



Reflect Reconciliation Action Plan

AUGUST 2026 – DECEMBER 2027



STATEMENT FROM CEO RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Alkira Disability Services to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Alkira Disability Services 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 Alkira Disability Services to deepen its understanding of its sphere of influence



Karen Mundine
CHIEF EXECUTIVE OFFICER

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 Alkira Disability Services, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



MESSAGE FROM OUR CHAIR AND CEO

At Alkira, we affirm our shared commitment to reconciliation in Australia and to contributing, in practical and thoughtful ways, to a more just, inclusive and respectful society.

As a community organisation embedded in relationships and place, reconciliation matters to us because it speaks directly to how we understand belonging, connection and opportunity within the communities we serve.

Our decision to commence a Reflect Reconciliation Action Plan marks the beginning of a deliberate and considered journey. We recognise that meaningful reconciliation requires strong foundations. This first phase focuses on learning, reflection and relationship-building, creating the conditions for future actions to be informed, respectful and grounded in understanding.

This work aligns closely with Alkira's purpose and with the values that guide how we operate: celebration, collaboration, challenge and care. These values shape how we listen, how we

partner, and how we hold ourselves accountable. In this way, our Reflect RAP supports the spirit of Alkira's identity — creating environments where people can belong, connect with others, and aspire to meaningful lives — while remaining grounded in learning and respect.

This Reflect RAP is not an endpoint. It is a preparatory phase that supports Alkira to engage meaningfully in reconciliation over time. By investing in learning and relationships now, we are laying the groundwork for deeper and more targeted actions in future RAPs, guided by insight, trust and experience.

The Board and Executive share responsibility for the governance and accountability of this Reconciliation Action Plan. Clear oversight and reporting arrangements will support progress, transparency and learning,



Peter Holdsworth CHAIR



Julia Canty-Waldron CEO

and ensure that reconciliation remains an active and considered part of Alkira's organisational life. Leadership across Alkira is committed to building cultural capability over the long term, recognising that this is an ongoing responsibility rather than a one-off initiative.

We thank the team members, advisors and community partners who have contributed to the development of this Reflect RAP and shared their time, perspectives and guidance.

Reconciliation is a shared endeavour. We invite our team, the people we support, families, partners and stakeholders to engage with this Reflect Reconciliation Action Plan and to commit to walking this journey with us — with openness, respect and care.



alkira

ARTIST ACKNOWLEDGEMENT

Mya Wilson

Mya Wilson is a proud Wurundjeri artist living and working in Naarm.

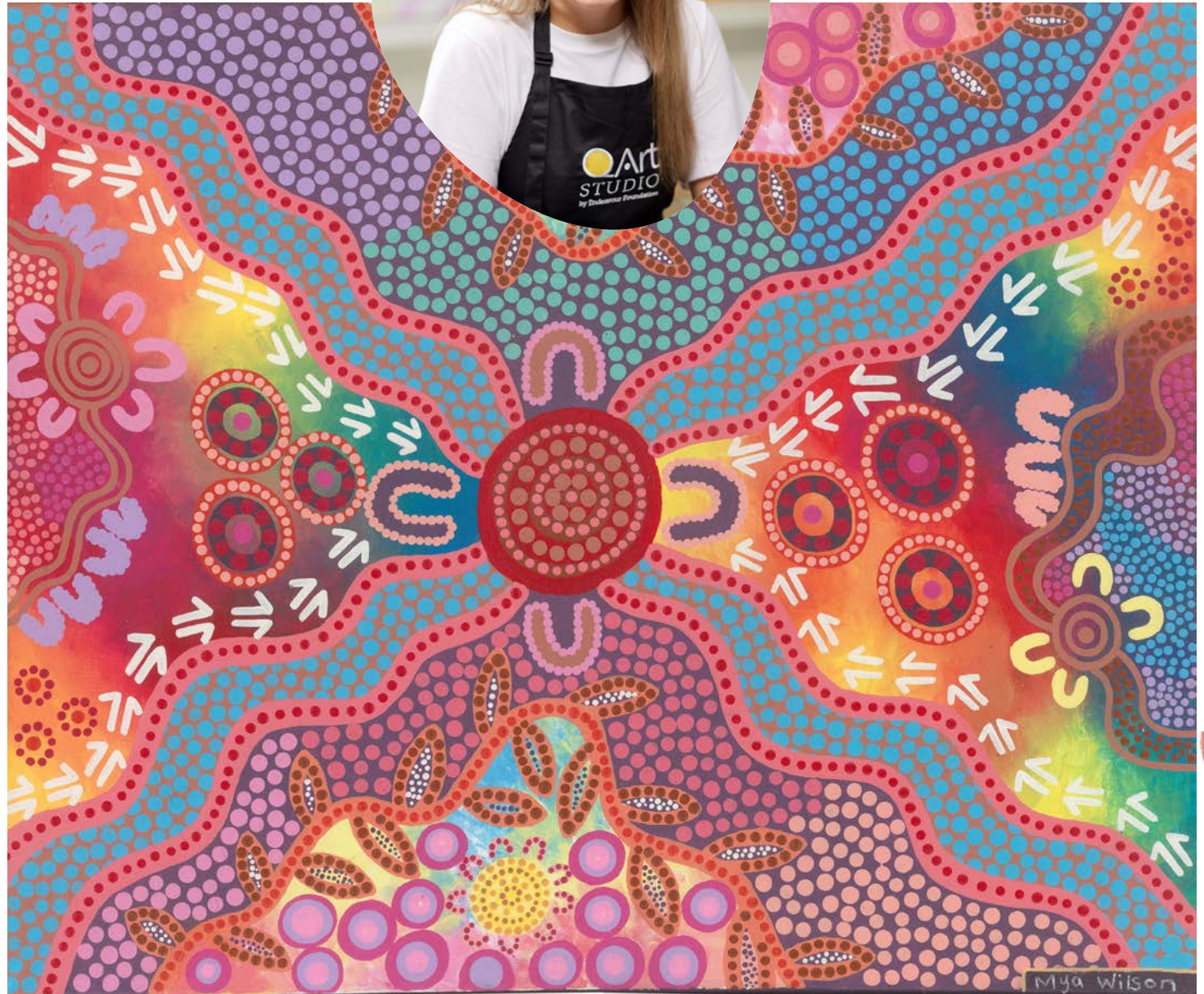
My abstract artwork and contemporary style of modern-day indigenous art creates the power of imagination and individuality in the viewer. I get lost in my paintings, letting my instincts and creativity guide my hand. My work is a means of expressing my own artistic flare and strong unique voice. Through the exploration of textures, I use dots and various other mediums to bring depth and life to my canvases and other forms of art. This technique not only adds a tactile quality to my work but also invites the viewer to think about their own beliefs and values.

My art aims to challenge traditional artistic boundaries, providing a fresh perspective. My inspiration is the rich cultural heritage of Aboriginal art, from which I draw both technique and spiritual guidance from. This influence is evident in the rhythmic patterns and harmonious use of colour that characterize my pieces. By incorporating elements of this ancient tradition, I pay respect to its timeless beauty while making it resonate in the context of modern abstract art. My goal is to create spaces where viewers can lose themselves, just as I do, in an exploration of colour, texture, and emotion.

Mya Wilson ARTIST



PHOTO CREDIT: QART STUDIO AND GALLERY
BY ENDEAVOUR FOUNDATION





Our Artwork Story 'Connected Souls'

This artwork is a vibrant reflection of the warmth, inclusiveness, and strong sense of belonging experienced within Alkira.

The background is filled with bright, flowing colours that represent the feeling you experience the moment you walk into the space — welcoming, uplifting, and full of life. Each colour intertwines and moves across the canvas to symbolise positivity, connection, and the many unique individuals who come together to form a strong and supportive community.

The layered textures and energetic patterns capture the spirit of a place where people are encouraged to be themselves and are supported to shape their own journeys. The artwork reflects the belief that every individual deserves to feel seen, respected, valued, and included. Through the movement of colour and symbolism, the painting

expresses the care, encouragement, and genuine kindness that radiates throughout the environment.

At the centre of the artwork is the idea of community — people walking together, supporting one another, and creating meaningful connections. The flowing pathways represent life journeys, opportunities, growth, and the freedom for individuals to make choices about their own lives. Circular elements symbolise unity, respect, and the importance of every person being at the heart of everything Alkira does.

Inspired by the meaning behind the name “Alkira,” an Indigenous word meaning “bright and sunny,” the artwork also embraces the deeper

meaning created by the community itself — “a happy place in the sun.”

This idea is woven throughout the painting, reflecting joy, hope, safety, and belonging. The bright palette mirrors sunlight and happiness, while the layered details represent the many stories, experiences, and lives connected within the community.

Overall, this piece celebrates empowerment, inclusivity, individuality, and human connection. It is a visual representation of a space where people are welcomed with open arms, encouraged to grow, and supported to live meaningful lives surrounded by compassion, dignity, and community.

Our Work

The story of Alkira commenced more than 70 years ago and is shaped by community, driven by care, and sustained by the people who believed in making inclusion possible. From humble beginnings in Melbourne's Eastern suburbs, our story began with the dedication of families and volunteers who believed in creating a better future for people with disability.

Alkira is now a well-established, registered NDIS provider committed to supporting adults with intellectual disability to live meaningful, connected, and empowered lives. We deliver high-quality, person-centred services, working in partnership with individuals, families, carers, and the broader community.

Our service model is built on person-centred planning, ensuring each individual is supported to achieve their personal goals and actively participate in their community.

Our **Partnering for Life Framework** underpins this approach, with goals co-designed alongside participants and their families to enhance quality of life.

Our services focus on supporting participants to become, be, and stay adults:

- > **Becoming adult** Transitions from school into supported tertiary education programs, work training and readiness, life skills development, and accredited courses.
- > **Being adult** Day programs, recreational programs, supported holidays, and short-term respite.
- > **Always adult** Supported Independent Living, Specialist Disability Accommodation, and support coordination.

All Alkira services are delivered and maintained at the highest level through ongoing evaluation and continuous improvement. We adhere to government standards and have achieved accreditation under the **NDIS Quality and Safeguarding Framework**.

Our **Life Stages** model meets participants specific needs across the 3 big stages of adulthood.

The years following school and childhood

BECOMING ADULT

The heart of your adult years

BEING ADULT

The 'golden' years of later adulthood

ALWAYS ADULT

Our Mission

To support people with intellectual disabilities to lead a life of their choosing, with meaningful participation in their community.

Our Vision

A community where people with intellectual disabilities are authentically included, respected, and enabled to shape their own lives.

Our Values

We are guided by our core values of Care, Challenge, Collaboration and Celebration. These values underpin everything we do:

- > **Care** Care for people and the organisation. Care for personal and organisational growth.
- > **Challenge** To be comfortable with discomfort. To think, to question, to adapt.
- > **Collaboration** Inclusive, meaningful and engaging partnerships with people both within Alkira and the wider community.
- > **Celebration** Opportunities for learning, developing and growing, then recognising and celebrating achievements.

Our Governance & Team

Alkira is a Company Limited by Guarantee, and our governance is framed within our Constitution. Our Board plays a critical governance and leadership role in ensuring the organisation fulfils its mission to support people with disability to live meaningful, independent, and inclusive lives.

We currently have 221 team members working in a variety of full-time, part-time and casual roles across our Eastern Melbourne locations. While the number of Aboriginal and Torres Strait Islander employees is currently not known, we will work across the timeline of this Reflect RAP to seek input to better understand and measure this more accurately in a culturally appropriate way.

ACKNOWLEDGING OUR ORGANISATIONAL NAME

'Alkira' is a First Nations word, commonly cited as being related to Arrernte or Noongar dialects, with its roots widely interpreted to mean 'bright and sunny'. It is also frequently translated as 'big sky' and is often used to represent joy, warmth, a connection to the landscape or a 'happy place in the sun'.



Acknowledging our name as part of our Reflect Reconciliation Action Plan is highly important and significant to us for several meaningful reasons:

It Recognises and Respects Aboriginal and Torres Strait Islander Cultures

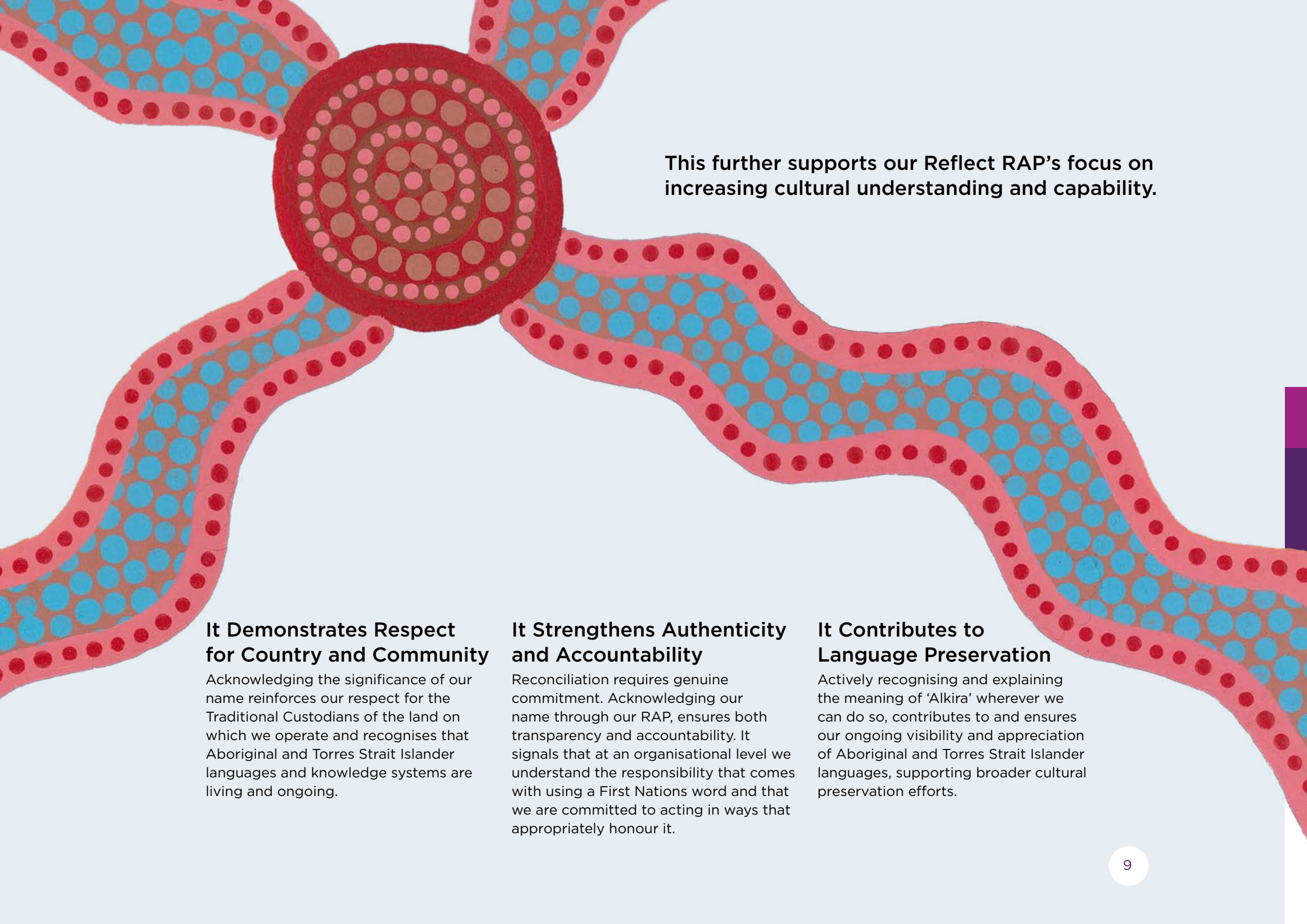
We want to ensure that using and honouring the name 'Alkira' demonstrates our respect for the world's oldest enduring culture. Language is deeply connected to Identity, Country, and Community. By formally acknowledging our name, we affirm that Aboriginal and Torres Strait Islander histories and cultures are valued—not just symbolically, but as part of our identity.

It Embeds Reconciliation Into our Organisational Identity

Our Reflect RAP is about building understanding and laying foundations for meaningful ongoing relationships. Recognising the name 'Alkira' signals that reconciliation is not an "add-on," but embedded in who we are as an organisation. It aligns our name, values, and actions with the principles of reconciliation.

It Promotes Cultural Awareness and Learning

Acknowledging the First Nations origin and meaning of 'Alkira' creates ongoing opportunities for education. It invites our team members, participants, partners, and the wider community to learn about the language group the name comes from, its meaning and cultural significance and the importance of preserving and respecting Aboriginal and Torres Strait Islander languages.



This further supports our Reflect RAP's focus on increasing cultural understanding and capability.

It Demonstrates Respect for Country and Community

Acknowledging the significance of our name reinforces our respect for the Traditional Custodians of the land on which we operate and recognises that Aboriginal and Torres Strait Islander languages and knowledge systems are living and ongoing.

It Strengthens Authenticity and Accountability

Reconciliation requires genuine commitment. Acknowledging our name through our RAP, ensures both transparency and accountability. It signals that at an organisational level we understand the responsibility that comes with using a First Nations word and that we are committed to acting in ways that appropriately honour it.

It Contributes to Language Preservation

Actively recognising and explaining the meaning of 'Alkira' wherever we can do so, contributes to and ensures our ongoing visibility and appreciation of Aboriginal and Torres Strait Islander languages, supporting broader cultural preservation efforts.

Our RAP and Commitment to Reconciliation

Alkira has been operating on the land of the Wurundjeri Woi-wurrung people of the Kulin Nation for the past 70 years. We acknowledge the Traditional Custodians of the lands on which we live and work and recognise the enduring strength, resilience, and cultures of Aboriginal and Torres Strait Islander peoples.

Through our Reflect Reconciliation Action Plan, we are deeply committed to developing a Reflect RAP that clearly outlines our path towards reconciliation through:

- > Building respectful relationships with Aboriginal and Torres Strait Islander communities and partners
- > Increasing cultural awareness and competency across our workforce
- > Promoting inclusive and culturally safe service and working environments
- > Exploring opportunities to contribute to reconciliation within the disability sector and broader community.

We recognise reconciliation as an ongoing journey, and we are also committed to embedding its principles into our governance, operations, workforce development, and service delivery by actively supporting and engaging with First Nations partners, team members, participants and communities in meaningful ways.

To enable this ongoing commitment, we have established a dedicated RAP Working Group, steered by an Executive Champion with individual RAP Champions drawn from teams and functions across the organisation. Currently, membership includes representation from our Executive; People, Culture and Learning; and Community Supports teams.

Our RAP Working Group will provide measurable and tangible outcomes by tracking, monitoring and reporting our RAP progress to our Board and Executive across the areas of Relationships, Respect, Opportunities and Governance, with our agreed actions guided by Reconciliation Australia's framework and principles.

Our current RAP Working Group membership includes:

- > Chief Executive Officer
- > General Manager People, Culture & Learning
- > People, Culture & Learning Coordinator
- > Learning, Development & Compliance Coordinator
- > Senior Program & Support Facilitators (Community Supports and Momentum & Networks)

As we continue to develop and focus on our agreed outcomes, we will invite additional participation from key team members across the organisation to become RAP Champions and participate in a broader RAP Working Group.

Over time, we will continue to develop and embed meaningful and respectful relationships with Aboriginal and Torres Strait Islander team members, participants and community partners and deliver culturally responsive services for all Alkira participants.

Relationships

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.	October 2026	LEAD - General Manager People, Culture & Learning SUPPORT - CEO
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2026	LEAD - General Manager People, Culture & Learning SUPPORT - CEO
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2027	LEAD - General Manager People, Culture & Learning SUPPORT - Learning, Development & Compliance Coordinator
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2027	LEAD - General Manager People, Culture & Learning SUPPORT - Learning, Development & Compliance Coordinator
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2027	LEAD - General Manager People, Culture & Learning SUPPORT - Learning, Development & Compliance Coordinator
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	August 2026	LEAD - CEO Support - General Manager People, Culture & Learning
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2026	LEAD - CEO SUPPORT - General Manager People, Culture & Learning
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2026	LEAD - CEO SUPPORT - General Manager People, Culture & Learning
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2026	LEAD - General Manager People, Culture & Learning Support - People, Culture & Learning Coordinator
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	October, 2026	LEAD - General Manager People, Culture & Learning SUPPORT - People, Culture & Learning Coordinator

Respect

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.	November 2026	General Manager People, Culture & Learning
	Conduct a review of cultural learning needs within our organisation.	September 2026	LEAD - General Manager People, Culture & Learning SUPPORT - Learning, Development & Compliance Coordinator
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.	September 2026	LEAD - General Manager People, Culture & Learning Support - Senior Program & Support Facilitator
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2026/ February 2027/August 2027	LEAD - General Manager People, Culture & Learning SUPPORT - Learning, Development & Compliance Coordinator
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 (4-11 July, 2027).	June 2027	LEAD - General Manager People, Culture & Learning SUPPORT - Learning, Development & Compliance Coordinator
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2027	LEAD - General Manager People, Culture & Learning SUPPORT - Learning, Development & Compliance Coordinator
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2027	LEAD - General Manager People, Culture & Learning SUPPORT - Learning, Development & Compliance Coordinator

Opportunities

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.	February 2027	LEAD - General Manager People, Culture & Learning SUPPORT - People, Culture & Learning Coordinator
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2027	LEAD - General Manager People, Culture & Learning SUPPORT - Learning, Development & Compliance Coordinator
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.	March 2027	LEAD - General Manager People, Culture & Learning SUPPORT - Chief Operating Officer
	Investigate Supply Nation membership.	March 2027	LEAD - General Manager People, Culture & Learning Support - Chief Operating Officer

Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain the Rap Working Group to govern RAP implementation.	September 2026	General Manager People, Culture & Learning
	Draft and finalise the Terms of Reference [RA1.1] for the RWG.	September 2026	LEAD - General Manager People, Culture & Learning SUPPORT - CEO
	Establish Aboriginal and Torres Strait Islander representation on the RWG and ensure ongoing representation if possible.	April 2027	General Manager People, Culture & Learning
11. Provide appropriate support for effective implementation of RAP commitments.	Continue to define resource needs for RAP implementation.	February 2027	LEAD - General Manager People, Culture & Learning SUPPORT - CEO
	Continue to engage senior leaders in the delivery of RAP commitments.	July 2027	LEAD - CEO SUPPORT - General Manager People, Culture & Learning
	Maintain a senior leader to champion our RAP internally.	July 2027	LEAD - General Manager People, Culture & Learning SUPPORT - CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2026	LEAD - General Manager People, Culture & Learning SUPPORT - People, Culture & Learning Coordinator
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	General Manager People, Culture & Learning
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	General Manager People, Culture & Learning
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	General Manager People, Culture & Learning
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2027	General Manager People, Culture & Learning





© 2026 Alkira Disability Services Ltd.
All rights reserved.

General Manager
People, Culture & Learning

 03 9890 1365

 www.alkira.org.au

 pc@alkira.org.au

 3 Thurston St. Box Hill, 3128