unsure how to get started</li> <li>sets out steps to prepare your organisation for reconciliation initiatives in future RAPs</li> <li>Reflect RAP means scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on your vision for reconciliation and exploring your sphere of influence.</li> </ul>	<ul style="list-style-type: none"> <li>runs for two years</li> <li>outlines actions for achieving your vision for reconciliation</li> <li>allows your organisation to gain a deeper understanding of your sphere of influence, and establish the best approach to advance reconciliation</li> <li>focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, and developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.</li> </ul>	<ul style="list-style-type: none"> <li>best suited to organisations that have developed strategies, and established a very strong approach towards advancing reconciliation internally and within the organisation's sphere of influence</li> <li>spans a two-three year period</li> <li>is focused on longer-term strategies, and working towards defined measurable targets and goals</li> <li>requires organisations to embed reconciliation initiatives into business strategies so they become 'business as usual'.</li> </ul>	<ul style="list-style-type: none"> <li>for organisations with a proven track record of embedding effective RAP initiatives in their organisation through Stretch RAPs and are ready to take on leadership to advance national reconciliation</li> <li>organisations have a strong strategic relationship with Reconciliation Australia and actively champion initiatives to empower Aboriginal and Torres Strait Islander peoples and create societal change.</li> <li>organisations require greater transparency and accountability through independent assessment of their activities.</li> </ul>



# FAQs

## What are the benefits of having a RAP?

Reconciliation requires all Australians to recognise and respect Aboriginal people and communities as the first peoples of this land, and to acknowledge injustices and ongoing inequity.

In developing a RAP you are committing to reconciliation within your workplace and to undertaking critical self-reflection to understand structural barriers our First Nations peoples and communities experience in modern day Australia.

Having a RAP in your workplace can help foster a community of shared values, goals and language when it comes to reconciliation and creating cultural safety within your workplace.

A well-developed RAP will guide your organisation and ensure the intentions laid out in your RAP become positive actions that embed First Nations culture in all you do internally and externally in the workplace.

A RAP is not a document that stands alone. An intentional, purpose-driven RAP is a vehicle to ensure the integrity of First Nations people, community and culture, through transformational leadership, is embedded.

When put into practice, a RAP can enable leaders and organisations to elevate the voices of First Nations people and ensure the connections workplaces have with communities are meaningful and have impact.

## We want to develop a RAP, but don't know where to start...what should we do?

It can be overwhelming to start the RAP process and there is no 'one size fits all' or 'standard template' when it comes to developing your workplace RAP. Each organisation is different; therefore, leaders must do the work to ensure the RAP developed and implemented is relevant to what your core business is, and how you do it.

There are certain steps that need to take place within your organisation to start the RAP process, including:

- identifying RAP Sponsors (decision makers) and Champions (allies) who will help guide the RAP development and implementation process internally
- determining the reconciliation vision, purpose and values
- allocating a budget
- connecting with Aboriginal people and communities
- engaging an Aboriginal artist, and
- committing to open discussions to deliver tangible benefits.

Engaging a First Nations advisor to assist you in your consultations and to provide 'outside' advice in developing your RAP is a critical part of ensuring the work you do in your organisation is connected to the needs and aspirations of reconciled relationships with Aboriginal people and communities, internal and external, to the organisation.

## Once we've developed a RAP how do we make sure it continues to have an impact in our workplace?

As an organisation it's important to keep your Sponsors and Champions working together to implement the actions and goals laid out in your RAP. This requires strong, values-driven leadership and a commitment to reconciliation, now and in the future.

When developing your RAP it's important to communicate its purpose so it does not become a dust collector on a shelf. It's also important to build performance and monitoring processes as you assess the organisation's implementation of the RAP activities; after all, the goal of your RAP is to embed culture into the everyday, not just some days.

Upon completing your Reflect RAP and its implementation over the first 12 to 18 months, you can commence discussions on advancing your reconciliation journey. Reconciliation Australia's RAP Framework allows for organisations to continuously develop their reconciliation commitments, from Reflect through to Elevate.

## How do I demonstrate the value of developing a RAP with senior staff in my organisation?

It can be tricky to get buy-in for the development of a RAP. However, sometimes this can be related to the fear of knowing where to start or understanding the role organisations play in reconciling relationships between First Nations communities and wider communities.

It's important to highlight to senior management that there is no dollar amount that can be put on people feeling cultural safety in the workplace, but there is a great cost when organisations are not culturally safe. An organisation's greatest asset is its people, and

acknowledging, respecting and understanding the lived experiences of all in your workplace is vital to the success of any business and team connections.

The 2020 RAP Impact Report, prepared by Reconciliation Australia, found employees working within an organisation with a RAP are 10 times more likely to know and socialise with Aboriginal and Torres Strait Islander Australians than those whose sole engagement has been attending a Welcome to Country.

## What happens after we finish developing our RAP?

Upon finalising your RAP your organisation then takes time to implement your RAP commitments. It's important that these commitments are actioned to ensure your RAP has impact and achieves the goal of working towards reconciled relationships and community connections.

Actioning your commitments should not be rushed or an exercise in ticking off a goals list. Each commitment should be actioned in a way that provides an enriching experience in collaboration with First Nations communities and your organisation's people.

The goal is to create a deeper awareness and understanding of First Nations people, community and culture, hence you need your staff to engage in the events and actions you undertake to ensure long-term impact for your organisation and people.

While it's important that you action your commitments, you will also need to undertake annual reporting to Reconciliation Australia once your RAP is developed. We recommend embedding your RAP reporting in your organisation's annual reporting and strategic planning, as a RAP is not the sole responsibility of one department or section of the business, it is an organisation-wide commitment.

# Yarn with us



## We'd love to connect more with you about the development of your Reconciliation Action Plan.

Our vision is to work in, live in and contribute to a society that values the lived experiences of Aboriginal people and tenaciously pursues equitable access to nurture healthy, happy and culturally connected communities for generations to come.

What we do makes a difference. We are bold, unreserved and exist to make meaningful and real change in our communities. People are central to our thinking and doing—our collaborations with clients are not transactional and the outcomes we achieve are long-lasting. We live into our purpose and vision every day knowing that the way we turn up in the world has impact.

As a 100% Aboriginal-owned and operated business, we are committed to delivering high-quality service and advice to our clients. We are focused on collaborations with purpose and community impact.

We are committed to helping you and your organisation sustainably and strategically take meaningful action to advance reconciliation and embed culture in all you do, for equitable outcomes, now and in the future.

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