



# REFLECT RECONCILIATION ACTION PLAN

March 2024 to September 2025

**KUDOS**  
SERVICES





## RECONCILIATION VISION STATEMENT

Our collective vision for reconciliation is to acknowledge, embrace and celebrate Aboriginal and Torres Strait Islander peoples and cultures.

We aspire to build strong and enriching reciprocal relationships with First Nations people and communities which foster unity, truth telling, equality, opportunities, and respect.

Kudos will create an inclusive and diverse workplace which will offer person centred and culturally safe disability supports.

# "KUDOS COMMUNITY OF CARE"



This art story shows the South Australian outback, city, regional, Riverland and coastal families meeting together with Kudos.

- The top half of the artwork shows families living in the outback and regional communities.
- The bottom half of the artwork shows families living in the city and near water – oceans and rivers.
- There are 5 central circles.



The central yellow circle represents Kudos Services.



The far left blue circle represents the families that live in the city and near water.



The far right brown circle represents the families that live in the outback and the regions.



The two central darker brown circles represent travelling country. There are two light coloured lines linking the central blue and brown circles to the central yellow circle – This represents families from the city and outback walking across country to meet with Kudos Services to become part of the Kudos Community of Care.



## ARTIST PROFILE

**Pauline Wilton**  
Adnyamathanha  
(Leigh Creek – Iga Warta),  
currently living in Port Augusta.

“I have been very interested in art at an early age in high school and as an artist I started dot painting 20 years ago. I am very fascinated in sharing my Aboriginal Culture through my dot paintings telling stories.

Without the ability to actualise an idea or concept, art would not exist. My work is a constant search for the best way to interpret the ideas that I have about myself and the world that we live in. I try not to limit myself to one medium, style or concept. My inspiration and ideas change, and my knowledge also changes.

Each piece I create is simultaneously an extension from our past and where I have come from and what has been passed onto me and learnt from others. Many of my dot painting methods can be seen in my one-of-a-kind work.

I see myself as a future artist and some may think this looking at my artwork. I want to be able to tell a story in all my pieces that I do. And if a viewer stops and looks just for a moment to view and reflect on any pieces that I have created then I have succeeded in my work.” (Pauline Wilton, 2023).

## RECONCILIATION AUSTRALIA CEO MESSAGE

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

Kudos joins a network of more than 2,500 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 Kudos 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 Kudos, 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



**Liz O'Connell**  
Chief Executive Officer  
KUDOS



**Rebecca Wilson**  
Board Chair  
KUDOS

## A MESSAGE FROM OUR CEO AND BOARD CHAIR

### CHARTING OUR PATH TOWARDS RECONCILIATION:

On behalf of the Kudos Services Board and Members, we are pleased to announce the commencement of our organisation's journey in contributing to the achievement of meaningful reconciliation. Our Reflect RAP 2024-2025 provides the framework for the actions we will take to deeply reflect and build our organisation-wide understanding and commitment to reconciliation.

We have developed our RAP over two years of conversations with our team members, Aboriginal Community Controlled Organisation partners, and Reconciliation Australia to form a plan that aligns our organisational purpose, and services we provide, to the journey of reconciliation.

Kudos is dedicated to upholding an inclusive, welcoming, respectful space for all people who work for and with us in their life journey. Kudos purposefully supports people to reach their participation goals, we recognise that for our First Nations people cultural safety is a critical foundation to inclusion and participation. Our

statewide child, youth and family services aim to provide the earliest intervention and supports for developmental delay and ongoing therapeutic support for people with disability.

We work across the lands of South Australia in and alongside our First Nations communities to contribute to Closing the Gap in early childhood and access to support for people with disability. We acknowledge the strength, resilience, and wisdom of Aboriginal people and communities and will utilise our first RAP to reflect on ways we can enhance our relationships, governance, and demonstrate respect towards Aboriginal and Torres Strait Islander culture, history and knowledge.

With the release of our 2024-2025 Reflect RAP, we affirm our commitment towards the ongoing journey of reconciliation, and invite all employees, members, partners and those who access our services, to join us as we play our part in bringing about reconciliation in Australia.



## WE ARE KUDOS

Launched in 2018, Kudos Services (Kudos) was established through a collaborative partnership with the National Disability Insurance Agency (NDIA) and the Government of South Australia, in line with the rollout of the National Disability Insurance Scheme (NDIS) and the transition from previously State-run disability services to non-Government management. Through this productive and visionary relationship, the idea of “spinning out” the State Child and Youth Services unit, into a brand new, employee-led mutual enterprise, to deliver the NDIA’s Early Childhood (EC) program was realised.

As a result, five years later, Kudos is a unique and values-driven mutual enterprise whose purpose is to support children, young people and adults with disability, and their families and caregivers, to achieve positive outcomes and be able to live their best lives.

Our team deliver services across much of the state to approximately eleven thousand (11,000) children who have a developmental delay or a disability and to their families and/or carers.

As a registered provider under the NDIS, our Therapy Services offer a wide range of supports for children, young people and adults, providing a one-stop-shop for assessment and care planning as well as therapeutic services.

Kudos is a registered charity through the Australian Charities and Not-for-Profits Commission.

## OUR PEOPLE

In just over five years, our staff has grown from approximately 90 transitioning from Government to near 200+ employee-members. Our team of highly skilled Allied Health Professionals, Teachers and Educators are supported by a group of dedicated corporate staff to manage the “back of house” functions.

Kudos is a member of the Business Council of Co-operatives and Mutuals (BCCM), the peak body for co-operatives and mutuals in Australia. The BCCM explain co-operatives and mutuals as, “... social businesses because they put people, not profit, at the centre of the enterprise” (Business Council of Co-operatives and Mutuals, 2013).

Kudos is committed to building a diverse workforce and welcomes people from all backgrounds. In realising this RAP, Kudos aims to create an environment that recognises and celebrates Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples and build a safe and inclusive workplace. Kudos currently has a small number of Aboriginal and/or Torres Strait Islander employees, however we support a significant number of clients and families that identify as Aboriginal and/or Torres Strait Islander Peoples. We believe it’s important to build strong and culturally sensitive practices to encourage more First Nations Peoples to our business, thereby providing a positive flow on effect to our clients and their families, our staff, and the community.





## OUR FOOTPRINT

Kudos is a South Australian based not for profit disability service provider with four offices on Kaurna Country in the Adelaide suburbs of Elizabeth, Pooraka, Unley, and Noarlunga. Kudos extends its services across regional South Australia, with regular physical presence in Waikerie on Ngawait Country (part of the Meru Nation), and in communities of Whyalla and Port Augusta on Banggarla Country and Nukunu Country respectively, since 2020.

## OUR RAP

Our journey to reconciliation started in July 2021 when Kudos made the decision to embed a Reconciliation Action Plan (RAP) that will stand up as a tangible commitment to support and promote a vision for reconciliation. Our Kudos core values of Camaraderie, Heart, Enterprise, and Knowledge influence our workplace culture to learn more about Aboriginal and Torres Strait Islander histories, and how Kudos can meaningfully and respectfully engage with communities within and outside our Community of Care.

Kudos is proud to embark on this commitment after just 5 years of business. We are committed to identifying and strengthening key reciprocal partnerships with Aboriginal and Torres Strait Islander led initiatives, to create a safe and welcoming environment as an employer and a disability service provider of choice.

As our sponsor and RAP Champion, the Chief Executive Officer will have oversight of the RAP, while the Reconciliation Working Group (RWG) will take carriage of overseeing its achievement of outcomes and maintaining our commitment to reconciliation.

Our Kudos core values of **Camaraderie, Heart, Enterprise, and Knowledge** influence our workplace culture to learn more about Aboriginal and Torres Strait Islander histories, and how Kudos can meaningfully and respectfully engage with communities within and outside our Community of Care.



# OUR CURRENT RECONCILIATION ACTIVITIES

Kudos is seeking to extend co-design principles from within its operations (being an employee-led mutual), into co-designing in the reconciliation sphere, and look to formally establish culturally appropriate and respectful processes following Cultural Protocols as part of our RAP.

## OUR CURRENT COMMUNITY ACTIVITIES:

- **Reconciliation SA:** Kudos is a proud gold member of Reconciliation SA and attends the Reconciliation SA Breakfast annually. We are excited to be supporting the face of reconciliation in South Australia (Reconciliation SA, 2021). We hope to work alongside them and with other members forming meaningful and reciprocal partnerships.
- **Supply Nation:** Supply Nation is a leading database where Australian First Nations businesses that have gone through a verification process are listed for members to confidently find and support authentic Aboriginal Businesses (Supply Nation, 2022). Kudos have been accessing Supply Nation since 2021 and has made a commitment and implemented changes to supporting and procuring from Aboriginal and Torres Strait Islander owned and led businesses alongside our preferences for co-operatives, mutuals and disability owned and led businesses.
- **Indigenous Allied Health Australia (IAHA):** IAHA is a national Aboriginal and Torres Strait Islander allied health organisation that focuses on leading workforce development to improve health and wellbeing of Australia's First Nations Peoples (Indigenous Allied Health Australia, 2022). Kudos is a Corporate Member of Indigenous Allied Health Australia (endorsed in 2022), consolidating our commitment to supporting Aboriginal and Torres Strait Islander allied health students and graduates but also stepping up to improve professional development education and cultural support opportunities in the broader allied health sector in Australia.

## EXAMPLES OF SOME OF OUR CURRENT INTERNAL ACTIVITIES AND INITIATIVES:

- **Acknowledgment of Country:** We include an Acknowledgement of Country in all our formal Kudos meetings and encourage a personalised acknowledgement as a genuine show of respect.
- **Formation of a Kudos Reconciliation Working Group:** Kudos has formed a Reconciliation Working Group, involving Members from Corporate Services, Early Childhood Team and Therapy Services, including our CEO and membership from the Kudos Board.
- **Information Sharing/Truth-telling:** Culturally important and significant dates, such as National Sorry Day, Reconciliation Week, NAIDOC week, Indigenous Literacy Day and Aboriginal Children's Day are recognised, and information shared across the organisation. We encourage our Kudos Community of Care to participate in the many and varied activities organised by Aboriginal and Torres Strait Islander communities throughout the year.
- **Internal Events for Reconciliation Week and NAIDOC Week:** In 2022, we started hosting our own internal celebrations for Reconciliation Week and NAIDOC Week through shared morning teas and movie screenings that showcase Aboriginal and Torres Strait Islander talent.
- **Dedicated time during meetings:** Kudos has dedicated agenda time for the RWG to present during the Members General Meetings. In the future we hope to be able to invite Aboriginal and Torres Strait Islander guest speakers.
- **Cultural Training:** The RWG and the Senior Leadership Team completed Cultural Understanding for Better Engagement Training (CUBE) with Kornar Winmil Yunti (KWY) in 2022.



# RELATIONSHIPS



Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Continue to identify and connect with Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Sept 2025	General Manager, Therapy Services, General Manager, Early Childhood
	Research and implement best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations, as well as staff.	Sept 2024	General Manager, Therapy Services, General Manager, Early Childhood
	Prepare a list of Aboriginal and Torres Strait Islander organisations and community groups that Kudos can connect with and partner on our journey to reconciliation.	Sept 2024	General Manager, Therapy Services, General Manager, Early Childhood
	Encourage staff to develop links and explore opportunities to collaborate with Aboriginal and Torres Strait Islander organisations and community groups, with the aim of promoting access to and participation in Kudos.	July 2024	General Manager, Therapy Services, General Manager, Early Childhood
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 May 2025	Chair, Reconciliation Working Group
	RAP Working Group members to promote and build awareness for members, staff, and the broader Kudos Community of Care to participate in external and internal National Reconciliation Week (NRW) events.	27 May to 3 June 2024/2025	Chair, Reconciliation Working Group
	Representatives from the Kudos RAP Working Group to attend the Reconciliation SA Breakfast event.	27 May to 3 June 2024/2025	Chair, Reconciliation Working Group
<b>3. Promote reconciliation through our sphere of influence.</b>	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2024/2025	Chair, Reconciliation Working Group
	Communicate our commitment to reconciliation to all internal staff and external stakeholders.	March 2024	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2025	General Manager, Therapy Services, General Manager, Early Childhood
	Identify RAP organisations in the RAP network and/or other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	May 2025	Chair, Reconciliation Working Group
	Socialise RAP in Kudos reception areas and shared staff areas.	March 2024	General Manager, Corporate Services
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Consider ways in which to report on the progress of our RAP with the Kudos Board to encourage participation and support.	May 2024	Chair, Reconciliation Working Group
	Share the launch of our Reflect RAP with members, staff, clients, Kudos Board and the wider community via emails, social media and a RAP launch.	May 2024	Marketing Coordinator
	Review our Diversity and Inclusion policy to ensure our vision for reconciliation is cemented within its content.	March 2025	General Manager, Corporate Services
	Research best practice and policies in areas of race relations and anti-discrimination.	March 2025	General Manager, Corporate Services
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2025	General Manager, Corporate Services

# RESPECT



Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	Develop a business case for increased understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2024	CEO
	Develop a business case and pathway for Aboriginal Liaison to support Aboriginal and Torres Strait Islander staff and clients/participants and their families (this may be outsourced to another Aboriginal organisation).	March 2025	General Manager, Therapy Services, General Manager, Early Childhood
	Conduct a review of cultural learning needs within our organisation, including assessing the current levels of understanding of Aboriginal and Torres Strait Islanders histories, Cultures, and the ongoing effects of colonisation. This could include a cultural audit.	May 2025	General Manager, Corporate Services
	Include RAP information, Aboriginal and Torres Strait Islander Cultural understanding education opportunities, and cultural support pathways into Kudos staff induction package, as well as into client/participant welcome information.	May 2025	General Manager Corporate Services, General Manager, Therapy Services, General Manager, Early Childhood
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	May 2024 May 2025	Chair, Reconciliation Working Group
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	27 May to 3 June 2024/2025	Chair, Reconciliation Working Group
	Continue to include Acknowledgement of Country at the beginning of formal meetings.	27 May to 3 June 2024/2025	Chair, Reconciliation Working Group
	Plan a Welcome to Country from Traditional Owners at formal Kudos events (e.g. At the AGM, or other general meetings).	27 May to 3 June 2024/2025	Chair, Reconciliation Working Group
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Kudos Members to include an Acknowledgment of Country on their email signatures and add the name(s) of the Traditional Aboriginal Land on which they work (Knowyourcountry.com.au).	May 2024	Marketing Coordinator
	Acknowledgement of Country on the Kudos home page to be reviewed.	Nov 2024	CEO
	Continue to raise awareness and share information amongst our staff and clients/families about the meaning of National Sorry Day, National Reconciliation Week, NAIDOC Week, and National Aboriginal and Torres Strait Islander Children's Day.	Sept 2025	Marketing Coordinator
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	May 2024/2025	Marketing Coordinator
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024/2025	Chair, Reconciliation Working Group



# OPPORTUNITIES



Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2025	General Manager, Corporate Services
	Work with current Aboriginal and Torres Strait Islander staff and consult external experts to inform future recruitment, employment and professional development opportunities.	March 2025	General Manager, Corporate Services
	Include a statement of our Commitment to Reconciliation in Kudos job descriptions.	Nov 2024	General Manager, Corporate Services
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Maintain relationships with Aboriginal and Torres Strait Islander owned businesses.	Sept 2025	CEO, Chair, Reconciliation Working Group
	Investigate Supply Nation membership.	May 2024	General Manager, Corporate Services
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	Sept 2024	General Manager Corporate Services
<b>10. Investigate improving our services and opportunities for Aboriginal and Torres Strait Islander peoples.</b>	Explore the possibility and feasibility of extending support for Aboriginal and Torres Strait Islander peoples in additional regional and remote areas.	Sept 2025	General Manager, Therapy Services, General Manager, Early Childhood
	Appropriately engage and consult with our current Aboriginal and Torres Strait Islander clients and other, relevant stakeholders to assess cultural appropriateness of our current services and supports.	Sept 2025	General Manager, Therapy Services, General Manager, Early Childhood



# GOVERNANCE

Action	Deliverable	Timeline	Responsibility
<b>11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Maintain a RWG to govern RAP implementation.	Sept 2025	General Manager, Therapy Services, General Manager, Early Childhood
	Review Terms of Reference for the RWG.	May 2025	General Manager, Therapy Services, General Manager, Early Childhood
	Actively seek and maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2025	General Manager, Therapy Services, General Manager, Early Childhood
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	March 2025	CEO
	Engage senior leaders in the delivery of RAP commitments.	May 2024	CEO
	Appoint a senior leader to champion our RAP internally. Can be self-appointed.	May 2024	CEO
<b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2024	Chair, Reconciliation Working Group
	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.	May 2024	Executive Assistant
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Executive Assistant
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Executive Assistant
	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2025	Executive Assistant





## CONTACT DETAILS

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## WEBSITE REFERENCES

Business Council of Co-operatives and Mutuals, 2013, <https://bccm.coop/> / Indigenous Allied Health Australia, 2022, <https://www.afss.com.au/> / Reconciliation SA, 2021, <https://reconciliationsa.org.au/> / Supply Nation, 2022, <https://supplynation.org.au>