



Innovate

Reconciliation Action Plan
July 2026 to June 2028



Acknowledgement of Country

From Larrakia Country to Whadjuk Country, Boonwurrung Country and all traditional lands in between – One Tree Community Services (One Tree) acknowledges the Traditional Custodians of the lands on which we work.

We pay special thanks and respect to the Elders and Leaders who have welcomed us to Country on your lands at each of our services across Australia.

We provide this Acknowledgement of Country in the spirit of reconciliation and as part of our commitment to the ongoing work toward reconciliation.

One Tree values and respects the knowledge and heritage of First Nation's peoples. We acknowledge Aboriginal and Torres Strait Islander peoples as our first teachers and caretakers. We respect the continued and ancient tradition of orally passing down stories, knowledge, history, and language.

As wisdom flows to the next generation, we recognise the learning, culture, and strengths that Aboriginal children and their families bring to our services.

We are grateful to be able to work alongside and learn from Aboriginal and Torres Strait Islander peoples as experts in their own lives.

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Message from One Tree CEO

I am pleased to present the One Tree Innovate Reconciliation Action Plan (RAP) 2026-2028. One Tree is proud to be an organisation that welcomes, values and supports Aboriginal and Torres Strait Islander peoples and their business endeavours.

This is our second Innovate RAP, which continues to build on Reconciliation Australia's Innovate themes. This Innovate RAP builds on our commitment to reconciliation by engaging staff and stakeholders in reconciliation and piloting strategies to further empower Aboriginal and Torres Strait Islander peoples. This includes furthering our Aboriginal and Torres Strait Islander employment framework by creating pathways for recruiting, developing and retaining Aboriginal and Torres Strait Islander employees at all levels of the organisation.

As CEO of One Tree, I have long held a steadfast belief in the value of taking practical, tangible action to create real change. I understand that to work effectively and achieve meaningful outcomes we must work with people and communities, and learn together along the way.

For these reasons, the practical, measured and collaborative approach to reconciliation, set out in a defined RAP, aligns well with our way of working.

Our leadership team and Board appreciate the unique and privileged place we have in working with diverse people and cultures and recognise the responsibility that comes with it.

In the spirit of reconciliation, I acknowledge and support One Tree's commitment to continue to work together with Traditional Owners and Aboriginal and Torres Strait Islanders peoples in the communities where we operate. Our intention is to remain committed to reconciliation and fostering mutually respectful relationships between Aboriginal and Torres Strait Islander peoples and all other Australians.

Karri Hillier
Chief Executive Officer
One Tree Community Services

Message from Reconciliation Australia CEO



Reconciliation Australia commends One Tree on the formal endorsement of its second Innovate RAP.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. One Tree continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that One Tree will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to One Tree using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for One Tree to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, One Tree will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of One Tree's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations One Tree on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

A handwritten signature in black ink, appearing to read 'Karen Mundine'. The signature is fluid and cursive, with a large loop at the end.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



About the Artist

Our Aboriginal artwork was developed by Yamatji woman Jasmyn Ihanimo. From the Geraldton area in Western Australia (WA), Jasmyn has many connections to Country. From Kalgoorlie in the east (Wongji) to the Pilbara in the north (Niyaparli) of WA. Jasmyn is an emerging contemporary Aboriginal artist who connects her art with her heritage and culture.

The central symbol featured in the artwork represents our head offices. Six sections reflect the states and territories where we work. Pathways flow throughout, showing how our spirit connects our people across the land and sea. The dots symbolise the people of One Tree, including our staff, families, children and our communities.

You can discover more of Jasmyn's artwork on Instagram via [@jasmyncloeart](#).



*Jasmyn Ihanimo, Yamatji woman
and emerging contemporary
Aboriginal artist.*

Message

from our RAP Champion

As the RAP Champion for One Tree, I am proud of the measures included in our second Innovate RAP. The Plan demonstrates the organisation's strong commitment to reconciliation and reflects our journey to learn, grow and make a difference alongside the children, families and communities we work with. We understand that reconciliation is an ongoing process and that all One Tree employees have a role to play for the organisation to achieve the goals set out in our plan. As we reflect on the successes of our previous plans, we have paved the way to extend ourselves to make a positive, significant impact on the experiences of our Aboriginal and Torres Strait Islander colleagues and the broader communities we serve. One of the important ways we will do this will be through the focus on the attraction, development and retention of Aboriginal and Torres Strait Islander staff. As One Tree RAP Champion, I am excited and honoured to continue the work of reconciliation. I encourage our staff to enhance their cultural understanding and knowledge as we progress our work through the 2026–2028 cycle of this RAP. As a commitment to reconciliation, we encourage all staff to participate in activities in Reconciliation Week, and in our everyday work, supporting the RAP Working Group and joining in conversations on reconciliation within your teams to continue this important journey.

Claire McManus
RAP Champion and Executive Manager Services
One Tree Community Services



Our approach



Our purpose

Transforming challenges into possibilities with people and communities.



Our spirit

Working together, meeting the challenge, determined to succeed.



Our values

Professionalism

We use professional knowledge, education and experience to deliver quality services. We adhere to rigorous policies and procedures and work to all industry standards.

Equality

We honour the unique contribution each individual brings to the organisation. We believe in mutually beneficial partnerships and treating others with open-mindedness and tolerance.

Transparency

We work in an ethical, open and transparent way to create a safe, supportive environment. We work together respectfully and playfully.

Our vision

Our vision for reconciliation is shaped by truth telling, healing and restored relationships.

For us, this means past harms are acknowledged and dignity is affirmed. It means acknowledging the impact of colonisation and the stolen generation period. How our children and families are affected by inter-generational trauma.

It means having respectful and inclusive early learning environments. Where all children, families and communities feel safe, valued and proud of who they are.

It looks like communities moving forward together with justice and mutual respect. Where we foster meaningful relationships with Aboriginal and Torres Strait Islander peoples.

It's about Aboriginal and Torres Strait Islander peoples delivering and leading our services. Recognising that community led work provides stronger, more culturally safe outcomes.

It's about delivering services that are shaped by community voices, knowledge and aspirations. Ensuring programs are responsive, respectful and aligned with local priorities.

It looks like working with and alongside Aboriginal and Torres Strait Islander peoples on our ongoing journey of reconciliation.



Our business

At One Tree, we work with people and communities to transform challenges into possibilities.

We are a national, for-purpose organisation with more than 50 years' experience. Our team delivers more than 100 children's, community and educational services, including our Registered Training Organisation.

Our services support around 8,500 children and families across Australia. We employ more than 1,200 staff, including 86 Aboriginal and Torres Strait Islander peoples. In remote and regional areas, Aboriginal and Torres Strait Islander peoples make up 14.3% of our workforce.

Our locations include our three head offices in Perth, Melbourne and Darwin. We have additional offices in Karratha and Kununurra. Our services span metropolitan, regional, and remote areas across Western Australia (WA), the Northern Territory (NT), Queensland, New South Wales, the Australian Capital Territory and Victoria.

Our core business is children's services, which includes long day care, Out of School Hours Care, kindergarten and Defence childcare services. We also provide a diverse range of community services and programs, including safe houses, parenting programs, industry support, cultural safety and much more. Through our RTO, we offer free traineeships in WA and the NT. This includes Early Childhood Education and Care (ECEC), community services and school-based traineeships.

We seek partnerships that provide mutual benefit. This means working with communities who choose to work with us. We believe in sharing knowledge and learning together. In providing services that are made for community needs.

We are a workplace community with one purpose and one spirit. Though we are different people in different places, we are One Tree. Our spirit of working together, meeting the challenge and being determined to succeed inspires everything we do.

Our reconciliation journey

2017

RAP Working Group established.

2018

First Reflect RAP.

2023

First Innovate RAP.

2026

Second Innovate RAP.

At One Tree, we work with and alongside Aboriginal and Torres Strait Islander communities. We employ a significant workforce of First Nations peoples.

Some examples of our community collaborations include:

- Wadeye (Kardu Diminin Country, NT), childcare, hostel and safe house services.
- Ieramargadu (Ngarluma Country, WA), Pathways Program and bush kindy.
- Kowanyama (Kokoberra, Yir Yoront (or Kokomnjen & Kunjen Country, QLD) long day care and Connect Program.
- Melbourne (Boonwurrung Country, WA), Wayipungitj Initiative.

[More information about these services and programs can be found on the One Tree website.](#)





Reconciliation is not optional for us. It is central to how we work. How we make decisions. How we support staff, children, families and communities.

This is why we are committed to having an endorsed RAP. It provides us with a clear, accountable framework. A framework that is respectful, practical and consistent across all business areas. While still allowing for local leadership and place-based approaches.

Our RAP reflects our responsibility to contribute to reconciliation. Not just through intent. But through sustained action that improves outcomes for Aboriginal and Torres Strait Islander peoples.

We achieved all deliverables and exceeded all targets from our first Innovate RAP. Staff reported increased awareness of our RAP and improved cultural intelligence.

Key outcomes included:

- Achieved 70% increase in number of Aboriginal and Torres Strait Islander staff.
- Increased Aboriginal and Torres Strait Islander supplier diversity to 4.7%.
- Commissioned Aboriginal artwork to support cultural safety in our workplace.
- Implementation of cultural awareness training across services.

We have reflected on our learnings, challenges and impact, identifying areas for improvement. This has helped us to develop our second Innovate RAP.

While we achieved our recruitment targets, we identified systemic barriers in the recruitment process. We will strive to overcome these barriers and improve retention, as described in the Opportunities section.

Staff identified an increase in cultural intelligence. However, it can be challenging to maintain consistent levels of cultural awareness and understanding. We have more than 1,200 team members spread across the country. More regular, structured training will help to address this, as described in the Respect section.

RAP Working Group

Our RAP Working Group collaborates on the development of our RAP and its implementation. The Group is guided by our Board approved Terms of Reference.

Members have a combined wealth of knowledge and represent each business area across all levels and locations. Currently, we have 10 members who identify as Aboriginal or Torres Strait Islander peoples.

In total, our RAP Working Group contains 29 members.

- Administration Assistant
- Board Member
- Business Development Coordinator
- Cultural Practice Leader
- Executive Director
- Executive Manager Services
- Executive Manager Finance
- General Manager Services
- General Manager Communities
- General Manager Corporate
- General Manager Defence Childcare Unit
- General Manager Fees & Enrolments
- General Manager People & Culture
- Inclusion Support Cultural Lead
- Marketing Team Lead & Content Specialist
- Operations Manager - Kindergarten
- Oshc Coordinator
- Pathways Program Assistant
- People & Culture Engagement Consultant
- Regional & Program Managers – Kindergarten, Children’s & Community Services
 - Service Director
 - Service Nominated Supervisor
 - Trainer & Assessor

Claire McManus

RAP Champion
and Executive
Manager Services



RAP Champion

Our RAP Champion is Executive Manager Services Claire McManus, a longstanding One Tree employee. Throughout her career, Claire has lived and worked in remote Australia alongside Aboriginal communities. She has worked across multiple business units and has been involved in the RAP since its inception. Her responsibilities as RAP Champion are detailed in her position description. Our executive team will develop a formal process to appoint RAP champions for future RAP iterations.

Leeanne Pena

RAP Co-Chair
and Cultural
Practice Leader



RAP Co-Chairs

Our RAP Co-Chairs are Cultural Practice Leader Leeanne Pena and General Manager Communities Shellie Taia. Both are longstanding One Tree employees who served as Co-Chairs on our first Innovate RAP. Leeanne is based in the Darwin office, while Shellie is based in the Melbourne office.

Shellie Taia

RAP Co-Chair and
General Manager
Communities



Reference Group

During this Innovate RAP, we will formally establish an Aboriginal and Torres Strait Islander Reference Group. Members will be from inside and outside the RAP Working Group. It will be led by our Cultural Practice Leader.

The Group will meet biannually at a minimum. It will discuss and influence policy development and organisational practices that impact Aboriginal and Torres Strait Islander staff, children, families and communities.



Relationships

Our first Innovate RAP focussed on building strong relationships. Relationships grounded in respect, inclusion and cultural understanding.

Now, we will focus on nurturing these relationships.

We will continue to look to Aboriginal and Torres Strait Islander peoples as experts in their own lives. We will continue to collaborate with communities. Shaping our services to their needs.

We remain committed to recognising the unique histories, cultures and contributions of First Nations peoples. To supporting our staff to work more effectively with Aboriginal and Torres Strait Islander communities.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Review April annually	Lead: General Manager Services Supported By: Regional Managers
	1.2 Review and improve engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2026	Cultural Practice Leader
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April annually	RAP Co-Chairs
	2.2 RAP Working Group (RWG) members to participate in an external NRW event.	May-June 2026, May-June 2027	RAP Champion
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May-June 2026, May-June 2027	RAP Champion
	2.4 Organise at least one NRW event each year.	May-June 2026, May-June 2027	RAP Champion
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May annually	RAP Co-Chairs
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	October 2026	RAP Champion
	3.2 Communicate our commitment to reconciliation publicly.	May annually	Marketing Team Lead & Content Specialist
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Review November 2026	Lead: General Manager Services Supported By: Regional Managers
	3.4 Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March annually	RAP Champion
	3.5 Publish Reconciliation Australia's endorsed RAP on our website and circulate a hard copy to all corporate offices and services.	July 2026	Marketing Team Lead & Content Specialist
	3.6 Update and maintain our internal reporting system that tracks and maintains our relationships and reconciliation activities for our RAP.	August 2026	RAP Co-Chairs
	3.7 Include the RAP as part of employee induction package.	August 2026	General Manager People & Culture
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify and enhance existing anti-discrimination provisions.	September annually	Cultural Practice Leader and General Manager People & Culture
	4.2 Based on consultation, review the anti-discrimination policy and communicate any changes to staff.	November annually	Executive Manager
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	May and November annually	Cultural Practice Leader
	4.4 Provide opportunities biannually to educate senior leaders on the effects of racism.	April and August annually	Cultural Practice Leader
Support Aboriginal Community Controlled Organisations (ACCO) collaboration and partnership in service delivery where there are the skills and aspirations to do so.	• Look for opportunities to partner with ACCO providers in the delivery of programs where appropriate.	May & November annually	Executive Manager
	• Establish formal partnership agreements with any ACCOs identified as appropriate by Executive.	November (annually)	Executive Manager



Respect

We believe all relationships should be built on mutual benefit and respect.

Throughout our reconciliation journey, we have applied a 'both ways approach'. This approach recognises we all have different strengths. It focusses on sharing knowledge and learning together.

It allows communities to choose their own way from both worlds. From First Nations cultures and from western ways.

We will continue to use this approach in everyday practice and throughout this RAP. We will also continue to respect the strengths, knowledge and expertise of Aboriginal and Torres Strait Islander peoples. While acknowledging and learning from past harm.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation.	October annually	General Manager People & Culture and Cultural Practice Leader
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	September annually	Cultural Practice Leader
	5.3 Review, update and communicate our cultural learning strategy document for staff.	November annually	Cultural Practice Leader
	5.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June annually	Lead: Cultural Practice Leader Supported by: General Managers
6. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	6.1 Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June annually	Cultural Practice Leader and RAP Champion
	6.2 Review, update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	April annually	Cultural Practice Leader and RAP Champion
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review June annually	Cultural Practice Leader
	6.4 Continue to include and encourage personalising an Acknowledgement of Country at the commencement of important meetings.	Review March annually	Cultural Practice Leader
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	First week in July annually	RAP Champion
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May annually	General Manager People & Culture
	7.3 Continue to promote and encourage participation in external NAIDOC events to all staff.	June annually	RAP Champion and Cultural Practice Leader
Embed local culture and cultural protocols in service programs	• Promote the use of local language in our services, ensuring any required permissions are sought.	Review April annually	RAP Champion
	• Reflect local culture in service environments. Visit and promote (internally and externally) the Narragunnawali website for resources to support program planning.	January annually	Lead: General Manager Services Supported By: Regional Managers



Opportunities

We recognise the valuable strengths, knowledge and expertise that First Nations staff bring to our organisation.

Our first Innovate RAP focussed on creating employment and career development opportunities. We committed to providing training, mentorship and career pathways to Aboriginal and Torres Strait Islander staff.

Now, we will continue this work and take further steps based on our learnings.

We will address systemic barriers and ensure equality of opportunity. We will invest even more in development to increase retention and build leadership capacity. We will also encourage First Nations staff to join the new Reference Group.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Continue to build an understanding of current Aboriginal and Torres Strait Islander staffing needs to inform future employment and professional development opportunities.	Review August annually	General Manager People & Culture
	8.2 Continue to engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September annually	Cultural Practice Leader and General Manager People & Culture
	8.3 Review the effectiveness of our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August and March annually	Cultural Practice Leader and General Manager People & Culture
	8.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review April annually	General Manager People & Culture
	8.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review April annually	Cultural Practice Leader and General Manager People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Review January annually	Executive Manager Finance
	9.2 Maintain Supply Nation membership.	Review January annually	Executive Manager Finance
	9.3 Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April annually	Executive Manager Finance
	9.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April annually	Cultural Practice Leader, supported by Reference Group
Increase Aboriginal and Torres Strait Islander representation in senior roles in the organisation.	<ul style="list-style-type: none"> Recruit an Aboriginal or Torres Strait Islander member for the Board. 	December 2026	Lead: Board Supported by: CEO
	<ul style="list-style-type: none"> Develop and implement leadership pathways for Aboriginal and Torres Strait Islander professionals. 	Review September annually	Lead: Executive Manager Supported by: General Manager Services



Governance

We are committed to implementing all deliverables within our second Innovate RAP. Our Board has endorsed this plan and supports all work toward ongoing reconciliation. Our RAP Working Group is dedicated to driving and tracking all outcomes.

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	10.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review February annually	RAP Champion
	10.2 Review, update and communicate the Terms of Reference for the RWG.	Review November annually	RAP Champion and RAP Co-Chairs
	10.3 Meet four times per year to drive and monitor RAP implementation. Meetings shall occur March, June, September and December annually.	Review schedule February annually	RAP Co-Chairs
11. Provide appropriate support for effective implementation of RAP commitments.	11.1 Define resource needs for RAP implementation.	Review January annually	RAP Champion
	11.2 Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	Review March annually	RAP Champion
	11.3 Maintain appropriate systems to track, measure and report on RAP commitments.	Review March annually	RAP Co-Chairs
	11.4 Appoint and maintain an internal RAP Champion from senior management.	Review February 2028	Executive Director
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1 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.	Review March annually	RAP Co-Chairs
	12.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	August annually	RAP Co-Chairs
	12.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September annually	RAP Co-Chairs
	12.4 Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December annually	RAP Co-Chairs
	12.5 Publicly report our RAP achievements, challenges and learnings.	December annually	Marketing Team Lead & Content Specialist
	12.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2028	RAP Champion
	12.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2028	RAP Champion
13. Continue our reconciliation journey by developing our next RAP.	13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	November 2027	RAP Champion & Co-Chairs

Contact details

Name: Claire McManus
Position: Executive Manager

Phone: 0488 644 414
Email: claire.mcmanus@onetree.org.au



the place to be

Central Office

First Floor, 277 Great Eastern Highway
Belmont WA 6104
Reception: (08) 6250 4100
Enrolments: 1800 919 995
information@onetree.org.au

Melbourne Office

Ground Floor, 174 Fairbairn Road
Sunshine West Victoria 3020
Reception: (03) 8311 6200
Enrolments: 1800 270 640
information@onetree.org.au

Darwin Office

Level 1, Office 3, 82 Smith Street
Darwin City NT 0800
(08) 6557 4400

Karratha Office

Welcome Lotteries House,
Unit 4/7 Morse Court Karratha WA 6714
(08) 6250 4100

Kununurra Office

74711/Lot 555 Ironwood Drive
Kununurra WA 6743
(08) 6250 4100

