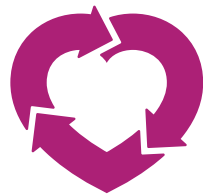




Australian Government

Australian Organ and Tissue Donation
and Transplantation Authority



DonateLife



RECONCILIATION
ACTION PLAN

REFLECT

Organ and Tissue Authority

REFLECT RECONCILIATION ACTION PLAN

August 2025 – August 2026



Acknowledgement of Country

The Organ and Tissue Authority acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to the land, waters and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures, and to their Elders past and present.

Aboriginal and Torres Strait Islander people should be aware that this document may contain images or names of people who have since passed away.

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About the artist



Mali Isabel is a proud Arabana and Kokatha woman, living and creating on Garramilla land (Darwin) on Larrakia Country, Australia. As a contemporary Aboriginal artist, Mali uses her vibrant artwork to connect communities, promote cultural understanding, and inspire joy through her distinctive style.

In 2020, Mali graduated from a Bachelor of Arts (Primary Education) at Flinders University, before pursuing her career as a practising artist. Mali creates contemporary dot paintings using all colours

of the rainbow to spread her message of positivity and equality. By combining her passions for education and painting, Mali hopes to achieve a greater understanding of culture and equity through her rainbow artworks.

Mali's artistic talent has been recognised on numerous occasions. The artist is featured in British Vogue Magazine and she collaborated with Adelaide Fringe and became the Adelaide Fringe Festival's poster artist (the first Aboriginal artist to do so in the festival's 62 year history).

Through her combination of traditional dot painting, her hallmark use of colour, and contemporary style, Mali creates bright and magical artworks that aim to spread joy and positivity, encourage meaningful conversations, and share personal stories and worldly experiences.

Organ donation is personal to Mali – her brother KC received a life-saving heart transplant. Through her art, her hope is to inspire more conversations about the importance of organ and tissue donation, encouraging others to consider becoming registered donors and give the gift of life.

About the artwork

The Gift of Life was created in memory of those we have lost and those we have saved through organ donation. It is a heartfelt reminder of how precious and fleeting life truly is, no matter how much time we are given on this earth. The artwork encourages us to slow down, appreciate every moment, and feel deep gratitude – for our lives, the people we share them with, and the opportunities we have to experience the world.

At the centre is a love heart, symbolising that love is the most important thing. Within it is the DonateLife logo, reminding us that none of this would be possible without this life-saving organisation. Surrounding the heart are the organs that can be donated, a powerful reminder that – regardless of our differences – we are all the same on the inside.

Scattered across the canvas are meeting places, showing that no matter where you are, there are others experiencing the same journey. It reflects the strength of community and the idea that we are never truly alone. People symbols of all shapes and sizes appear in groups, just as we are in life – diverse, connected, and stronger together.

Also found throughout the canvas are waterholes and sandhills, representing the journey – the paths we walk, the places we gather, and the experiences that shape us. Stars and small halos are delicately placed across the artwork to honour our angels – a tribute to the lives that continue to shine, even after they've gone.

This artwork also draws inspiration from the artist's Aboriginal culture, personal experiences with organ donation and combining the 2 through storytelling. Rendered in the vibrant DonateLife colours of magenta, grey, teal, and purple, it brings a contemporary and inclusive energy while still honouring traditional elements of connection and spirit.

It acknowledges the wisdom of First Nations peoples and their deep understanding of life's cycles and shared humanity. In this way, *The Gift of Life* becomes more than a tribute – it becomes a message of healing, generosity, and the power of giving life to others.



A message from our Champion for Reconciliation



Yuma.

Hello in Ngunnawal.

**I am proud to present the
Organ and Tissue Authority's
(OTA) Reflect Reconciliation
Action Plan (RAP) 2025–2026
as both the CEO and
the OTA's Champion
for Reconciliation.**

This is the start of our journey.

The OTA strives to save and improve the lives of all Australians through increasing organ and tissue donation, so people can receive a life-saving transplant.

We are dedicated to increasing access to life-changing organ transplantation for all Australians with organ failure. We lead the nationally coordinated program in partnership with governments, the clinical sector, and the community.

Organ failure is debilitating and often life-ending. An organ transplant is the optimal treatment for those with organ failure – giving the chance to return to a full and healthy life with family and being able to contribute to community.

The incidence of kidney failure experienced by Aboriginal and Torres Strait Islander peoples continues to be disproportionately higher than non-Indigenous Australians. The best treatment for kidney failure is a kidney transplant and there are inequities in the number of Aboriginal and Torres Strait Islander people with kidney failure being waitlisted for a transplant. There is also inequity in having the chance to receive a living kidney donation for Aboriginal and Torres Strait Islander peoples.

Of the 15,303 Australians on dialysis due to kidney failure at the end of 2023, 14% were Aboriginal and Torres Strait Islander peoples. Addressing these inequities is crucial.

Being a member of the National Indigenous Kidney Transplantation Taskforce (NIKTT) since it was established in 2019 has given me the opportunity to hear first-hand from Aboriginal and Torres Strait Islander people who have kidney failure about the inequities they encounter. For most, one of the biggest challenges is that they must leave family and Country for ongoing treatment and care.

Our hope for reconciliation is to improve the health outcomes for all Australians, build strong connections to community and create a culturally safe working environment.

We are committed to working with Aboriginal and Torres Strait Islander peoples and building our collaboration with organisations to listen, learn and advocate. We are committed to driving fair and equitable access to transplant so people can live full lives and importantly, return to family and Country.

One of the 4 priorities of the National Strategy for Organ Donation, Retrieval and Transplantation is equitable access for all Australians needing a transplant, including for people living in rural and regional Australia, and Aboriginal and Torres Strait Islander peoples.

I am proud to be the OTA's Champion for Reconciliation. It is vital for us to expand our knowledge so we can create a culturally safe environment within the agency and lead effectively across the national DonateLife program. Key to this effort is cultural learning to enhance our staff's understanding and to put in place strategies fostering a culturally safe workplace. We have much to learn, and this Reflect RAP marks the beginning of our journey.

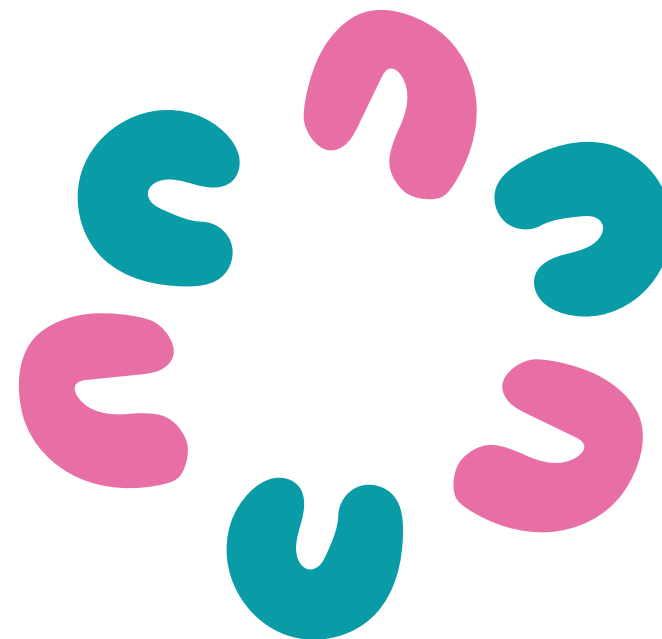
The actions in this Reflect RAP will allow us to focus on our first steps in preparing for reconciliation initiatives. It provides time to build and nurture relationships with Aboriginal and Torres Strait Islander stakeholders, define our individual vision for reconciliation, and understand our sphere of influence. It is essential to ensure that the voices of Aboriginal and Torres Strait Islander peoples guide us. Understanding history is an important part of our reconciliation journey.

I would like to thank everyone who contributed to this action plan for their commitment to reconciliation and also wish them well in their personal cultural learning journey.

Lucinda Barry AM

Chief Executive Officer and RAP Champion
Organ and Tissue Authority

'It is vital for us to expand our knowledge so we can create a culturally safe environment within the agency and lead effectively across the national DonateLife program.'



A message from Reconciliation Australia



Reconciliation Australia welcomes the OTA to the RAP program with the formal endorsement of its inaugural Reflect RAP.

The OTA 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 close to 3 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.

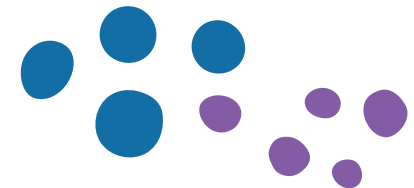
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Our business

About the OTA

The Australian Organ and Tissue Donation and Transplantation Authority, more commonly known as the Organ and Tissue Authority (OTA), was established in 2009 by the *Australian Organ and Tissue Donation and Transplantation Authority Act 2008* to deliver a nationally coordinated program to increase organ and tissue donation to improve opportunities for transplantation in Australia.

Our national DonateLife program is delivered in partnership with the DonateLife Network, state and territory governments, the donation and transplantation sectors, the eye and tissue sectors, hospitals, community organisations and the public.

Donation in Australia

For someone who is seriously ill, an organ or tissue transplant can mean the difference between life and death, being healthy or sick, seeing or being blind, or being active and never walking again. Transplantation gives people the chance to resume an active life in their family, workplace and community.

Currently there are around 1,800 Australians on the organ transplant waitlist and a further 14,000 people on dialysis, many of whom could benefit from a kidney transplant. With the rising prevalence of chronic disease and advancements in medical technology, transplantation is the optimal and sometimes only treatment option for people with organ failure.

Very few people have the opportunity to become an organ donor at the end of their life. A person must die in a hospital in specific circumstances, usually in an intensive care unit or emergency department, as organs need to be functioning well to be considered for transplantation. Only around 2% of people who die in Australian hospitals meet the criteria required to be an organ donor.

This is why we need everyone to talk or yarn about organ donation and register to be donor on the Australian Organ Donor Register (AODR), in case they are one of the few who can donate and give the gift of life to another.

One organ donor can save the lives of up to 7 people and help many more through eye and tissue donation.

We thank all the generous donors, and their families, who have transformed the lives of people needing a transplant through organ and tissue donation.

We also acknowledge the dedication and commitment of DonateLife donation specialist staff, intensive care units and transplant teams. Transplantation is only possible through the donation of organs and tissues, and its life-changing benefits would not be possible without this shared commitment.

Our purpose



To save and improve the lives of more Australians through organ and tissue donation and transplantation

Our values



Commitment

We are passionate about who we are, our work and our future



Collaboration

We work to achieve shared goals



Excellence

We strive for the best quality national outcomes



Integrity

We operate with trust, respect, honesty and compassion



Innovation

We keep an open mind and have courage to make improvements

Our footprint

The OTA is an extra small agency within the Australian Government Health, Disability and Ageing portfolio. We directly employ 33 staff located on Ngunnawal and Ngambri (Canberra) and Woiwurrung (Melbourne) Country.

Currently the OTA employs 1 self-identified Aboriginal and/or Torres Strait Islander staff member. Through this Reflect RAP we will develop a culturally appropriate plan to inform future employment opportunities for Aboriginal and Torres Strait Islander peoples.

The OTA leads the national DonateLife program to deliver nationally consistent community awareness and clinical donation services across Australia.

The Australian Government, through the OTA, provides funding to state and territory governments to deliver donation services consistent with the DonateLife program.

Each state and territory has a DonateLife agency, a leadership team, and hospital-based medical and nursing donation specialist staff. Agency staff also include educators, communication officers, donor family support officers, and data and audit personnel. These teams are referred to as the DonateLife Network.

Ngunnawal and Ngambri

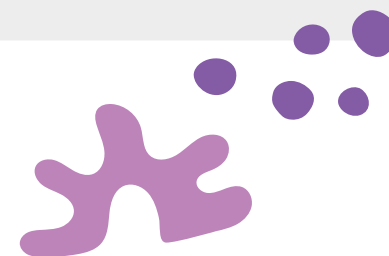
The land that is now known as Canberra has been home to the Traditional Custodians, the Ngunnawal and Ngambri peoples for more than 20,000 years. The traditional lands of the Ngunnawal people are estimated to cover some 2100km, extending from what is now Queanbeyan to Yass, Tumut and Boorowa. Ngunnawal is bordered by Wiradjuri, Ngarigo, Gundungurra and Yuin lands.

For thousands of years, Ngambri people have gathered in the high country near Canberra each summer to celebrate the arrival of the bogong moths on their migration south. Attracted by the cool of the mountain climate, moths in their millions seek shelter in rocky crevices and overhangs.

Providing an important seasonal food for the Ngambri and other peoples, they were collected in nets and roasted on fires.

Woiwurrung

The Kulin nation is a collective of Aboriginal clans: Woiwurrung (Wurundjeri), Boonwurrung, Wathaurung, Taungurung and Dja DjaWrung. In the Woiwurrung language, Naarm means 'place'. It signifies that the area, that is now Melbourne, was an important meeting place for the clans of the Kulin nation.



The DonateLife Network includes



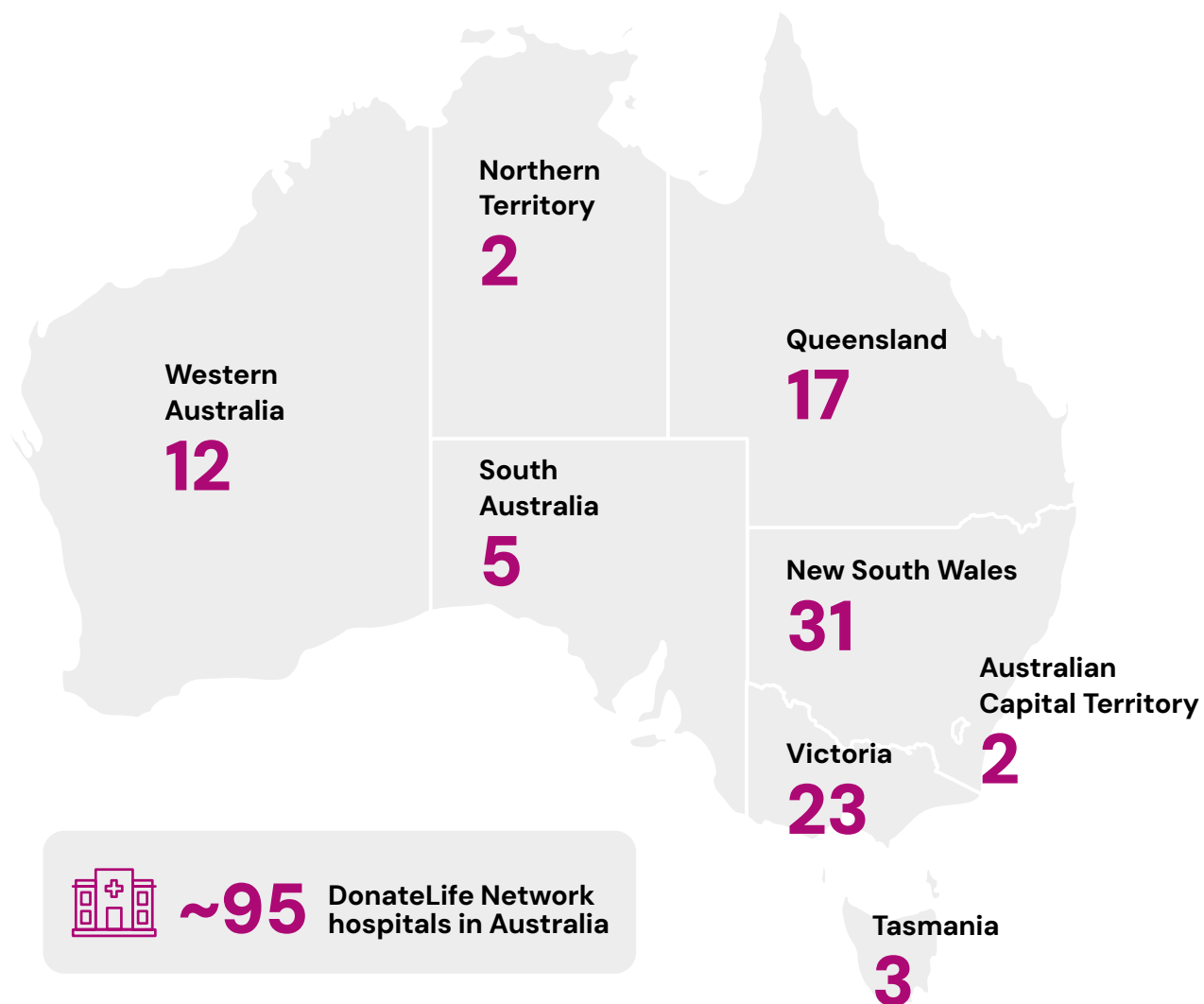
8

DonateLife agencies
across Australia



260+

donation specialist staff
across Australia



Our Reconciliation Action Plan

We are dedicated to increasing access to life-changing organ transplantation for all Australians with organ failure.

Aboriginal and Torres Strait Islander peoples have a higher rate of chronic kidney disease in Australia than non-indigenous people, which often leads to kidney failure. The optimal treatment for kidney failure is a kidney transplant. There are inequities in the number of Aboriginal and Torres Strait Islander peoples with kidney failure being waitlisted for a transplant, which means that Aboriginal and Torres Strait Islander peoples have a lower rate of kidney transplants from deceased donors than non-indigenous people. Aboriginal and Torres Strait Islander peoples do not have the same rates of living kidney donation. Over the past 5 years less than 1% of living donors have been people who identified as First Nations.

We are committed to working with community, governments and the clinical sector to drive increased access to transplantation for Aboriginal and Torres Strait Islander peoples.

The OTA CEO, who is also our RAP Champion, is a member of the National Indigenous Kidney Transplantation Taskforce (NIKTT) who are working to address the inequities in kidney transplantation access for Aboriginal and Torres Strait Islander peoples.

The OTA is focused on increasing awareness of organ donation, increasing registration on the AODR and increasing family discussion to build support for donation. We are working to provide culturally appropriate engagement and resources for Aboriginal and Torres Strait Islander peoples, to increase knowledge and support for donation.

We aim to influence and address structural and systemic inequities by collaborating with Aboriginal and Torres Strait Islander communities, state and territory governments and the DonateLife Network to provide culturally safe services across the end-to-end donation to transplantation system.

We are also committed to building cultural competency within our organisation. This involves acknowledging, celebrating, and learning about the significance of Aboriginal and Torres Strait Islander peoples, their communities, histories, and cultures. Implementing a RAP and providing mandatory cultural competency training across our workforce are key steps in this journey. These actions will assist us to consider the impact and potential opportunities for Aboriginal and Torres Strait Islander communities and stakeholders in all aspects of our daily work.

Improving staff knowledge through education and training is a priority for us. In June 2024 we conducted a staff survey that revealed nearly 80% of respondents felt only somewhat familiar or not familiar at all with Aboriginal and Torres Strait Islander cultures and histories. Additionally, over a third of respondents had never undertaken cultural awareness training.

We are committed to creating a culturally safe work environment. This includes expanding our NAIDOC Week activities and training options to enhance our understanding and respect for the experiences and perspectives of Aboriginal and Torres Strait Islander peoples. The staff survey indicated a strong desire among staff to build their cultural knowledge through expanded training options and opportunities to engage in cultural learning activities. We will extend our current resources to include a variety of cultural learning opportunities.

Through our RAP, we aim to improve our understanding of Aboriginal and Torres Strait Islander cultures and histories so that we can build stronger connections with Aboriginal and Torres Strait Islander peoples. Through our learning we aim to foster these connections and contribute to a more inclusive and equitable society.

Our reconciliation journey

March 2024

As a commitment to reconciliation, the OTA registered and began development of our first Reflect RAP.

May 2024

We established our RAP Working Group.

May 2024

Our Chief Executive Officer became our RAP Champion.

June 2024

Members of the RWG attended a seminar on reconciliation by Adrian Cheatham, Reconciliation Australia.

November 2024

The RWG consulted with OTA's senior leaders and staff, reiterating why we are developing a RAP, providing an understanding on how we intend to implement and their part in the process. Feedback from this consultation was incorporated into the draft RAP.

October 2024

OTA staff were provided digital artwork by Aunty Kylie to use during virtual meetings.

July 2024

We held an OTA wide online "in conversation" session with OTA Advisory Board member Kellie Owens, a Kaurna, Narungga and Ngarrindjeri sovereign woman, to recognise NAIDOC Week. OTA staff were also encouraged to attend local events in their areas.

June 2024

We conducted a survey to better understand cultural learning needs within the OTA.

February 2025

We incorporated cultural competence training into our essential learning program.

February 2025

First Reflect RAP draft provided to Reconciliation Australia for review.

August 2025

Our first Reflect RAP was approved by Reconciliation Australia and launched.

Our Working Group

The role of the RAP Working Group (RWG) is to oversee the development and implementation of our RAP.

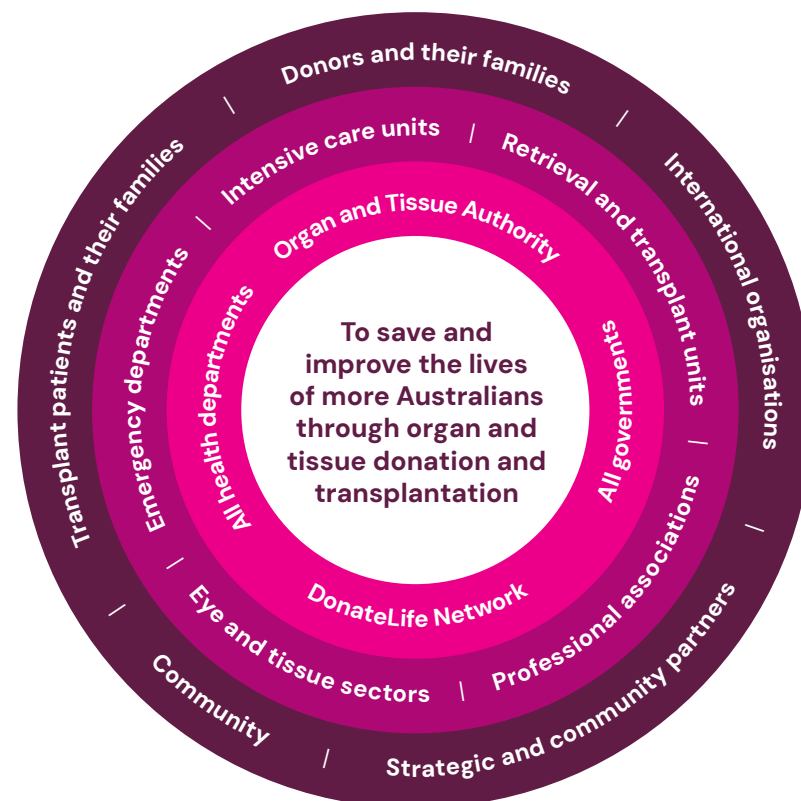
Our working group is made up of representatives from each program area across the OTA. Membership of the inaugural RWG includes:

- **Director, Communications and Engagement** (Chair)
- **Director, Clinical Engagement, Clinical Programs**
- **Director, Analytics and Technology**
- **Marketing Lead, Communications and Engagement**
- **Assistant Director, Human Resources**
- **Assistant Director, Governance and Parliamentary**

Our partnerships

Collaboration is integral to increasing donation and transplantation in Australia.

The OTA has a range of strategic and community partnerships to deliver the national DonateLife program across the clinical sector and to increase public awareness in the community.



We continue to focus on opportunities to increase knowledge of and support for Aboriginal and Torres Strait Islander peoples, through community engagement and communication activities.

In 2021 the OTA supported the development of a national DonateLife First Nations Engagement Group (FNEG) to raise awareness, knowledge and support for organ and tissue donation across Aboriginal and Torres Strait Islander peoples and communities. It was determined that an overarching strategy for engagement was required.

FNEG commissioned an Indigenous-led organisation to conduct a cultural needs assessment to provide advice on how both the OTA and the DonateLife Network could improve cultural safety and awareness. In 2023, following consultation, a report was provided – *A framework for Aboriginal and Torres Strait Islander organ and tissue donation excellence*.

In March 2023, cultural safety education sessions were delivered to around 40 staff from the OTA and DonateLife Network.

The OTA has begun discussions with the DonateLife Network and jurisdictional health representatives on implementing the framework, progressing cultural safety action plans redressing the structural and systemic inequities to enable the delivery of culturally safe organ and tissue donation services. The framework will also support staff across the OTA and the DonateLife Network to safely co-design engagement with Aboriginal and Torres Strait Islander peoples on the topic of organ and tissue donation in clinical and community spaces.

As part of our commitment to support engagement with Aboriginal and Torres Strait Islander peoples about organ and tissue donation, we partnered with community organisations with the support of DonateLife Partnerships and Community Awareness Grants:

- Tonic Health Media delivered TV broadcast messaging in more than 200 Aboriginal Community Controlled Health Organisations.
- Podshape Podcasting produced a podcast series, A gift worth giving, hosted by proud Aboriginal and Torres Strait Islander football legend Sam Thaiday. Sam shared stories about organ and tissue donation, interviewing donor families and people who had received a life-changing organ transplant.
- Alice Springs Hospital developed a series of short culturally safe and linguistically accessible videos, in 4 local languages and English, that introduce organ donation to local Aboriginal communities.
- Little Rocket, a First Nations owned marketing agency, developed educational resources including a video with Auntie Julie, who received a liver transplant and is now waiting for a second liver and a kidney transplant. The resources will be distributed to 50 Aboriginal Community Controlled Health Organisations.
- Queensland Remote Aboriginal Media distributed in-language radio advertising to raise awareness of organ and tissue donation.



Engaging with the community

In 2022, the OTA awarded the Alice Springs Hospital a Community Awareness Grant to produce a short culturally safe and linguistically accessible animation. 'Giving Life' was created in Arrernte, Pitjantjatjarra, Warlpiri and English, and introduces the concept of organ donation to local Aboriginal communities in Central Australia.

The animation was informed by research which identified that knowledge and understanding of organ donation was low amongst communities in Central Australia. The research noted that community education was key to improving donation and transplantation outcomes.

'Giving Life' was designed, written and narrated by Aboriginal Liaison Officers and Aboriginal Health Practitioners, with support from the Alice Springs Hospital.

It has been described as "very realistic" by Aboriginal and Torres Strait Islander stakeholders who were not involved in the production process.

The animation was officially launched at an event for DonateLife Week 2024.

It is now being used for community education in Central Australia and has been added to the OTA's First Nations playlist on [YouTube](#).

Learning from our leaders



The OTA's Advisory Board is responsible for advising the CEO about the objectives, strategies and policies to be followed by the OTA in the performance of its functions and organ or tissue donation and transplantation matters. In February 2024 the Advisory Board welcomed Ms Kelli Owen as a new ministerial appointment. Kelli brings a wealth of knowledge as a Kurna, Narungga and Ngarrindjeri sovereign woman having lived with

chronic kidney disease, receiving a transplant and personal experience with the difficulties faced by rural and remote patients accessing essential health services.

Kelli holds a Bachelor of Education (Edith Cowan University), Masters in Indigenous Languages Education (University of Sydney) and is a PhD student with Victoria University. She is the National Community Engagement Coordinator for the NIKTT, a member of NIKTT Operations Committee, Cultural Advisor and Project Officer with South Australia Health overseeing the Kanggawodli renal project with the Central Northern Adelaide Renal & Transplantation Service, is a member of AKction (Aboriginal Kidney Care Improving Outcomes Now) with the University of Adelaide and is leading the SAHMRI (South Australian Health Medical Research Institute) project COMPASS (Connecting Our Mob Patient navigators As Sustainable Supports).

National Indigenous Kidney Transplantation Taskforce

The OTA has supported the NIKTT through the OTA CEO being a taskforce member and the OTA's Clinical Program and Community Engagement teams working with the NIKTT secretariat as required.

The NIKTT aims to improve access to, and outcomes of, kidney transplantation for Aboriginal and Torres Strait Islander peoples. The NIKTT has created a national network of Aboriginal and Torres Strait Islander peoples with lived experience and clinicians, alongside community and research advocates. Together they share the mission of enhancing the cultural safety of renal services and improving their accessibility to Aboriginal and Torres Strait Islander peoples. The aim is to improve the number of people waitlisted for a kidney transplant and increase the rate of kidney transplantation.

National Strategy for Organ Donation, Retrieval and Transplantation

In November 2024 the National Strategy for Organ Donation, Retrieval and Transplantation was announced following endorsement by all governments. The strategy builds on past successes to improve organ donation and transplantation rates, while outlining a roadmap for future growth in the organ donation, retrieval, and transplantation sector.

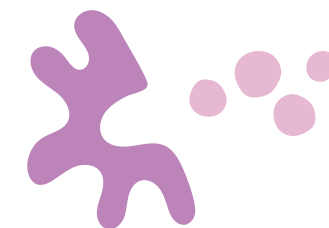
One of the strategy's 4 priority areas is the equitable access for Australians who would benefit from organ transplantation with a focus on Aboriginal and Torres Strait Islander peoples and those living in rural, regional and remote areas.

Addressing inequities in the sector is crucial. Only 15% of Aboriginal and Torres Strait Islander people with kidney disease receive a kidney transplant, compared to 49% of non-Indigenous Australians.

All governments are committed to the strategy, with the goals and priority areas forming the basis of future actions to support improvements in the sector.



Our action plan



Relationships

Developing strong relationships built on trust and respect and are free of racism.

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	December 2025	Director, Clinical Engagement
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	April 2026	Director, Clinical Engagement and Director, Communications and Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW)	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2026	Director, Communications and Engagement
	• RAP Working Group members to participate in an external NRW event	27 May – 3 June 2026	RWG Chair
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May – 3 June 2026	OTA RAP Champion and RWG Chair

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	• Communicate our commitment to reconciliation to all staff	August 2025	OTA RAP Champion and RWG Chair
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey	December 2025	Director, Clinical Engagement and Director, Communications and Engagement
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	December 2025	RWG Chair
4. Promote positive race relations through anti-discrimination strategies	• Research best practice and policies in areas of race relations and anti-discrimination	January 2026	Assistant Director, Human Resources
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	June 2026	HR Officer





Respect

Respect for Aboriginal and Torres Strait Islander histories and cultures to create a cultural safe workplace, to build relationships and a shared national identity.

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 plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	June 2026	RWG Chair
	• Conduct an annual staff survey to assess our organisations cultural learning needs	July 2026	Assistant Director, Human Resources
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	July 2026	Director, Analytics and Technology
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	June 2026	Marketing Lead
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	• Continue to raise awareness and share information amongst our staff about the meaning of NAIDOC Week	June 2026	Director, Communications and Engagement
	• Continue to promote local NAIDOC Week events to staff to enhance staff understanding and respect for experiences and perspectives of Aboriginal and Torres Strait Islander peoples	June 2026	Director, Communications and Engagement
	• RAP Working Group to participate in an external NAIDOC Week event	First week of July 2026	RWG Chair

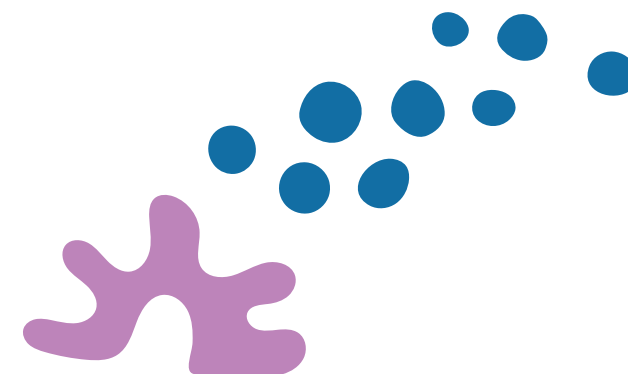


Opportunities

**Opportunities are crucial for the wellbeing of Aboriginal and Torres Strait Islander peoples.
Developing and implementing culturally appropriate partnership-centred solutions will support equality.**

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	• Develop a plan for Aboriginal and Torres Strait Islander employment within our organisation	December 2025	Assistant Director, Human Resources
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	December 2025	Assistant Director, Human Resources
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	• Develop a plan for procurement from Aboriginal and Torres Strait Islander owned businesses	February 2026	Chief Financial Officer
	• Investigate Supply Nation membership	February 2026	Chief Financial Officer
10. Pursue opportunities to improve health outcomes for the Aboriginal and Torres Strait Islanders via transplantation	• Work with the Department of Health, Disability and Ageing to support the continued funding of the NIKTT	March 2026	OTA CEO
	• Support the implementation of future NIKTT recommendations that align with the OTA's areas of responsibility	March 2026	OTA CEO

Action	Deliverable	Timeline	Responsibility
11. Implement findings from 'A framework for Aboriginal and Torres Strait Islander organ and tissue donation excellence' report reduce inequity and improve donation and transplantation outcomes for Aboriginal and Torres Strait Islander people	<ul style="list-style-type: none"> Develop and deliver a cultural safety action plan to ensure the OTA is a culturally safe workplace and include the plan in the OTA's strategy documents 	June 2026	RAP Champion
	<ul style="list-style-type: none"> Implement the cultural safety action plan, including priority recommendations around mandating cultural awareness training for staff, auditing engagement strategies, creating national education materials, continuing support for NIKKT and prioritising equity of access 	August 2026	OTA CEO and RAP Champion
	<ul style="list-style-type: none"> Support and guide DonateLife agencies to implement priority actions from 'A framework for Aboriginal and Torres Strait Islander organ and tissue donation excellence' 	June 2026	National Manager, Communications and Engagement National Manager, Clinical Programs
	<ul style="list-style-type: none"> Dispel myths about organ and tissue donation with external stakeholders through the Communications and Engagement Strategy 	March 2026	Director, Communications and Engagement





Governance

Governance underpins our ability to achieve against the 3 core pillars of Relationships, Respect and Opportunities.

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP RWG to drive governance of the RAP	• Maintain a RWG to govern RAP implementation	May 2026	OTA CEO and RWG Chair
	• Review Terms of Reference for the RWG	May 2026	OTA CEO and RWG Chair
	• Establish Aboriginal and Torres Strait Islander representation on the RWG	May 2026	OTA CEO and RWG Chair
13. Provide appropriate support for effective implementation of RAP commitments	• Define resource needs for RAP implementation	September 2025	RWG Chair
	• Engage senior leaders in the delivery of RAP commitments	August 2025, November 2025, February 2026, May 2026, August 2026	RWG Chair
	• Maintain a senior leader to champion our RAP internally	May 2026	RWG Chair
	• Define appropriate systems and capability to track, measure and report on RAP commitments	August 2025	RWG Chair



Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	<ul style="list-style-type: none"> 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	HR Officer
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey 	1 August for submission by 30 September annually	HR Officer
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia 	30 September, annually	RAP Champion and RWG Chair
15. Continue our reconciliation journey by developing our next RAP	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP 	May 2026	RWG Chair



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