

Reconciliation Action Plan Quarterly Progress Report

March 2023

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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 **28 February 2023**. A breakdown of these deliverables is provided on the following pages.

| March 2023 Tracking | | % of total deliverables |
|---------------------|--|-------------------------|
| 24 (56%) | Deliverables achieved | |
| 10 (23%) | Deliverables in progress OR due to commence | |
| 5 (12%) | Deliverables requiring focus within next quarter | |
| 4 (9%) | Deliverables that fall outside of next quarter | |

March 2023 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 Achieved |
| Outcome/s | Please refer to 1.2.1 and 1.2.2 Actions below on organisations we already collaborate with. We will continue to explore and identify other organisations to collaborate with. | | | |
| 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 in progress |
| Outcome/s | Review completed on the SNAIC Partnership audit tool as part of the Aboriginal Cultural Awareness Assessment Project, which is being discussed at March RAP Committee meeting. | | | |
| 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 Achieved |
| 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 Achieved |
| Outcome/s | We have identified Community Partners, sub-contracted agencies by our Communities for Children (CfC) Program within Child, Youth and Family services to deliver child and family services in western region, the Department of Social Services (funder of CfC) and the National Indigenous Australians Agency as other like-minded organisations we could collaborate with on our reconciliation journey. | | | |

Below is a list of organisations and stakeholders who we have previously, or continue to collaborate, with in relation to 1.2.1 and 1.2.2 above.

| Aboriginal Organisation / Contractor | Purpose of engagement |
|--|--|
| Kura Yerlo | <ul style="list-style-type: none"> Communities for Children purchases their services as a Community Partner Partner in Youth Support and Development Funding Use of Zebra Finch and Kurruru Groups for events Co-located and in partnership with Taperoo Community Centre (TCC) |
| Kornar Winmil Yunti (KWY) | <ul style="list-style-type: none"> Communities for Children purchases their services as a Community Partner |
| Linking Futures | <ul style="list-style-type: none"> Consultancy – services rendered include cultural awareness training, leadership mentoring of Aboriginal male staff member, RAP process, interview panels, and review of staff issues |
| Indigenu | <ul style="list-style-type: none"> Purchased by Willara Cultural Services, offers indigenous catering |
| Kuma Kaaru (Jack Buckskin) | <ul style="list-style-type: none"> Welcome to Country Smoking Ceremony Dance Workshops |
| Alan Sumner | <ul style="list-style-type: none"> Welcome to Country Smoking Ceremony Artist and musician, created artwork for USA |
| Tauondi Aboriginal College | <ul style="list-style-type: none"> Cultural awareness training PARTNER for REC in the WEST (planning committee and funding partner) Collaborations in training, community events and activities |
| Rosalind Coleman | <ul style="list-style-type: none"> Welcome to Country |
| Rodney O'Brien | <ul style="list-style-type: none"> Welcome to Country |
| Ngangkai Warra | <ul style="list-style-type: none"> Welcome to Country ceremony and dance |
| Aboriginal Organisations we partner with | |
| Nunkawarrin Yunti Kura Yerlo KWY Aboriginal Family Support Services (AFSS) Tirrapendi Wordli Watta Purrunna White Lion Dept of Education (School ACEO's or Aboriginal Child Education Officers) | <ul style="list-style-type: none"> WE refer clients to these agencies, and receive referrals from these WE partner with these organisations to deliver programs, events and activities that supports the Aboriginal community All these organisations except Dept of Education are Aboriginal-led |
| Government | |

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| | DSS, NIAA (federal) DHS (state) DoE | <ul style="list-style-type: none">We receive funding from these federal and state depts., all of which have KPIs for Aboriginal client engagement/support | | |
| 1.2.3 | Communicate our RAP commitment to reconciliation to all staff. | June 2022 | Executive Brand and Experience | Deliverable achieved |
| Outcome/s | <ul style="list-style-type: none">RAP uploaded to the UnitingSA website in June 2022 to a newly created RAP pageEmail bulletin and video message issued to all staff on 15 June 2022 – ‘Next steps in our reconciliation journey’RAP poster, containing QR code access to the plan, distributed to all regional and metro sites in June and July 2022 | | | |
| 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 | Deliverables requiring focus within 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 | Deliverables requiring focus within 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 | Deliverables requiring focus within 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 | Deliverables requiring focus within next quarter |

| Action 1.4 – Promote positive race relations through anti-discrimination strategies. | | | | |
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| 1.4.1 | Research best practice and policies in areas of race relations and anti-discrimination. | December 2022 | Manager Quality/Privacy Officer | Deliverable Achieved |
| Outcome/s | <p>We have now developed our Aboriginal and Torres Strait Islander (ATSI) Peoples Policies and Procedures Checklist which provides a guide to ensure anti-discrimination strategies have been appropriately considered when developing or updating policies and practices across the organisation.</p> <p>The Checklist seeks to assist our services in the identification of actions to address any identified areas of improvement and will ensure our policies and procedures apply good practice principles, and are culturally safe and appropriate in working with ATSI Peoples.</p> <p>The Checklist will be implemented in early 2023 and should be completed when developing a new policy or procedure or when reviewing/updating an existing policy or procedure.</p> | | | |
| 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 Support: RAP Committee members and Service Managers | Deliverable falls outside of next quarter |

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 |
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| 2.1.1 | Develop, implement and communicate a cultural learning strategy for our staff. | February 2023 | Chief People and Quality Officer | Deliverables in progress |
| 2.1.2 | Conduct a review of cultural learning needs within our organisation. | February 2023 | Lead: Chief People and Quality Officer Support: Training Coordinator | Deliverables in progress |
| 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 | Deliverables in progress |

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| | | | Support: Training Coordinator | |
| 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 | Deliverables in progress |
| Outcome/s 2.1.1 to 2.1.4 | A report to the RAP Committee to be tabled at the meeting on 14 March 2023 to discuss and identify possible external partners we can approach in a Request for Proposal (RFP) to provide the services/products outlined above. | | | |
| 2.1.5 | Appoint an external mentor to provide cultural guidance to RAP Committee members. | September 2022 | Chief People and Quality Officer | Deliverable Achieved |
| Outcome/s | A report to the RAP Committee was tabled at the 14 December 2022 meeting to discuss and determine whether we appoint an external mentor to provide cultural guidance to RAP Committee members or identify a different approach to mentoring and negotiate a change to our RAP with Reconciliation Australia. The RAP Committee determined the need for either an internal or external mentor will be dependent on the particular issue at hand. | | | |
| 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 |
| Outcome/s | A meeting agenda template , 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 achieved |
| Outcome/s | We have engaged with First Nations advisory and community groups to map the traditional owners of country throughout our service locations, whose land we are on. Resource has been developed to support staff in education & enlightenment. | | | |
| 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 |
| Outcome/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 |

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| Outcome/s | Acknowledgement of Country signs 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, UnitingSA's Brand & Experience team is in the final stages of developing new Acknowledgement of Country signage to be displayed at all UnitingSA service locations. Since the December 2022 RAP meeting, we have been working with Aboriginal organisations and trusted sources for approval and advice for the signs and use of greetings in traditional language. We have now consulted with local cultural authorities for each country and will proceed with production in the coming weeks. | | | |
| 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 |
| Outcome/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 Flag Protocol Procedure 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 |
| Outcome/s | Email sent from the Acting CEO on 4 July 2022 to all team members providing a NAIDOC Week Acknowledgement . 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 | Deliverable achieved |
| Outcome/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 Teal Talk internal newsletter on 29 July 2022 . 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 | Deliverable achieved |

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| | | | Support: RAP Committee members | |
| Outcome/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 |
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| 3.1.1 | Develop culturally appropriate protocols to support recruitment and advertising activities. | October 2022 | Lead: Chief People and Quality Officer Support: Recruitment Consultant | Deliverable achieved |
| Outcome/s | A draft Aboriginal and Torres Strait Islander Recruitment Toolkit has been developed which acknowledges cultural diversity and aims to deliver processes which enable all candidates to best demonstrate their capabilities. When we apply this to the recruitment of Aboriginal and Torres Strait Islander peoples, inclusivity addresses the cultural and social aspects unique to their cultures. This toolkit steps through the recruitment lifecycle and provides tips to consider at each stage when recruiting Aboriginal and Torres Strait Islander candidates. This toolkit will be implemented as part of our recruitment process refresh project which is currently underway and detailed below in 3.1.4. | | | |
| 3.1.2 | Commence placing employment advertisements in the Turkindi Information Network. | October 2022 | Lead: Chief People and Quality Officer Support: Recruitment Consultant | Deliverable achieved |
| Outcome/s | This has been embedded in our Aboriginal and Torres Strait Islander Recruitment Toolkit detailed above in 3.3.1. Child Youth Family Services facilitate an Aboriginal Mentoring Program for our employees, with the group meeting for 1.5 hours per month. This will be a valuable group to utilise in relation to this action. Chief People & Quality Officer and Senior Manager People Experience met with some of the CYFS Team to discuss our Toolkit and they are currently reviewing and will provide feedback at a meeting in November 2022. | | | |

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| 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 | Deliverable achieved |
| Outcome/s | <p>This has been embedded in our Aboriginal and Torres Strait Islander Recruitment Toolkit detailed above in 3.3.1.</p> <p>Child Youth Family Services facilitate an Aboriginal Mentoring Program for our employees, with the group meeting for 1.5 hours per month. This will be a valuable group to utilise in relation to this action.</p> <p>Chief People & Quality Officer and Senior Manager People Experience met with some of the CYFS Team to discuss our Toolkit and they are currently reviewing and will provide feedback at a meeting in November 2022.</p> | | | |
| 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"> – 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 | Deliverable Achieved |
| Outcome/s | <p>Child Youth Family Services facilitate an Aboriginal Mentoring Program for our employees, with the group meeting for 1.5 hours per month. This will be a valuable group to utilise in relation to this action and increase the group's membership.</p> <p>We are also implementing a new process to ensure we capture employee demographic data annually which will commence in February 2023.</p> | | | |
| 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 |
| 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. | | | | |
| 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 Achieved |

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| Outcome/s | <p>A review was completed on the SNAIC Partnership audit tool as part of the Aboriginal Cultural Awareness Assessment Project, which is being discussed at the March RAP Committee meeting.</p> <p>Aboriginal and Torres Strait Islander participants are invited to provide feedback about services, including ideas for improvement. This feedback is sought through survey, consultations, and 1:1 feedback every three months (formally) and on an ongoing basis (informally). All information is gathered, considered, and discussed with culturally appropriate staff/experts, with resultant changes to practice communicated to staff, implemented and reviewed.</p> <p>Aboriginal-led services and partners provide feedback and input about our services and future directions for programs. Formal consultations have taken place with Kura Yerlo, Taoundi Aboriginal College, KWY, Linking Futures, Department for Education Aboriginal Community Education Officers, Tiraapendi Wodli, Nunkawarrin Yunti, AnglicareSA, Life Without Barriers, Reconciliation SA, local government Aboriginal/Cultural Officers, and local elders. UnitingSA is also a member of the Reconciliation in the West Planning Committee, which sees us meet monthly to lead event coordination and provide advice regarding culturally appropriate services and activities.</p> <p>Staff who identify as Aboriginal and Torres Strait Islander are also engaged to provide advice regarding culturally appropriate services. The approach to seeking feedback is both informal and formal, and includes consultations meetings. Furthermore, consultation with staff takes place through the RAP Committee.</p> <p>From time to time, expertise is purchased through Aboriginal consultancy and/or Training Providers, who are often enaged during and post training or projects to provide advice regarding culturally appropriate practices.</p> | | | |
| 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 Achieved |
| Outcome/s | <p>The UnitingSA team met with the Adelaide PHN on 5 September 2023 to discuss NSQHSC Aboriginal-specific actions. Future work to achieve and meet these actions will be incorporated into the work of other RAP strategies, with the relevant standard/action to be recognised in reporting against the relevant strategies. Note, some NSQHSC actions are less relevant in a non-clinical health setting.</p> | | | |
| Action 3.3 – Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | | | | |

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| 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"> – Strengthening existing partnerships – Forming new commercial partnerships | February 2023 | Lead: Chief Financial Officer Support: Procurement Manager | Deliverable due to commence |
| Outcome/s | Work on this deliverable will commence in March 2023. | | | |
| 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 due to commence |
| Outcome/s | Work on this deliverable will commence in March 2023. | | | |

Focus Area 4: Governance

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

| Deliverable | Timeline | Responsibility | Status |
|-------------|---|--|---|
| 4.1.1 | April 2023 | Chief People and Quality Officer | Deliverables requiring focus within next quarter |
| 4.1.2 | December 2023 | Executive Manager Brand and Experience | Deliverable achieved |
| Outcome/s | RAP Committee endorsed final version of the TOR in December 2022 Committee meeting. | | |

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

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| 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 | Deliverable achieved |
| Outcome/s | Email sent to Reconciliation Australia RAP Program Officer, Helena Plazzer, on 15 August 2022 to update our primary and secondary contact details. | | | |

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| 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 | Deliverable achieved |
| Outcome/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 | Deliverable achieved |
| Outcome/s | Our annual RAP Impact Measurement Questionnaire was submitted to Reconciliation Australia on 19 September 2022 | | | |
| 4.2.4 | Publicly report on our RAP achievements, challenges and learnings annually. | December 2022 and annually | Executive Manager Brand and Experience | Deliverable due to commence |
| Outcome/s | To more comprehensively report on our Reflect RAP journey, as well as our next steps, our annual public update has been rescheduled and will occur as part of Close the Gap day on 16 March 2023. | | | |
| 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 due to commence |
| Outcome/s | The UnitingSA Board of Directors have received regular updates on RAP progress, via a Quarterly RAP Scorecard, since the Reflect RAP's implementation in June 2022. An interim update will be issued to all staff in March 2023, with a final Scorecard and reflection to occur in June 2023. | | | |
| Action 4.3 - Continue our reconciliation journey by developing our next RAP. | | | | |
| 4.3.1 | Register via Reconciliation Australia's website to begin developing our next RAP. | February 2023 | Chief People and Quality Officer | Deliverable achieved |
| Outcome/s | On 9 March 2023, UnitingSA registered our intentions to develop and submit an Innovate RAP with Reconciliation Australia. | | | |