

**SOCIAL  
FUTURES**



# Innovate Reconciliation Action Plan

November 2023 – November 2025





*Building Connections*  
by Stephen Hogarth

We acknowledge the Traditional Custodians of the land where we live and work and their continuing connection to land, water, sea and community. We pay respects to Australia's First Peoples, to their unique and diverse cultures, and to Elders past, present and future.



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## Thank you

This Reconciliation Action Plan (RAP) was made possible by the energy and commitment of a passionate group of Social Futures employees - members of our RAP Working Group.

With the support of the whole organisation, we have developed a plan which will drive our organisation to advance reconciliation through understanding, respect and meaningful action.

# Building Connections

BY STEPHEN HOGARTH

Stephen Hogarth of the Gamilaroi People created our RAP artwork. Gamilaroi Country extends from the Upper Hunter Valley through to the Warrumbungle Mountains in the west and up through the present-day centres of Coonabarabran, Quirindi, Tamworth, Narrabri, Walgett, Moree and Mungindi in New South Wales, and to Nindigully in south-west Queensland.

**This work and the process behind its creation tells a meaningful story through all of its shapes, colours and details.**

The big circles represent the strong connection Social Futures has for the people and communities we support. The 'U' shapes are the people that we support – with our staff behind them, guiding them to be the best they can be. Helping them to deal with life situations and bridging the gap of social isolation.

The lines between the circles are travel lines. They are attached to each circle to highlight Social Futures' reach – and the support network it offers through powerful connection. Each circle stands for a place. For the people that Social Futures help.

The two U shapes together are for one-on-one support – to remind us all that nobody is on their own. That we are all in this together.

Finally, the three semi-circles are hills, and the four shapes coming in from the top and bottom are roads. They represent a strong path guiding people – and show that anyone is welcome to come in and get help when they need it.



Stephen Hogarth of the Gamilaroi People.  
Image: Stephen Hogarth

# Reconciliation Australia CEO

## KAREN MUNDINE

Reconciliation Australia commends Social Futures on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Social Futures continues to be part of a strong network of more than 2200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

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

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

Congratulations Social Futures on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
**Chief Executive Officer**  
**Reconciliation Australia**

Karen Mundine  
Photo: Joseph Mayers



# Social Futures CEO

## TONY DAVIES

Jing gii waala from the lands of the Widjabal-Wiyabal people of the Bundjalung Nation.

On behalf of the staff of Social Futures I am proud to present our third Reconciliation Action Plan – our guide to meaningful action towards reconciliation.

Creating a workplace that reflects the diversity and strength of our nation is a priority for us. As an employer dedicated to positive social change, we actively seek opportunities for growth, empowerment, and engagement for Aboriginal and Torres Strait Islander people. We are pleased to report that we now have First Nations representation across our working groups that contribute to our Reconciliation Action Plan, and we remain committed to increasing the number of First Nations employees throughout our organisation.

Our dedication to fostering an environment of mutual respect and understanding is steadfast. Some of the steps we have taken toward this include the creation of our new learning modules on cultural humility, launched during National Reconciliation Week this year. We also actively encourage staff attendance and support for First Nations events and days of significance such as NAIDOC and National Reconciliation Week. Acknowledging Country is a practice which is now strongly woven into Social Futures' meeting etiquette; we have embedded cultural leave days into policy; and the Our Mob support group for Aboriginal and Torres Strait Islander staff members continues to thrive.

Across our footprint we strive to create warm and welcoming spaces that prioritise cultural respect and safety. After the 2022 floods, Social Futures opened a new headquarters in Lismore, which now serves as a Keeping Place for Bundjalung words and terms from the broader Bundjalung Freshwater, Saltwater and

Range speakers. This space embodies the collective knowledge of the Bundjalung community, and we extend our great thanks to Bundjalung Elder, Uncle Roy Gordon, for his invaluable contributions. We will seek to replicate this over time and in consultation with community, in offices around the state.

As a community service provider, we recognise the importance of tailoring our programs to meet the needs of the communities we serve. In this endeavour, we are grateful for the guidance provided by our external Aboriginal Advisory Panel, whose members have generously shared their time, knowledge, and input.

While we celebrate the achievements made through our previous RAPs, we recognise that there is still much work to be done. True reconciliation is only achieved through collaboration, and we are committed to working together with communities, creating opportunities, fostering respect, and nurturing authentic relationships.

We will continue to partner with the community, listen and learn from one another, and value the wisdom and guidance shared by Aboriginal voices. With firm commitment and an unwavering spirit, Social Futures looks forward to making a tangible and lasting difference toward social justice, equality, and unity for all.



Tony Davies  
Photo: Rebecca Rushworth

# Senior Manager, Aboriginal Leadership & Engagement

**KYLIE MAUNDER** (immediate past acting)

I am privileged to have been a part of Social Futures' RAP journey for the last seven years. During this time, I have witnessed the growth of the organisation alongside its increasing dedication to reconciliation. As we move into our third Innovate RAP, we can see solid action and commitments to embed systemic change into the way we deliver our services.

My own employment journey with Social Futures exemplifies this organisation's deep commitment to investing in, encouraging, and providing meaningful opportunities for the professional growth and development of First Nations employees. I began work for Social Futures in an identified position as an Administration Coordinator and worked my way, through six positions, gaining invaluable experience and being supported in further study, to now assume a Senior Leadership position where my experience, knowledge and understanding is sought and valued. It is remarkable what can grow from the seeds of encouragement, support, and opportunity. Offering professional development opportunities is a fundamental aspect of our RAP.

A further cornerstone of our RAP is respect. Respect born by developing deep and respectful relationships. Born by acting with integrity; by acknowledging culture; by recognising the past and the impact of historical policies; by listening. It is by listening to the voices of our First Nations staff, community voices, our Aboriginal Advisory Panel, and our RAP working group, that we truly learn.

And it is by holding ourselves accountable to each of the actions laid out in our RAP that we ensure integrity.

The definition of reconciliation is the restoration of friendly relations. Without friendly relationships with our children, each other, our neighbours, our community, our land, and our culture, I fear the word reconciliation is just another word. To give this word life, we must invest in our relationships. Water, feed and nurture them to help them grow. This is what we commit to do.

Reconciliation is everyone's business, and we understand we still have a long way to go. Now is the time to take this opportunity, to join our voices together, and make a change. Let's walk together and create the hope we seek. Hope that this struggle ends here, with this generation, not my grandchildren's generation.

Kylie Maunder  
Photo: Natsky



# Our vision for reconciliation

Social Futures' vision for reconciliation is to create positive social change in strong communities where people thrive. We believe that reconciliation is everyone's business.

## Our vision for reconciliation is:

- ▶ for the Australian community to embed the valuing, acknowledging, and celebrating of the world's longest enduring culture, through a commitment to connecting with, and embracing culture. Social Futures is focused on genuine listening and learning alongside supporting diverse ways of being, doing, and knowing within our organisation and our communities.
- ▶ one where we can make a genuine contribution to addressing First Nations inequalities and a meaningful contribution to a unified society free from discrimination. We acknowledge the importance of, and are committed in solidarity with Voice, Treaty and Truth, alongside Closing the Gap.
- ▶ for Social Futures to develop and implement practical and pragmatic actions that reflect community needs. We are committed to nurturing relationships, consulting with community, and ensuring First Nations' perspectives guide our organisation and service delivery.



# Our business

Social Futures is a community-based not-for-profit organisation that envisages communities in which all people are valued and included.

Our organisational vision is for 'thriving people, strong communities'. For almost 50 years, we have been creating positive social change in regional Australia, working directly with individuals, families, communities, organisations and governments across our programs: homelessness and housing, youth and family, mental health and wellbeing, seniors in community, community inclusivity and programs that promote genuine participation for people with disability.

We are a regional leader and work alongside our partner organisations to strengthen and build capacity within the community sector by providing training, development, and advocacy, and tailoring our programs to fit our diverse local communities.

Over the last year, our 28 programs and services supported 27,402 people including 2,969 Aboriginal and Torres Strait Islander people. We assisted thousands of others through workshops, events, education and community capacity building projects.

Our 381 staff include 28 identified Aboriginal and/or Torres Strait Islander people.

Social Futures has a geographic presence in the Bundjalung, Yugambeh, Gumbaynggirr, Yaegl, Dunghutti, Worimi, Darkinjung, Biripi, Wiradjuri, Wiljali and Barkindji nations.

We provide services across 70 per cent of regional NSW and on the Gold Coast in Queensland with 22 service centres in Ashmore, Ballina, Bathurst, Broken Hill, Coffs Harbour, Dubbo, Gosford, Grafton, Kempsey, Lismore, Maitland, Orange, Tamworth, Taree, Tweed Heads and Wyong.

 **2,969**

**Aboriginal and Torres Strait Islander participants supported across our footprint**

 **381**

**staff delivered 28 programs and services**

**During 2022-23, 28 programs and services supported 27,402 people, over 87,128 occasions of service**

Social Futures has a wide sphere of influence, spanning our diverse participants, community service providers, government (federal, state and local), local and regional businesses, members of parliament, media and our partners and collaborators in non-government organisations, businesses and community.

## Our service participants include:

- ▶ Aboriginal and Torres Strait Islander people
- ▶ Children and young people
- ▶ Culturally and linguistically diverse people
- ▶ Families
- ▶ Members of the LGBTIQSB\* community
- ▶ People experiencing homelessness
- ▶ People with a disability
- ▶ Families and carers of people with a disability
- ▶ Vulnerable people, or people experiencing social disadvantage.

\* LGBTIQSB+ stands for Lesbian, Gay, Bi-sexual, Transgender, Intersex, Queer, Sistergirl and Brotherboy.

# Our Reconciliation Action Plan

Social Futures' commitment to reconciliation is ongoing. By developing and delivering our third Innovate RAP, we will:

- ▶ deepen cultural humility and respect across Social Futures
- ▶ build on Social Futures' commitment to reconciliation
- ▶ keep learning from our previous Innovate RAPs
- ▶ continue consulting with First Nations stakeholders.

We recognise the importance of First Nations representation at all levels of decision making. By establishing First Nations working groups, we are ensuring diverse ways of knowing, being, and doing guide our organisation. We value our First Nations employees and support their wellbeing through Our Mob. As a support group for First Nations staff members, Our Mob is aimed at minimising cultural loading, supporting job retention and providing a culturally safe workplace for staff and appropriate services for community.

Seven per cent of Social Futures staff identify as Aboriginal and/or Torres Strait Islander people.

We work alongside First Nations communities across our programs. A significantly high portion of our staff support reconciliation (98%), are actively engaged with activities that support reconciliation, and consider the relationship between First Nations people and the wider Australian community as very important (95%).

We have continued to develop, implement, and review our Cultural Humility Learning Package, including the Wujalla Resource, to enable Social Futures staff to develop core competencies around historical and cultural awareness, and contribute to culturally safe work practices.

- ▶ **Cultural competency** implies that there is an endpoint to what you need to know about a culture, and that learning about a culture is enough to help you engage with people of that culture.
- ▶ **Cultural humility**, on the other hand, is a dynamic and lifelong process focusing on self-reflection and personal critique to become aware of one's own biases and to take on a humble and respectful attitude towards individuals of other cultures.

We are also beginning to incorporate Eight Ways of Learning into our Learning and Development Framework. This framework offers our organisation an Aboriginal perspective, facilitates a process that is inclusive of our Aboriginal colleagues, and acknowledges Aboriginal wisdom. This directly relates to our values of Integrity, Learning, and Inclusion; and is an important part of our reconciliation journey.

Our RAP is driven by the Senior Manager Aboriginal Leadership and Engagement; and the Reconciliation and Engagement Coordinator; and is championed by our Chief Customer Officer. These positions are responsible for advocating for, and ensuring an ongoing commitment to, reconciliation; maintaining relationships with key stakeholders; and supporting cultural load.

The RAP Working Group and RAP Implementation Group additionally champion our RAP, while the external Aboriginal Advisory Body guides it, providing strategic insight, guidance, and accountability. The Aboriginal Advisory Body reports directly to the Senior Manager Aboriginal Leadership and Engagement.

Our learnings have helped us to identify key areas of focus for our new Innovate RAP.

- ▶ We will strengthen our Aboriginal and Torres Strait Islander Employment, Retention, and Professional Development Strategy.
- ▶ We will also work on our Aboriginal Procurement Strategy, engagement strategies and Cultural Humility Learning Package.
- ▶ First Nations' perspectives will guide the review of these strategies.

Maryanne Brown (L) with Valerie Thompson (R)  
Photo: Social Futures



## RAP Implementation Group

Social Futures' RAP Implementation Group consists of specific Senior Manager or Executive roles who are directly accountable for the RAP deliverables.

Linda Hayes is the Executive RAP Champion, and Chief Customer Officer at Social Futures. The group meets quarterly to report and update on key RAP deliverables, successes, and challenges.

- ▶ Georgina Bruinsma – Senior Manager Aboriginal Leadership and Engagement
- ▶ David Jedrzejczyk – Reconciliation and Engagement Coordinator
- ▶ Tanya Lau – Manager, Learning and Practice Development
- ▶ Tony Davies – Chief Executive Officer
- ▶ Cassie Primmer – Chief Operating Officer
- ▶ Michael Carter – Chief Financial Officer
- ▶ Kim Gannon – Senior Manager Marketing and Communications
- ▶ Jana Hall – Chief Performance Officer
- ▶ Samantha Albertini – Senior Manager People and Culture
- ▶ Linda Hayes – Chief Customer Officer
- ▶ Ian O'Reilly – Team Leader Social Strategy

## RAP Working Group

Social Futures' RAP Working Group is made up of staff who champion and promote reconciliation within Social Futures and across our service areas. The group meets quarterly to engage, inform, and share key reconciliation related information from their programs and communities to support our RAP.

- ▶ Georgina Bruinsma – Senior Manager Aboriginal Leadership and Engagement
- ▶ David Jedrzejczyk – Reconciliation and Engagement Coordinator
- ▶ Kylie Maunder – Program Worker Family Connect and Support
- ▶ Amanda Shoebridge – Marketing Coordinator

- ▶ Be Andrews – Team Leader headspace
- ▶ Caitlin Bennett – Community Development Coordinator, NDIS Local Area Coordinator
- ▶ Danielle King – Local Area Coordinator
- ▶ Ashleigh Howe – Program Worker Family Connect in Schools
- ▶ Linda Fitzpatrick – Team Leader Recovery Connect
- ▶ Sacha Zunic – Program Worker Connecting Home
- ▶ Sherean Glasson – Local Area Coordinator
- ▶ Sheree Dixon – Program Worker headspace

## External Aboriginal Advisory Panel

Social Futures' external Aboriginal Advisory Panel is a space designed for First Nations voices to guide decision-making processes and our RAP. The group represents multiple nations across Social Futures' footprint and ensures diverse perspectives influence the organisation.

- ▶ Trish Oxford – Ngemba, Social Futures Board Member
- ▶ Joe Hedger – Bundjalung and Yorta Yorta, Social Futures Board Member
- ▶ Mike Nolan – Ngemba
- ▶ Bradley Walker – Bundjalung
- ▶ Michele Rogers – Wiradjuri
- ▶ Jake Briggs – Wonnarua/Kamilaroi
- ▶ Dean Bayliss – Kamilaroi
- ▶ Aneika Kapeen – Yaegl
- ▶ Dr Nick Freeburn – Yaegl and Bundjalung

Across our RAP Working Group, RAP Implementation Group, and external Aboriginal Advisory Panel, there are 11 First Nations people to ensure Social Futures meets its goals of being a culturally safe and engaged organisation.

# RAP achievements

- ▶ We created an external Aboriginal Advisory Panel to include First Nations perspectives in decision-making at Social Futures.
- ▶ We have First Nations representation on the RAP Working Group, RAP Implementation Group, Social Futures Board, and external Aboriginal Advisory Panel. This ensures different perspectives are considered in our decision-making process.
- ▶ We now have dedicated roles supporting reconciliation at Social Futures, such as our Senior Manager Aboriginal Leadership and Engagement and our Reconciliation and Engagement Coordinator. This shows our commitment to reconciliation and our Reconciliation Action Plan.
- ▶ All new and existing staff are learning about our organisation's reconciliation efforts, including the Social Futures Reconciliation Action Plan and seven Steps to Practical Reconciliation.
- ▶ We created, and will continue to develop, Our Mob group, to support First Nations employment, retention, and culturally safe workplaces.
- ▶ We participated in the 2022 RAP Workplace Barometer survey to gather staff opinions on reconciliation.
- ▶ We established a Keeping Place for Bundjalung language in our new Lismore office to show respect and recognition for the Bundjalung Nation.



Alex Lewers, Jean Marlowe, Melissa Bolt, Gina Saunders, Ian O'Reilly (R)  
Photo: Katie Bennett.

## RAP achievements *(continued)*

- ▶ We are following cultural protocol, including an Acknowledgement of Country, in all meetings and office locations.
- ▶ New staff at Social Futures receive RAP induction presentations to understand our commitment to reconciliation and how they can be involved.
- ▶ We increased the budget for consultations, sponsorship, merchandise, professional development, and celebrations related to reconciliation.
- ▶ We celebrated and communicated important First Nations dates and will continue to provide representation and support at community events.
- ▶ We delivered Strengthening Days workshops for early childhood and family support workers through the Better Chances Forum. This provides a healing and collaborative space for First Nations stakeholders.
- ▶ Currently, seven per cent of our staff identify as Aboriginal and/or Torres Strait Islander. Our goal is to increase this number to ten per cent.
- ▶ During the last Innovate RAP period, we spent over \$400,000 with Aboriginal owned businesses.
- ▶ We committed to supporting the Uluru Statement from the Heart and the Voice to Parliament. Internally, we shared specific information; externally, we made public statements in support, and have joined the RAP Partner Statement.

Social Futures staff at the Kinship Festival  
Image: Social Futures



# Relationships



Social Futures is unable to do our work without genuine and mutual relationships. Building and maintaining strong relationships is important to our organisation and key to enacting our values of integrity, learning, and inclusion. We believe that relationships are built on trust, listening, and always showing up. We acknowledge the First Nations' knowledge and perspectives that are shared with our organisation. Social Futures is committed to nurturing relationships and strengthening services to support First Nations communities.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	a. Develop and sustain working partnerships with Aboriginal and Torres Strait Islander organisations operating in areas related to Social Futures, including the development of guiding principles for future engagement	April, August 2024, 2025	Senior Manager Aboriginal Leadership and Engagement
	b. Maintain attendance and contribution in Aboriginal inter-agencies across Social Futures' footprint	November 2024	Chief Operating Officer
2. Ensure engagement and collaboration with First Nations stakeholders to enable diverse perspectives guide our organisation	a. Continue to meet with external Aboriginal Advisory Panel and Our Mob to ensure First Nations' perspectives guide our organisation	March, June, August 2024, 2025	Senior Manager Aboriginal Leadership and Engagement
	b. Develop and implement Working with Mob and/or Community Engagement plans to ensure culturally appropriate engagement with First Nations stakeholders and the delivery of services with First Nation communities	February 2024	Chief Operating Officer
	c. Continue strengthening workshops and collaboration activities with First Nations stakeholders through the Better Chances Forum	June, December 2024, 2025	Social Strategy Team Leader

Action	Deliverable	Timeline	Responsibility
<b>3. Build relationships through celebrating National Reconciliation Week</b>	a. Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff	May 2024, 2025	Reconciliation and Engagement Coordinator
	b. RAP Working Group members to participate in an external National Reconciliation Week event	May 2024, 2025	Reconciliation and Engagement Coordinator
	c. Encourage and support senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week	May 2024, 2025	Chief Executive Officer
	d. Organise at least one National Reconciliation Week event each year	May 2024, 2025	Senior Manager Aboriginal Leadership and Engagement
	e. Register all our National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website	May 2024, 2025	Reconciliation and Engagement Coordinator
<b>4. Promote reconciliation through our sphere of influence</b>	a. Continue to raise awareness across our workforce and engage staff in reconciliation information via: <ul style="list-style-type: none"> <li>- CEO updates</li> <li>- Monthly RAP induction presentations</li> <li>- Regular educational articles</li> </ul>	March, June, September, December 2024, 2025	Reconciliation and Engagement Coordinator
	b. Communicate our commitment to reconciliation publicly, highlighting significant First Nations dates, events and cultural acknowledgements via: <ul style="list-style-type: none"> <li>- Social media posts</li> <li>- Updating staff signatures when appropriate</li> <li>- Updating Social Futures' webpage</li> <li>- General collateral/promotional items</li> </ul>	April, September 2024, 2025	Senior Manager Marketing
	c. Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation, including developing connections through Reconciliation Australia's 'The RAP Network'	June, December 2024, 2025	Reconciliation and Engagement Coordinator

Action	Deliverable	Timeline	Responsibility
	d. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	April, August 2024, 2025	Senior Manager Aboriginal Leadership and Engagement
	e. Continue to review and update RAP SOFI platform for internal information on reconciliation	March, June, September, December 2024, 2025	Reconciliation and Engagement Coordinator
	f. Connect with other stakeholders through Reconciliation Australia's Voice Education Network, events, and workshops	June 2024, 2025	Reconciliation and Engagement Coordinator
	g. Advocate for systemic change within Australia by aligning with key First Nations social and/or political campaigns	October 2024, 2025	Senior Manager Marketing
	h. Coordinate and promote Social Futures' Environmental Style Guide to promote the use of First Nations design elements physically and digitally across the organisation	February 2024	Senior Manager Marketing
	i. Share stories across our sphere of influence demonstrating and celebrating how Social Futures is developing relationships in relation to reconciliation	May, September 2024, 2025	Senior Manager Marketing
<b>5. Promote positive race relations through anti-discrimination strategies</b>	a. Conduct a review of our People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs	June 2024	Senior Manager People and Culture
	b. Review and update the anti-discrimination policy for our organisation and communicate with staff	June 2024	Senior Manager People and Culture
	c. Engage with Our Mob and the external Aboriginal Advisory Panel to guide anti-discrimination policy review	May 2024	Senior Manager People and Culture
	d. Continue to educate leadership on the effects of racism and discrimination through ongoing advocacy in monthly leadership meetings, including workshops and presentations	April, August 2024, 2025	Senior Manager Aboriginal Leadership and Engagement

# Respect



Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is critical for Social Futures and guides our organisation’s practice. At Social Futures, we recognise the importance of learning through truth telling, and listening to the voices and stories of First Nations communities to best inform our service delivery. A large portion of our RAP is dedicated to cultural humility and increasing cultural awareness, appreciation, and understanding across our staff. We believe that respect ultimately underpins building relationships and developing opportunities and is crucial in our efforts towards reconciliation.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	a. Continue to review our cultural humility learning package, including consultation with Our Mob and external Advisory Panel to inform review	Nov 2024	Manager, Lead and Practice Development
	b. Develop, implement, and communicate our cultural humility learning package to all staff	Nov 2024	Manager, Lead and Practice Development
	c. Embed 8 Ways of Learning as a guiding principle into our cultural humility learning package	Nov 2024	Manager, Lead and Practice Development
	d. Socialise, promote, and evaluate the Wujalla Resource	July 2024, 2025	Senior Manager Aboriginal Leadership and Engagement
	e. Leadership to ensure staff have access to culturally appropriate professional development and cultural awareness opportunities	July 2024, 2025	Chief Performance Officer
	f. Provide opportunities and support for leadership staff to participate in formal cultural learning	April, August 2024, 2025	Chief Performance Officer
	g. Develop and implement standardised interview question relating to working in a cross-cultural environment for all interviewees	March 2024	Senior Manager People and Culture

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	a. Increase staff's understanding of the purpose and significance behind cultural protocols through publicly communicating and displaying cultural protocols across Social Futures offices	March 2024, 2025	Senior Manager Marketing
	b. Annually review and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country across our full footprint	Feb 2024, 2025	Senior Manager Aboriginal Leadership and Engagement
	c. Support teams to ensure Traditional Custodians are invited to provide a Welcome to Country or other appropriate cultural protocol at significant events	November 2024, 2025	Senior Manager Aboriginal Leadership and Engagement
	d. Support teams to ensure they are including an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	April, August 2024, 2025	Reconciliation and Engagement Coordinator
	e. Celebrate significance of Social Futures' Lismore office being a Keeping Place for Bundjalung language and explore opportunities for offices in other nations	March 2024, 2025	CEO
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	a. RAP Working Group to participate in an external NAIDOC Week event	June 2024, 2025	Reconciliation and Engagement Coordinator
	b. Review HR policies and procedures to ensure staff opportunity to participate in NAIDOC Week	May 2024, 2025	Senior Manager People and Culture
	c. Promote and encourage participation in external NAIDOC events to all staff	June 2024, 2025	CEO

# Opportunities



At Social Futures we believe that opportunities are at the core of thriving people and strong communities. Creating opportunities for First Nations communities is crucial for Social Futures to strengthen our commitment to diversity, inclusion and reflect the communities that we work and live in. We have First Nations representation across our organisation, including leadership and on the Social Futures Board, with expertise and knowledge guiding our organisation's service delivery. The ongoing implementation of our Aboriginal and Torres Strait Islander Employment, Retention, and Professional Development Strategy commits us to increasing our First Nations workforce to 10 per cent and further establishing a culturally safe and inclusive environment.

Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development</b>	a. Continue to engage with Our Mob and external Aboriginal Advisory Panel to guide reviews of Social Futures' Employment, Retention, and Professional Development Strategy	June 2024	Senior Manager People and Culture
	b. Continue to review, implement and communicate our Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development Strategy including addressing barriers for First Nations staff to participate in our workplace	June 2024	Senior Manager People and Culture
	c. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	October 2024, 2025	Senior Manager People and Culture
	d. Increase the percentage of Aboriginal and Torres Strait Islander staff in our workplace, with a goal of 10%	October 2024, 2025	Senior Manager People and Culture
	e. Ensure leadership, secondment, and professional development opportunities are communicated with Our Mob	October 2024	Senior Manager Aboriginal Leadership and Engagement

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	a. Develop, implement, and annually review an Aboriginal and Torres Strait Islander Procurement Strategy, including addressing any barriers to procuring goods from Aboriginal and Torres Strait Islander businesses	March 2024	Chief Financial Officer
	b. Communicate an Aboriginal and Torres Strait Islander Procurement Strategy with staff, highlighting opportunities and how to navigate challenges for procurement from First Nations businesses	July 2024	Chief Financial Officer
	c. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses and communicate with all staff	August 2024, 2025	Chief Financial Officer



# Governance



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group to drive governance of the RAP	a. Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group and RAP Implementation Group	June 2024, 2025	Reconciliation and Engagement Coordinator
	b. Review Terms of Reference for the RAP Working Group and RAP Implementation Group	Nov 2021	Senior Manager Aboriginal Leadership and Engagement
	c. Meet at least four times per year to drive and monitor RAP implementation	March, June, August, November 2024, 2025	Reconciliation and Engagement Coordinator
12. Provide appropriate support for effective implementation of RAP commitments	a. Define resource needs for RAP implementation and finalise RAP budget	July 2024, 2025	Reconciliation and Engagement Coordinator
	b. Engage our senior leaders and other staff in the delivery of RAP commitments through regular discussions at leadership meetings and messaging via CEO updates	November 2024, 2025	CEO
	c. Maintain system to track, measure and report on RAP commitments	December 2023	Reconciliation and Engagement Coordinator
	d. Appoint and maintain an internal RAP Champion from senior management, general managers or executive	December 2023	CEO
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	a. 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	June 2024 2025	Reconciliation and Engagement Coordinator
	b. Complete, and submit, the online RAP Impact Survey	September 2024, 2025	Reconciliation and Engagement Coordinator

Action	Deliverable	Timeline	Responsibility
	c. Report RAP progress to all staff and senior leaders quarterly	March, June, September, November 2024, 2025	Reconciliation and Engagement Coordinator
	d. Publicly report our RAP achievements, challenges, and learnings, annually through the inclusion of RAP successes in annual report	November 2024, 2025	Senior Manager Marketing
	e. Participate in Reconciliation Australia's 2024 Workplace RAP Barometer (WRB) and communicate comparative responses with 2022 survey	May 2024	Reconciliation and Engagement Coordinator
	f. Maintain and submit the traffic light report to Reconciliation Australia at the conclusion of this RAP	November 2025	Reconciliation and Engagement Coordinator
14. Continue our reconciliation journey by developing our next RAP	a. Register via Reconciliation Australia's website to begin developing our next RAP	May 2025	Reconciliation and Engagement Coordinator





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