

# Reconciliation Action Plan Quarterly Progress Report

August 2022

[unitingsa.com.au/rap](https://unitingsa.com.au/rap)

## Summary

UnitingSA's [Reflect Reconciliation Action Plan \(RAP\) June 2022-June 2023](#) targets four focus areas, as detailed below, in line with Reconciliation Australia's framework. Across these four areas of focus there are **14 actions**, which incorporate **43 deliverables**, as follows:

- **Relationships** – Enhanced service delivery through collaborative projects
  - Actions: 4 | Deliverables: 12
- **Respect** – Increased cultural competence across the organisation
  - Actions: 3 | Deliverables: 13
- **Opportunities** – Strengthened employment pathways including traineeships and staff development
  - Actions: 3 | Deliverables: 10
- **Governance** – An ongoing commitment to internal monitoring and public reporting of our RAP
  - Actions: 4 | Deliverables: 8

As an organisation with a 'Reflect RAP', we have committed to annual public reporting on our RAP achievements, challenges and learnings, as well as the submission of an annual RAP Impact Measurement Questionnaire to Reconciliation Australia.

In addition to the annual public reporting, which is scheduled to occur in December 2023, and the Reconciliation Australia Questionnaire, which is due for submission in September 2022, a RAP Progress Report will be presented on a quarterly basis to UnitingSA's RAP Committee to ensure we remain on track.

The below table represents the status of the 43 deliverables embedded within the 14 actions, as at **31 August 2022**. A breakdown of these deliverables is provided on the following pages.

August 2022 Tracking		% of total deliverables
9 (21%)	Deliverables achieved	
1 (2%)	Deliverables in progress, but not met by timeline	
11 (26%)	Deliverables requiring focus within next quarter	
22 (51%)	Deliverables that fall outside of next quarter	

## August 2022 Tracking

Focus Area 1: Relationships				
Action 1.1 – Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.				
Deliverable		Timeline	Responsibility	Status
1.1.1	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	Deliverable requiring focus
Action/s	The following organisations have been identified as potential collaborative partners. We will continue to add to this list as we further progress deliverables within the RAP. <ul style="list-style-type: none"><li>• Bookabee Australia</li><li>• Tauondi College</li><li>• City of Port Adelaide Enfield</li><li>• City of Charles Sturt</li><li>• Apprenticeships Careers Australia</li></ul>			
1.1.2	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2022	Chief People and Quality Officer	Deliverable requiring focus
Action/s	This work will commence in September 2022.			
Action 1.2 - Promote reconciliation through our sphere of influence.				
1.2.1	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	Deliverable requiring focus
1.2.2	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	Deliverable requiring focus
Action/s	This work will commence in September 2022.			

1.2.3	Communicate our RAP commitment to reconciliation to all staff.	June 2022	Executive Brand and Experience	Deliverable achieved
Action/s	<ul style="list-style-type: none"><li>– RAP uploaded to the UnitingSA website in June 2022 to a <a href="#">newly created RAP page</a></li><li>– Email bulletin and video message issued to all staff on 15 June 2022 – <a href="#">‘Next steps in our reconciliation journey’</a></li><li>– <a href="#">RAP poster</a>, containing QR code access to the plan, distributed to all regional and metro sites in June and July 2022</li></ul>			
Action 1.3 – Build relationships through celebrating National Reconciliation Week (NRW).				
1.3.1	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	Deliverable falls outside of next quarter
1.3.2	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	Deliverable falls outside of next quarter
1.3.3	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	Deliverable falls outside of next quarter
1.3.4	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	Deliverable falls outside of next quarter
Action 1.4 – Promote positive race relations through anti-discrimination strategies.				
1.4.1	Research best practice and policies in areas of race relations and anti-discrimination.	December 2022	Manager Quality/Privacy Officer	Deliverable falls outside of next quarter
1.4.2	Conduct a review of policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2023	Chief People and Quality Officer	Deliverable falls outside of next quarter
1.4.3	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	Deliverable falls outside of next quarter

			Support: RAP Committee members and Service Managers	
--	--	--	-----------------------------------------------------	--

## Focus Area 2: Respect

### Action 2.1 – Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable		Timeline	Responsibility	Status
2.1.1	Develop, implement and communicate a cultural learning strategy for our staff.	February 2023	Chief People and Quality Officer	Deliverable falls outside of next quarter
2.1.2	Conduct a review of cultural learning needs within our organisation.	February 2023	Lead: Chief People and Quality Officer Support: Training Coordinator	Deliverable falls outside of next quarter
2.1.3	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	Deliverable falls outside of next quarter
2.1.4	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	Deliverable falls outside of next quarter
2.1.5	Appoint an external mentor to provide cultural guidance to RAP Committee members.	September 2022	Chief People and Quality Officer	Deliverable requiring focus
Action/s	The Chief People & Quality Officer will table this action to seek feedback from RAP Committee members at the meeting on 6 September 2022.			
Action 2.2 – Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.				
2.2.1	Re-design meeting templates to include an Acknowledgement of Country.	July 2022	Manager Quality/Privacy Officer	Deliverable achieved
Action/s	A <a href="#">meeting agenda template</a> , incorporating an Acknowledgment of Country, is available on the UnitingSA intranet.			

2.2.2	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	Deliverable requiring focus
2.2.3	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	Deliverable achieved
Action/s	We continue to invite local traditional owners to deliver a Welcome to Country at all significant internal and external events.			
2.2.4	Display Acknowledgement of Country at all sites and services, and embed this requirement within our audit template.	August 2022	Executive Manager Property and Housing	Deliverable in progress, but not met by timeline
Action/s	<a href="#">Acknowledgement of Country signs</a> are currently available on the UnitingSA intranet for display across sites, and reflect the different Nations that our sites operate across. These signs incorporate the logo for the Uniting Aboriginal and Islander Christian Congress.  While these resources remain available, and are embedded within our site audit requirements, we are working with Aboriginal owned branding agency Ochre Dawn to refresh and increase the prominence of our Acknowledgement of Country displays. This action will be tabled for discussion at the 6 September 2022 RAP Committee meeting.			
2.2.5	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	Deliverable achieved
Action/s	The Aboriginal flag and Torres Strait Islander flag are now displayed across all UnitingSA sites, in the form of desktop flags on reception counters and decal stickers at entrances. In addition, the Aboriginal flag and Torres Strait Islander flag have been embedded into our corporate email signature and website. The rollout of the flags follows on from the launch of UnitingSA's new <a href="#">Flag Protocol Procedure</a> in February 2022.			
Action 2.3 – Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.				
2.3.1	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	Deliverable achieved
Action/s	Email sent from the Acting CEO on 4 July 2022 to all team members providing a <a href="#">NAIDOC Week Acknowledgement</a> . The email outlined events in South Australia and addressed the theme and importance of NAIDOC Week.			

2.3.2	Organise an internal NAIDOC Week event that speaks to the annual NAIDOC theme.	July 2022	Executive Manager Brand and Experience	<b>Deliverable achieved</b>
Action/s	A free NAIDOC Week event was staged at the Family Centre in Port Adelaide on 6 July 2022, attracting more than 200 attendees, including UnitingSA team members, clients and local community members. Led by our Child, Youth and Family Services, in partnership with the Marketing team, the event aimed to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples in our community. The event included a Welcome to Country by Auntie Roslyn Coleman, BBQ lunch gifted by the West Lakes and Seaton Lions Clubs, native bush catering by Tauondi Aboriginal College, children's activities by Animals Anonymous and Mad Hatterz Parties and performances by the Kalaya Children's Centre, Karrendi and our Taperoo Community Centre. An article about UnitingSA's NAIDOC week event featured in the <a href="#">Teal Talk internal newsletter on 29 July 2022</a> . This article forms part of our Winter-Spring edition of our external <i>Flourish</i> magazine.			
2.3.3	RAP Committee members to participate in a NAIDOC Week event.	July 2022	Lead: Executive Manager Brand and Experience Support: RAP Committee members	<b>Deliverable achieved</b>
Action/s	KGC, TH, IO, EF, VP and JD attended UnitingSA's NAIDOC Week event. KI unable to attend an event due to sickness. JH was on leave. MH, AS and EW were not RAP Committee members at the time.			

### Focus Area 3: Opportunities

#### Action 3.1 – Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility	Status
3.1.1	October 2022	Lead: Chief People and Quality Officer Support: Recruitment Consultant	<b>Deliverable requiring focus</b>
3.1.2	October 2022	Lead: Chief People and Quality Officer Support: Recruitment Consultant	<b>Deliverable requiring focus</b>

3.1.3	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	<b>Deliverable requiring focus</b>
3.1.4	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"> <li>– mechanisms that provide staff the option of identifying as First Nations people; and,</li> <li>– processes to understand the professional development aspirations of current Aboriginal and Torres Strait Islander staff.</li> </ul>	October 2022	Chief People and Quality Officer	<b>Deliverable requiring focus</b>
Action/s	We have engaged Harrison McMillan to undertake a review and refresh of our current recruitment and advertising activities which will include culturally appropriate protocols and practices as outlined above.			
3.1.5	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	Deliverable falls outside of next quarter
<b>Action 3.2 – 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.</b>				
3.2.1	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: Chief People and Quality Officer Support: Service Managers	Deliverable falls outside of next quarter
3.2.2	Develop mechanisms to record, monitor, evaluate and improve services and outcomes for Aboriginal and Torres Strait Islander peoples.	June 2023	Lead: Executive Manager Brand and Experience Support: Service Managers	Deliverable falls outside of next quarter
3.2.3	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: Chief People and Quality Officer Support: Executive Managers and Service Managers	Deliverable falls outside of next quarter
<b>Action 3.3 – Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>				

3.3.1	Develop and implement a Procurement Plan, with an emphasis on Aboriginal and Torres Strait Islander organisations, focusing on: <ul style="list-style-type: none"> <li>– Strengthening existing partnerships</li> <li>– Forming new commercial partnerships</li> </ul>	February 2023	Lead: Chief Financial Officer Support: Procurement Manager	Deliverable falls outside of next quarter
3.3.2	Investigate new ways to support Aboriginal and Torres Strait Islander business owners (i.e. Supply Nation, Indigenous Business Network).	February 2023	Chief Financial Officer	Deliverable falls outside of next quarter

## Focus Area 4: Governance

### Action 4.1 – Establish and maintain an effective RAP Committee to drive governance of the RAP.

Section 4.1 Establish and maintain an Executive RAP Committee to drive governance of the RAP				
Deliverable		Timeline	Responsibility	Status
4.1.1	Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	April 2023	Chief People and Quality Officer	Deliverable falls outside of next quarter
4.1.2	Establish and apply Terms of Reference for the RAP Committee.	December 2023	Executive Manager Brand and Experience	Deliverable falls outside of next quarter

### Action 4.2 – Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

4.2.1	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	Executive Manager Brand and Experience	<b>Deliverable achieved</b>
Action/s	Email sent to Reconciliation Australia RAP Program Officer, Helena Plazzer, on 15 August 2022 to update our primary and secondary contact details.			
4.2.2	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	Chief People and Quality Officer	<b>Deliverable achieved</b>
Action/s	Unique reporting link received 14 July 2022			



4.2.3	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022 and annually	Manager Quality/Privacy Officer	<b>Deliverable requiring focus</b>
Action/s	Work has commenced on reviewing the questionnaire and identifying key stakeholders who will be required to provide information to enable us to complete the questionnaire.			
4.2.4	Publicly report on our RAP achievements, challenges and learnings annually.	December 2022 and annually	Manager Quality/Privacy Officer	Deliverable falls outside of next quarter
4.2.5	Report RAP goals and achievements to the UnitingSA Board and all staff.	December 2022	Lead: Chief People and Quality Officer Support: Manager Quality/Privacy Officer	Deliverable falls outside of next quarter
<b>Action 4.3 - Continue our reconciliation journey by developing our next RAP.</b>				
4.3.1	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2023	Chief People and Quality Officer	Deliverable falls outside of next quarter