



RECONCILIATION

ACTION PLAN JUNE 2022 – JUNE 2023



UNITING
SA *Together
we can*

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ACKNOWLEDGEMENT

At UnitingSA, we recognise Aboriginal and Torres Strait Islander peoples as the First Australians.

We acknowledge their ongoing custodianship of the lands and waters on which we live, work and pursue our reconciliation vision.

We recognise the Kaurna people as the Traditional Owners of the Adelaide Plains. It is upon their ancestral lands that UnitingSA was founded.

We pay our respects to Elders, past and present, of all nations and to all Aboriginal and Torres Strait Islander peoples.

OUR RECONCILIATION ACTION PLAN ARTWORK: 'KAUWI YERTA' (WATER COUNTRY)

The artwork featured throughout our Reconciliation Action Plan represents the themes of water and land, reflecting UnitingSA's founding region, Port Adelaide.

The artwork was created by South Australian artist and Kurna, Ngarrindjeri and Yankunytjatjara man, **Allan Sumner**.

Kudlyo (black swan) and Yambo (Port River dolphin) are significant to the Port Adelaide area and important to the Kurna Nation.

The artwork seeks to make visible the hidden cultural layers of the Kurna miyurna (Kurna people) within the Port Adelaide landscape and elevate their story to sit on top of the developed urban environment.

The design is separated into three distinct elements, representing different times in history; the past, here and now, and future.



Kurna, Ngarrindjeri and Yankunytjatjara artist Allan Sumner leading a smoking ceremony.

The artwork is grounded in the dreaming of the Kurna miyurna and celebrates a deep connection to place while connecting to the European heritage of Port Adelaide.

It uses a narrative which connects UnitingSA's roots with Port Adelaide, now and into the future.

It expresses movement over the land, representing the history of UnitingSA and significant milestones achieved over the past 100 years.

Consultation around the conceptual approach and design was undertaken with UnitingSA staff, UnitingSA's Reconciliation Action Plan Committee and members of the local Aboriginal community.

BOARD CHAIR & CEO MESSAGE

For over 100 years UnitingSA has walked alongside our community and responded to their unique and changing needs through diverse and innovative programs.

We have a long and enduring history of engagement with Aboriginal and Torres Strait Islander peoples. The formation of our Sunday Club in the 1960s was one of the first programs of its type for Aboriginal youth in Australia.

Since this time, we have continued service delivery and advocacy activities which support the wellbeing and aspirations of Aboriginal and Torres Strait Islander peoples.

UnitingSA recognises that the social and economic barriers experienced by many Aboriginal and Torres Strait Islander peoples remain a reality.

Our Reconciliation Action Plan (RAP) builds on our history, as well as our reconciliation journey, which began with the launch of our inaugural Aboriginal and Torres Strait Islander Inclusion Strategy in 2011.

Our RAP sets out tangible actions we will take over the coming year to build strong relationships, respect and opportunities, and drive lasting change.



Key outcomes include:

- **Relationships** – Enhanced service delivery through collaborative projects
- **Respect** – Increased cultural competence across the organisation
- **Opportunities** – Strengthened employment pathways through traineeships and staff development
- **Governance** – An ongoing commitment to internal monitoring and public reporting of our RAP outcomes

The UnitingSA Board of Directors and Executive Management Team have worked with Aboriginal staff members to develop this plan.

The process has also included consultation with local Aboriginal communities and Elders, as well as teams working right across our service portfolio.

As an organisation deeply embedded in the communities we serve, UnitingSA has a unique opportunity to engage South Australians in this shared journey towards reconciliation.

Only by walking together and learning from one another can we create a better Australia for all.

Together we can.

Gael Fraser
UnitingSA Board Chair

Jenny Hall
UnitingSA Chief Executive Officer

RECONCILIATION AUSTRALIA CEO STATEMENT

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

UnitingSA joins a network of more than 1,100 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 UnitingSA 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 UnitingSA, 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 RECONCILIATION VISION

At UnitingSA, we strive towards a compassionate, respectful and just Australia in which all people participate and flourish.

Our reconciliation vision is positioned firmly within this guiding framework.

Our vision for a reconciled Australia means that we:

- Value Aboriginal and Torres Strait Islander peoples and their cultures
- Acknowledge and celebrate the proud heritage of Aboriginal and Torres Strait Islander peoples
- Practice equality and equity
- Take time to share stories and acknowledge each other
- Listen, learn and develop programs with our employees, volunteers and the broader community

We are committed to building strong futures through respect and understanding.

Together we can make a positive contribution to vibrant, diverse and connected communities.

OUR RECONCILIATION JOURNEY

This Reconciliation Action Plan builds on UnitingSA's journey towards reconciliation.

2011

- Our first Aboriginal and Torres Strait Islander Inclusion Strategy (2011-2014) launches

2012

- UnitingSA joins the Reconciliation in the West Planning Committee

2015

- UnitingSA's partnership commences with Aboriginal Family Support Services and Re-Engage Youth Services to deliver the Urban Youth program
- We are contracted to deliver the Employment and Education Housing program for Aboriginal peoples relocating from remote communities
- Our Connected Families program launches to support Aboriginal students, their parents, carers and schools

2016

- UnitingSA's Strategic Plan (2016-2021) formalises our commitment to partnering with and supporting the aspirations of Aboriginal and Torres Strait Islander peoples
- UnitingSA becomes a member of Reconciliation SA

2017

- Support is provided for the Walk of Awareness initiative
- Aboriginal artists are engaged to create a NAIDOC Week mural at UnitingSA's Regency Green Aged Care facility
- UnitingSA joins the State Government's Aboriginal Employment Industry Cluster Program

2018

- The Aboriginal flag is flown permanently at UnitingSA's Taperoo Community Centre
- UnitingSA Housing enters into a memorandum of understanding with the Nunga Mi:Minar family violence service

2019

- The Aboriginal and Torres Strait Islander flags are flown permanently at our Child, Youth and Family Centre
- The Taperoo Community Centre partners with Kura Yerlo to deliver a number of programs

2020

- Narungga artist Ingrid O'Loughlin is engaged to create a NAIDOC Week mural at our Child, Youth and Family Centre
- The 'Kauwi Yerta' artwork is commissioned with Kurna, Ngarrindjeri and Yankunytjatjara artist, Allan Sumner

2021

- UnitingSA's Strategic Plan (2021-2024) sets out our commitment to improving services for Aboriginal and Torres Strait Islander peoples
- Launch of an Aboriginal Staff Development and Support Project to provide a culturally-safe space for personal and professional development

2022

- Flag Protocol Procedure introduced to support the display of the Aboriginal Flag and Torres Strait Islander Flag at all UnitingSA sites

OUR RAP GOVERNANCE

Our Reconciliation Action Plan (RAP) was developed through a new two-tiered governance structure comprising of a RAP Committee and final endorsement by the UnitingSA Board of Directors. Our RAP champion will be our Chief People and Quality Officer, Jacki Done.

We enlisted the support of **Parry Agius**, Managing Director of Linking Futures to provide guidance through our RAP development process. Parry has a strong background in community development, native title, natural resource management and primary industries.

A member of the Aboriginal Lands Trust Board, Parry has an Associate Diploma in Aboriginal Affairs, a Bachelor of Arts (Aboriginal Affairs) and is an accredited Cultural Safety Trainer. In 2000, Parry was awarded the first Prime Minister's Centenary Medal for his work with Aboriginal peoples and in 2013 was recognised by Macquarie University as an Honorary Associate.

He is a strong advocate for socio-economic benefits for Aboriginal peoples and his career, which spans almost 30 years, has focused on cementing partnerships between First Nations groups, government and industry. Parry was the Presiding Member of the Alinytjara Wilurara NRM Board from 2011 to February 2019 and, before that, a member since 2008. Parry has been invaluable in assisting us to create respectful, meaningful and measurable impacts for Aboriginal and Torres Strait Islander clients, communities and employees.

In releasing this RAP, we wish to acknowledge the valuable input of our RAP Committee members, which includes eight First Nations people. While the contributors may change as our reconciliation journey evolves, the member profiles continue to reflect the knowledge, experience and diversity required to inform the effective delivery of our RAP.

Our RAP Committee:

- **Antonetta Briffa**, Support Worker, NDIS Services
- **David Akbar**, Counsellor, Men and Family Relationships
- **Emma Flanagan**, Aboriginal Case Worker, Urban Youth Services
- **Gael Fraser**, Board Chair
- **Jacki Done**, Chief People and Quality Officer
- **Jenny Hall**, Chief Executive Officer
- **Kate Ireland**, Board Deputy Chair
- **Kyla Goodfellow-Couch**, Executive Manager, Brand and Experience
- **Ingrid O'Loughlin**, Aboriginal Family Worker, Connected Families
- **Raquel Meyer**, Aboriginal Community Services Trainee, ParentsNext
- **Tashara Hague**, Aboriginal Family Worker, Connected Families
- **Tyrone Maynard**, Administrative Assistant, ParentsNext
- **Viviana Petyarre**, Aboriginal Family Worker
- **Anna Sutherland**, Manager Mental Health Services
- **Emily Williams**, Case Manager, Homelessness Services
- **Michelle Hogan**, Quality Specialist, Aged Care Services

OUR FOCUS AREAS

UnitingSA's RAP follows Reconciliation Australia's guide and builds on activities across the following focus areas:

RELATIONSHIPS

Enhanced service delivery through collaborative projects

RESPECT

Increased cultural competence across the organisation

OPPORTUNITIES

Strengthened employment pathways including traineeships and staff development

GOVERNANCE

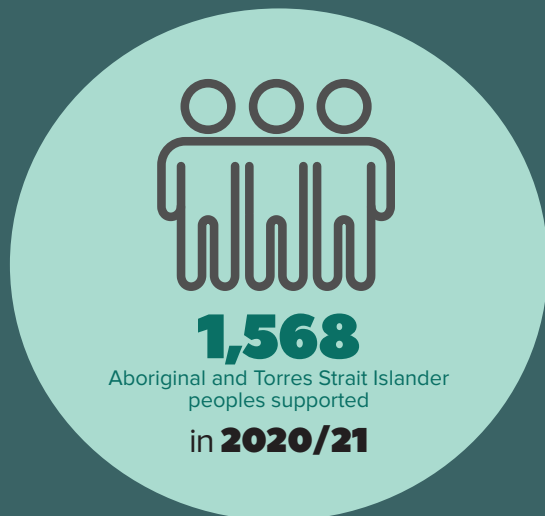
An ongoing commitment to internal monitoring and public reporting of our RAP

OUR WORK

Each year our dedicated team of over 1,000 employees and volunteers touches the lives of more than 12,000 South Australians, delivering vital housing, aged care and community services from more than 35 locations across the state.

Currently our organisation has 12 known employees and volunteers that identify as Aboriginal and/or Torres Strait Islander people.

We offer tailored services, delivered alongside and for Aboriginal and Torres Strait Islander peoples, across diverse areas of need.



Our programs include:

- **Connected Families**
Support, education and advocacy to help parents, carers and schools forge stronger links, and improve opportunities and outcomes for children.
- **Youth Services**
Group-based programs, case management and outreach support to help young people overcome challenges, reconnect with education and develop practical life skills.
- **Aged Care**
Affordable and culturally appropriate care for older people within the community and residential care settings.
- **Homelessness and Community Housing**
Support to access emergency and long-term accommodation, as well as wrap-around services to maintain housing security.

OUR RAP

Our June 2022 - June 2023 Reconciliation Action Plan (RAP) reflects on our most recent efforts to progress reconciliation and outlines the next steps in our reconciliation journey.

Our RAP builds on the significant body of work undertaken since the development and implementation of our Aboriginal and Torres Strait Islander Inclusion Strategy in 2011. It is also aligned to our Strategic Plan.

While proud of our long commitment to Aboriginal and Torres Strait Islander peoples and the many contributions we have made to reconciliation, we also recognise that we can and should commit ourselves to doing more.

Our approach to reconciliation has also evolved, with far greater input from our senior leaders and consultation with Aboriginal and Torres Strait Islander stakeholders.

In reflecting on and developing our RAP, three key themes emerged:

- There is much we can and must learn from Aboriginal and Torres Strait Islander peoples.
- We need to share and honour our responsibility for our reconciliation journey.
- The commitments we make need to be genuine and tangible.

These themes have informed our 2022-2023 RAP, and take shape in our actions within Reconciliation Australia's framework of:

- Relationships
- Respect
- Opportunities
- Governance

To ensure we fulfil our commitments in these areas, our progress will be evaluated and reported on regularly through a tiered approach consisting of our RAP Committee, Executive Management and Board of Directors.



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander organisations in our local areas that we could approach to collaborate with on our reconciliation journey.	September 2022	Chief People and Quality Officer
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2022	Chief People and Quality Officer
Promote reconciliation through our sphere of influence.	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2022	Lead: Chief People and Quality Officer Support: Executive Management Team
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2022	Chief People and Quality Officer
	• Communicate our RAP commitment to reconciliation to all staff.	June 2022	Executive Manager, Brand and Experience



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none">Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Lead: Chief People and Quality Officer Support: Executive Manager, Brand and Experience
	<ul style="list-style-type: none">Ensure Board Directors and Executive Managers attend a National Reconciliation Week (NRW) event each year.	May 2023, and annually	Lead: Chief People and Quality Officer Support: Service Managers
	<ul style="list-style-type: none">Invite all RAP Committee members, Aboriginal and Torres Strait Islander staff and their immediate managers to attend a NRW event.	May 2023	Lead: Chief People and Quality Officer Support: Service Managers
	<ul style="list-style-type: none">Communicate details and encourage NRW event attendance to cultivate a deeper understanding of reconciliation and respect for Aboriginal and Torres Strait Islander cultures.	May 2023	Executive Manager, Brand and Experience



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	December 2022	Manager Quality/ Privacy Officer
	• Conduct a review of policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2023	Chief People and Quality Officer
	• Review policies and procedures as per our policy and procedure review framework to ensure anti-discrimination strategies have been appropriately embedded.	June 2023	Lead: Chief People and Quality Officer Support: RAP Committee members and Service Managers



RESPECT

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop, implement and communicate a cultural learning strategy for our staff.	February 2023	Chief People and Quality Officer
	• Conduct a review of cultural learning needs within our organisation.	February 2023	Lead: Chief People and Quality Officer Support: Training Coordinator
	• Embed a mandatory E-learning module within our new employee induction process, as well as roll out to all existing staff.	February 2023	Lead: Chief People and Quality Officer Support: Training Coordinator
	• Provide tailored face-to-face cultural awareness training for all service managers and executive managers.	February 2023	Lead: Chief People and Quality Officer Support: Training Coordinator
	• Appoint an external mentor to provide cultural guidance to RAP Committee members.	September 2022	Chief People and Quality Officer



RESPECT

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none">Re-design meeting templates to include an Acknowledgement of Country.	July 2022	Manager Quality/ Privacy Officer
	<ul style="list-style-type: none">Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	September 2022	Executive Manager, Brand and Experience
	<ul style="list-style-type: none">Invite local Traditional Owners to deliver a Welcome to Country in language at all significant internal and external events.	June 2022	Chief People and Quality Officer
	<ul style="list-style-type: none">Display Acknowledgement of Country at all sites and services, and embed this requirement within our audit template.	August 2022	Executive Manager Property and Housing
	<ul style="list-style-type: none">Promote that all services and venues are culturally appropriate by displaying Aboriginal flags, posters and signage	August 2022	Lead: Executive Manager, Brand and Experience Support: Service Managers



RESPECT

Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none">Raise awareness and share information amongst our staff about the meaning of NAIDOC Week, and promote events in our local area.	July 2022	Lead: Executive Manager, Brand and Experience Support: RAP Committee members
	<ul style="list-style-type: none">Organise an internal NAIDOC Week event that speaks to the annual NAIDOC theme.	July 2022	Executive Manager, Brand and Experience
	<ul style="list-style-type: none">RAP Committee members to participate in an external NAIDOC Week event.	July 2022	Lead: Executive Manager, Brand and Experience Support: RAP Committee members



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none">Develop culturally appropriate protocols to support recruitment and advertising activities.	October 2022	Lead: Chief People and Quality Officer Support: Recruitment Consultant
	<ul style="list-style-type: none">Commence placing employment advertisements in the Turkindi Information Network.	October 2022	Lead: Chief People and Quality Officer Support: Recruitment Consultant
	<ul style="list-style-type: none">Support Aboriginal and Torres Strait Islander staff to participate in the recruitment of positions in services that provide support to Aboriginal and Torres Strait Islander peoples.	October 2022	Lead: Chief People and Quality Officer Support: Recruitment Consultant
	<ul style="list-style-type: none">Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities, through the development of:<ul style="list-style-type: none">mechanisms that provide staff the option of identifying as First Nations people; and,processes to understand the professional development aspirations of current Aboriginal and Torres Strait Islander staff.	October 2022	Chief People and Quality Officer



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Improve quality of service provision at Uniting SA for Aboriginal and Torres Strait Islander peoples that lead to higher quality of life and well-being outcomes.	<ul style="list-style-type: none">Increase leadership opportunities and retention rates for Aboriginal and Torres Strait Islander staff through professional development to enhance leadership and technical capabilities.	June 2023	Lead: Chief People and Quality Officer Support: Service Managers
	<ul style="list-style-type: none">Regularly seek feedback from Aboriginal and Torres Strait Islander service participants and community representatives to ensure we are providing culturally appropriate services.	December 2022	Lead: Executive Manager, Brand and Experience Support: Service Managers
	<ul style="list-style-type: none">Develop mechanisms to record, monitor, evaluate and improve services and outcomes for Aboriginal and Torres Strait Islander peoples.	June 2023	Lead: Chief People and Quality Officer Support: Executive Managers and Service Managers
	<ul style="list-style-type: none">Become an organisational champion, in partnership with the Adelaide Primary Health Network, to adjust current practice to align with the National Safety Quality Health Standards' six Aboriginal Actions.	January 2023	Lead: Executive Manager Community Services Support: Manager Quality/Privacy Officer



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none">Develop and implement a Procurement Plan, with an emphasis on Aboriginal and Torres Strait Islander organisations, focusing on:<ul style="list-style-type: none">Strengthening existing partnershipsForming new commercial partnerships	February 2023	Lead: Chief Financial Officer Support: Procurement Manager
	<ul style="list-style-type: none">Investigate new ways to support Aboriginal and Torres Strait Islander business owners (i.e. Supply Nation, Indigenous Business Network).	February 2023	Chief Financial Officer



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Committee to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	April 2023	Chief People and Quality Officer
	• Establish and apply Terms of Reference for the RAP Committee.	December 2023	Executive Manager, Brand and Experience
Provide appropriate support for effective implementation of RAP commitments.	• Engage management and staff in the delivery of RAP commitments.	September 2022	Lead: Chief People and Quality Officer Support: Executive Manager, Brand and Experience
	• Define resource needs for RAP implementation.	August 2022	Lead: Chief People and Quality Officer Support: RAP Committee members
	• RAP Committee to meet at least four times per year to monitor RAP implementation.	August 2022, December 2022, April 2023	Lead: Executive Manager, Brand and Experience Support: RAP Committee members



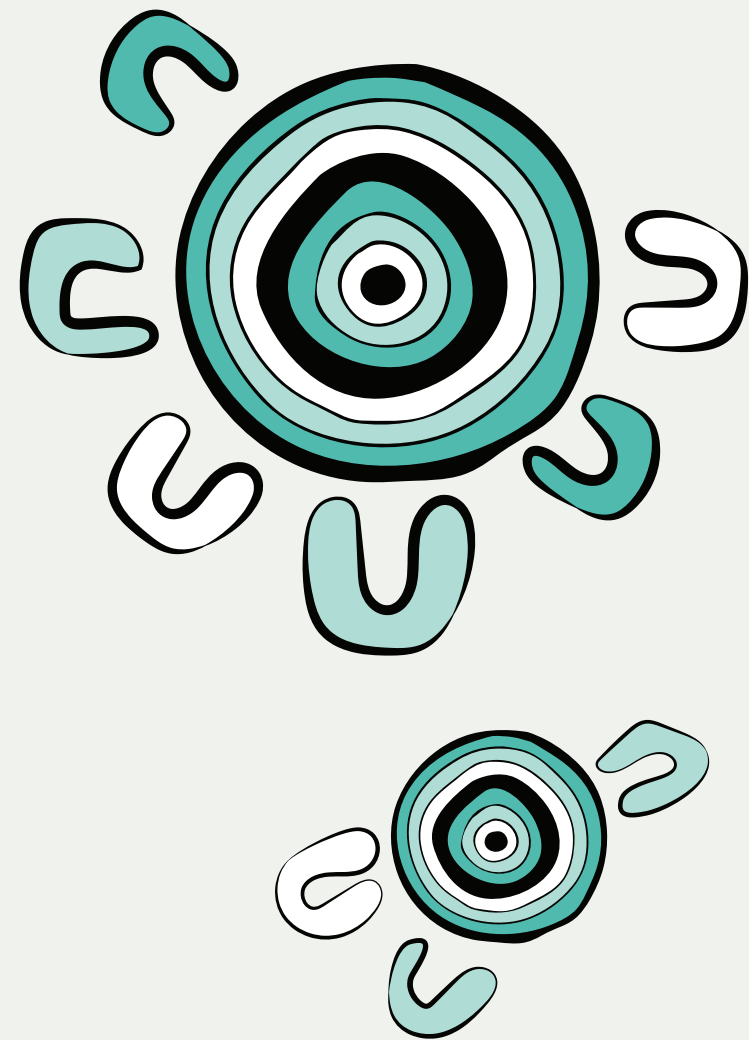
GOVERNANCE

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none">Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2022	Executive Manager, Brand and Experience
	<ul style="list-style-type: none">Feature RAP deliverables and goals in relevant organisational plans, including the Strategic Plan.	June 2022	Chief People and Quality Officer
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 ensure that our primary and secondary contact are up-to-date to ensure we are receiving important correspondence.	June 2022 and annually	Manager Quality/ Privacy Officer
	<ul style="list-style-type: none">Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	August 2022 and annually	Manager Quality/ Privacy Officer
	<ul style="list-style-type: none">Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022 and annually	Lead: Chief People and Quality Officer Support: Manager Quality/Privacy Officer



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none">Publicly report on our RAP achievements, challenges and learnings annually.	December 2022 and annually	Chief Executive Officer
	<ul style="list-style-type: none">Report RAP goals and achievements to the UnitingSA Board and all staff.	December 2022	Chief People and Quality Officer
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.	February 2023	Chief People and Quality Officer



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we can*

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