

# **INNOVATE RECONCILIATION ACTION PLAN**

**October 2021 – September 2023**

Gudjii Yingu, Giinagay, Jingi Walla,  
Yamaa, Binbee Karri,  
Yiradhu Marang



The Creation of the Bundjalung Nation  
by Albert Digby Moran

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 Elder's past, present and future.



Aboriginal and Torres Strait Islander Australians are advised that this document contains images of people who have died. Permission has been granted by the appropriate source to use the name and image of a deceased person.

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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.



# 'The Creation of the Bundjalung Nation'

BY ALBERT DIGBY MORAN

The artwork which features on our RAP was created by acclaimed visual artist, Albert Digby Moran. Uncle Digby, as he was affectionately known, was born in Bullinah (Ballina), in Bundjalung Country and was raised on Cabbage Tree Island. Recognised both nationally and internationally as a visual artist, a great deal of Digby's artistic inspiration came from the colours, shapes and patterns of Bundjalung Country.

Uncle Digby was a long-time friend of Social Futures and a great supporter of our work. His artwork, "Elders Watching", hangs proudly in our Lismore office and Uncle Digby gifted us use of his artwork, "Creation of the Bundjalung Nation" for the promotion of our services and programs.

He was generous with his time and would frequently be found in schools working with children, mentoring young Aboriginal artists, or in later years working in a support role at Namatjira Haven rehabilitation centre. His artwork, "Creation of the Bundjalung Nation" is the Dreaming story of the Three Brothers, Mamoonth, Yarbirri and Birrung which explains the creation of the country and many of its remarkable landmarks.

## Albert Digby Moran ~ (1948-2020)

*Photograph published with permission from Uncle Digby's partner, Kerrie.*



# Reconciliation Australia CEO, KAREN MUNDINE

Reconciliation Australia commends Social Futures on the formal endorsement of its second 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 3 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 1,100 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 second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia





# [ Social Futures CEO, TONY DAVIES

I am proud to submit Social Futures second Innovate Reconciliation Action Plan –the result of almost two years of reflecting and consulting. This is a plan which holds us firmly to account and we are excited to see its benefits realised in the years to come.

Social Futures acknowledges that the land beneath our feet has been walked upon for many thousands of years. We celebrate and value the stories, knowledge, history, and languages of the longest surviving culture on earth. We also acknowledge the impact which Australia's recent history continues to have upon First Nations peoples.

As a community services provider we are committed to improving the wellbeing of Aboriginal and Torres Strait Islander peoples, ensuring access to culturally appropriate services, and striving to create safe and welcoming spaces.

We vow to be a champion for Aboriginal affairs and to speak out as an ally and friend.

As an employer committed to positive social change, we will work to provide opportunities to grow the prosperity and health of Aboriginal people and communities.

Knowing reconciliation relies on both Aboriginal and non-Aboriginal people working together to create opportunities, build respect, and nurture relationships, Social Futures will work with community on every step of our journey. We are grateful for the learning from every step we take together.



Tony Davies  
Chief Executive Officer  
Social Futures



# [ Senior Manager, Aboriginal Leadership & Engagement MICHELE LAURIE *Gumbaynggirr Yaegl Nyami*

Giinagay,

I am proud of the Innovate RAP Social Futures has designed. It is strong in its commitment for reconciliation and the change we are making is genuine and thoughtful.

Our RAP will help to close the gap and to further institutional integrity by promoting Aboriginal affairs and advocating for change and equality. We will support Aboriginal businesses through our purchasing and procurement policies and provide opportunities for economic participation through our Employment, Retention and Development strategy.

Cultural learning through our mandatory training and development program, yarning circles, and wisdom from Aboriginal staff members, will allow us to further strengthen our relationships and to embed acceptance and understanding.

Historical acceptance is achieved through education and truth telling. Social Futures acknowledges past wrong doings and promotes justice and positive social change through our shared history moving forward.

As an organisation we are committed to actions for real change, to deepen a shared understanding, and to further all Australians coming together in unity.

Always Was, Always Will Be

Michele Laurie  
Senior Manager Aboriginal Leadership and Engagement  
Social Futures



# [ Our Vision for Reconciliation

Social Futures works 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 grow beyond acknowledgement and acceptance to a place where our roots in the world's longest enduring culture is an integral part of the whole nation's identity and pride. Social Futures acknowledges the importance of Treaty and the enshrinement of the voices of First Nations peoples and to support these processes
- ▶ one where we make a meaningful and real contribution to creating a unified and just Australia. We recognise the truth of history, and that we have a role in addressing the past and creating positive meaningful relationships among all Australians
- ▶ for Social Futures to develop and maintain genuine relationships based on equality and equity, strong partnerships and connection between Aboriginal and Torres Strait Islander peoples and the wider Australian community. We acknowledge that access and connection to Country, knowledge and people supports everyone's wellbeing and a historical acceptance of our shared history needs to inform our work in community and with Aboriginal and Torres Strait Islander peoples.

# [ 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 more than 45 years we have been creating positive social change in regional Australia, working directly with individuals, families, communities, organisations and governments across our focus areas of homelessness and housing, youth and family, 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.

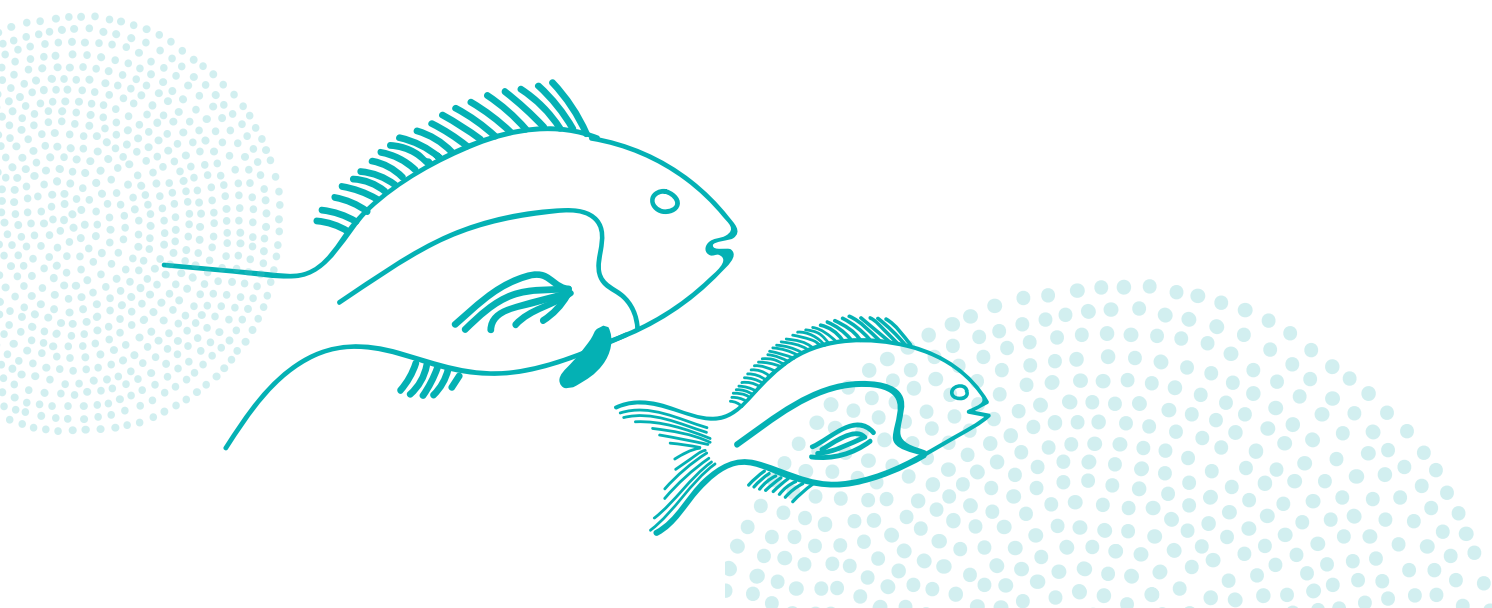
Over the last year, our 23 programs and services supported 20,507 people including 1,967 Aboriginal and Torres Strait peoples. We assisted thousands of others through workshops, events, education and community capacity building projects. Our 315 staff including 28 identified Aboriginal and Torres Strait Islander people.

Social Futures has a geographic presence in the Bundjalung, Gumbaynggirr, Yaegl, Dunghutti, Worimi, Darkinjung, Biripi, Wiradjuri, Wiljali and Barkindji Nations. We provide services in the Gold Coast in Queensland and across 70% of regional NSW, with 22 service centres in Ashmore, Ballina, Bathurst, Broken Hill, Byron Bay, Coffs Harbour, Dubbo, Gosford, Grafton, Kempsey, Lismore, Maitland, Orange, Tweed Heads, Wyong (note some locations have more than one office e.g. five offices in Lismore).

Social Futures has a wide sphere of influence, spanning our diverse service users, 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 services users include:

- ▶ Aboriginal and Torres Strait Islander peoples
- ▶ 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.



# [Reconciliation & Social Futures

**At Social Futures, a significant proportion of our participants identify as Aboriginal and Torres Strait Islander people and require us to be culturally aware and competent.**

Our staff overwhelmingly support reconciliation and Social Futures is clearly dedicated to reconciliation with Aboriginal and Torres Strait Islander peoples. We commit to being transparent and accountable to the goals and aspirations outlined in this RAP.

Our second RAP will continue to be an Innovate RAP. The reason for this, is, we feel we need to continue to our work in this space to make sure we embed initiatives from the first RAP and gain a deeper understanding of our sphere of influence. Our focus this time is strengthening relationships, strategies that support the organisation to embed cultural appreciation and initiating inclusive strategies for recruitment of Aboriginal and Torres Strait Islander people.

Our RAP is championed internally by our Senior Manager Aboriginal Leadership and Engagement, Reconciliation and Engagement Officer and Senior Manager Marketing to really drive internal engagement, coordinate the development and create awareness of the RAP. Our Senior Manager Aboriginal Leadership and Engagement, CEO and Executive Manager Strategy and Engagement ensure accountability and implementation of our RAP.

Our RAP Implementation Group includes key roles who are directly accountable for deliverables. Our RAP Working Group consists of staff who are the passionate, thought provokers and heart of the RAP.

Social Futures Senior Manager Aboriginal Leadership and Engagement will help ensure Social Futures meets our goals of being a genuinely culturally responsive and engaged organisation, which includes contributing to the development and implementation of our RAP.

## Social Futures RAP Working Group members include:

- ▶ Senior Manager Aboriginal Leadership and Engagement
- ▶ Reconciliation and Engagement Officer
- ▶ Aboriginal Engagement Coordinator Family Connect and Support
- ▶ Senior Manager, Business and Social Strategy
- ▶ Executive Manager, Strategy and Engagement
- ▶ Senior Manager, People and Culture
- ▶ Marketing Coordinator, Marketing and Communications
- ▶ NDIS Local Area Coordinators
- ▶ Program workers for Opportunity Pathways, and the Clubhouse
- ▶ Community Engagement Officer headspace
- ▶ Customer Experience Officer headspace

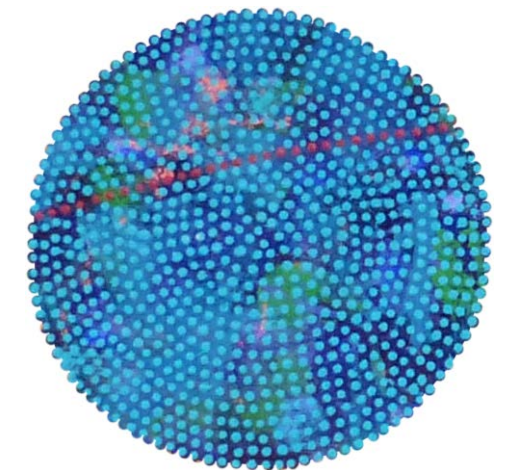
We have incorporated Aboriginal and Torres Strait Islander representation in our RAP Working Group by ensuring we have a number of Aboriginal and Torres Strait Islander members to consult on what's appropriate and what's not, inform the group of community protocols, cultural loading, and share with each other how to walk two worlds.

Social Futures is in the process of developing an external Aboriginal and Torres Strait Islander Advisory Panel to guide and inform the way we work with the communities we support and ensure we have representation and a voice from the different Nations we cover.

## Social Futures is proud of our RAP journey, and note some of our achievements with our first RAP included:

- ▶ commissioned artwork from Bundjalung artists for use in our program collateral and consulted with Elders on the designs submitted
- ▶ updated signage to include a welcome message in local Aboriginal languages in all our offices
- ▶ developed, implemented and communicated a cultural protocol document for Welcome to Country and Acknowledgement of Country
- ▶ developed and implemented an Aboriginal and Torres Strait Islander Employment and Retention Strategy and identified employment targets for annual RAP review

- ▶ offered professional development and leadership opportunities for existing Aboriginal and Torres Strait Islander staff members
- ▶ created three Local Area Coordinator Identified positions (unfortunately these were not filled at the time and planned to go back out to market)
- ▶ provided opportunities for all staff to complete annual cultural awareness training. During the 2020-21 financial year, 247 staff completed the Centre for Cultural Competence Australia online Aboriginal and Torres Strait Islander Cultural Competence Course. All staff who completed this training were required to complete and report on progress on their own action plan
- ▶ employed one student placement position and one Aboriginal Traineeship
- ▶ implemented Acknowledgement of Country or other appropriate protocols at the commencement of important meetings
- ▶ developed and implemented approaches to Aboriginal and Torres Strait Islander procurement.





## Social Futures experience with our last RAP has:

- ▶ confirmed we need to ensure more time is allowed for consultation engagement and feedback from Aboriginal and Torres Strait Islander people. Our Community Engagement Framework will help us to develop engagement tools and resources to achieve this
- ▶ identified challenges with Aboriginal procurement due to the nature of our business, and identified key areas to focus procurement activity on to be most effective. We did not find Supply Nation membership helpful to inform our Aboriginal procurement and have decided not to continue with this membership
- ▶ reinforced the importance of resourcing a dedicated Reconciliation and Engagement Officer to support the administration and coordination of our RAP. We also recognised the need for a dedicated Aboriginal Senior Leadership role to build greater cultural competency, support our Aboriginal workforce and work with community
- ▶ required a focus on First Nations people leadership roles and mobilised our approach to ensure representation on our Board now and in the future
- ▶ ensured we establish identified positions with particular focus on creating meaningful relationships in our sphere of influence

- ▶ focused on our Aboriginal employment and retention strategies ensuring these continue to evolve with feedback from our Aboriginal staff
- ▶ recognised the benefits of an Aboriginal peer support group, known as Our Mob
- ▶ provided foundations for our cultural learning journey that we are integrating into our Organisational Learning and Development Framework to support the development of a Cultural Learning Strategy
- ▶ identified that our staff are passionate and committed to our commitment to reconciliation, but our processes and systems to support the development, governance and implementation of our RAP were in their infancy. These will be enhanced through the resourcing of a Senior Manager Aboriginal Leadership and Engagement and the establishment of a RAP Implementation Group
- ▶ demonstrated the need for a dedicated Implementation Group to ensure distribution of accountability across the organisation by the staff responsible for implementation. This ensures the burden of activity does not fall on the Senior Manager Aboriginal Leadership and Engagement and the Reconciliation and Engagement Officer

Feedback from Reconciliation Australia for case studies and testimonials will be incorporated into the process of tracking and reporting against our next RAP.

# Relationships



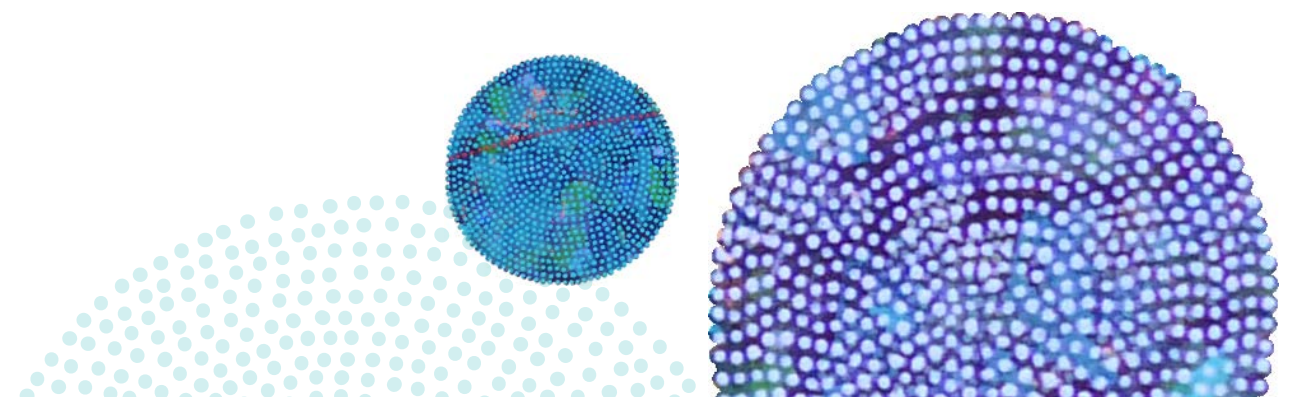
We cannot do our work unless we have reciprocal and deep relationships. Social Futures believe genuine relationships are fundamental to progressing reconciliation to truly understand and respond to the aspirations of Aboriginal and Torres Strait Islander communities, families, participants and staff. We are committed to developing new, and strengthening existing relationships with Aboriginal and Torres Strait Islander peoples and organisations to inform the way we work and ensure it can benefit our Aboriginal and Torres Strait Islander participants.

## Focus area: Great customer experience and Recognised for excellence

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<b>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement:</b> <ul style="list-style-type: none"> <li>▶ internal staff workshops to develop draft engagement principles</li> <li>▶ consultations with Aboriginal and Torres Strait Islander community members to test and finalise our engagement principles</li> <li>▶ document principles and develop resources to support staff awareness</li> <li>▶ raise awareness and educate staff about these principles.</li> </ul>	Apr 2022	Senior Manager Aboriginal Leadership and Engagement
	<b>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations:</b> <ul style="list-style-type: none"> <li>▶ develop Aboriginal and Torres Strait Islander Advisory Panel</li> </ul>	Sept 2022	Senior Manager Aboriginal Leadership and Engagement
		Oct 2022	Senior Manager Aboriginal Leadership and Engagement
	<ul style="list-style-type: none"> <li>▶ develop internal systems and processes to map organisational engagement with Aboriginal and Torres Strait Islander stakeholders and organisations</li> </ul>	Dec 2022	Senior Manager Aboriginal Leadership and Engagement
	<ul style="list-style-type: none"> <li>▶ develop and sustain working partnerships with Aboriginal and Torres Strait Islander organisations operating in areas related to Social Futures' work and priorities.</li> </ul>	Mar 2022	Senior Manager Aboriginal Leadership and Engagement

Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022, 2023	Senior Manager Marketing
	RAP Working Group members to participate in an external NRW event.	27 May – 3 Jun 2022, 2023	Reconciliation and Engagement Officer, Program Managers
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 Jun 2022, 2023	CEO
	Organise at least one NRW event each year.	May 2022, 2023	Reconciliation and Engagement Officer, Community Engagement staff
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022, 2023	Executive Assistant to the CEO
<b>3. Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage our staff in reconciliation, including: <ul style="list-style-type: none"> <li>▶ CEO messages and updates</li> <li>▶ Quarterly updates on RAP and reconciliation actions</li> <li>▶ RAP overview in staff inductions</li> <li>▶ Bimonthly articles to encourage staff engagement</li> </ul>	Updates – quarterly: Jan, Apr, Jul, Oct 2021, 2022, 2023  Staff inductions – monthly  Articles – bi-monthly: Feb, Apr, Jun, Aug, Oct, Dec 2021, 2022, 2023	Senior Manager Aboriginal Leadership & Engagement  Senior Manager Marketing
	Communicate our commitment to reconciliation publicly.	Oct 2021 to Feb 2022	Senior Manager Marketing
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Change to Oct 2022, 2023	Senior Manager Aboriginal Leadership and Engagement Senior Manager Marketing

Action	Deliverable	Timeline	Responsibility
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Capture stories and outcomes to demonstrate how Social Futures is progressing reconciliation.	Oct 2021, 2022	Reconciliation and Engagement Officer Senior Manager Marketing
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Sept 2022	Senior Manager Aboriginal Leadership and Engagement
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Nov 2021	Senior Manager People and Culture
	Develop, implement and communicate an anti-discrimination policy for our organisation.	Mar 2022	Senior Manager People and Culture
	▶ Continue transformational learning from the Adam Goodes interview and continue sharing key themes of his story with all staff (racism, discrimination, cultural humility, systematic racism, culture, unity etc.)	Mar 2022	Senior Manager Practice Excellence  Senior Manager Aboriginal Leadership and Engagement
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Nov 2021	Senior Manager People and Culture
	Educate senior leaders on the effects of racism <ul style="list-style-type: none"> <li>▶ Screen the Final Quarter and facilitate a discussion using the associated resources and extracts of 2020 staff interview with Adam Goodes</li> <li>▶ Coordinate the delivery of presentations on key issues to Leadership Team and Team Leader Connect (minimum six-monthly)</li> </ul>	Sept 2023  Six-monthly leadership sessions in May and Nov 2021, 2022, 2023	Senior Manager Aboriginal Leadership and Engagement  Senior Manager Practice Excellence





# [Respect

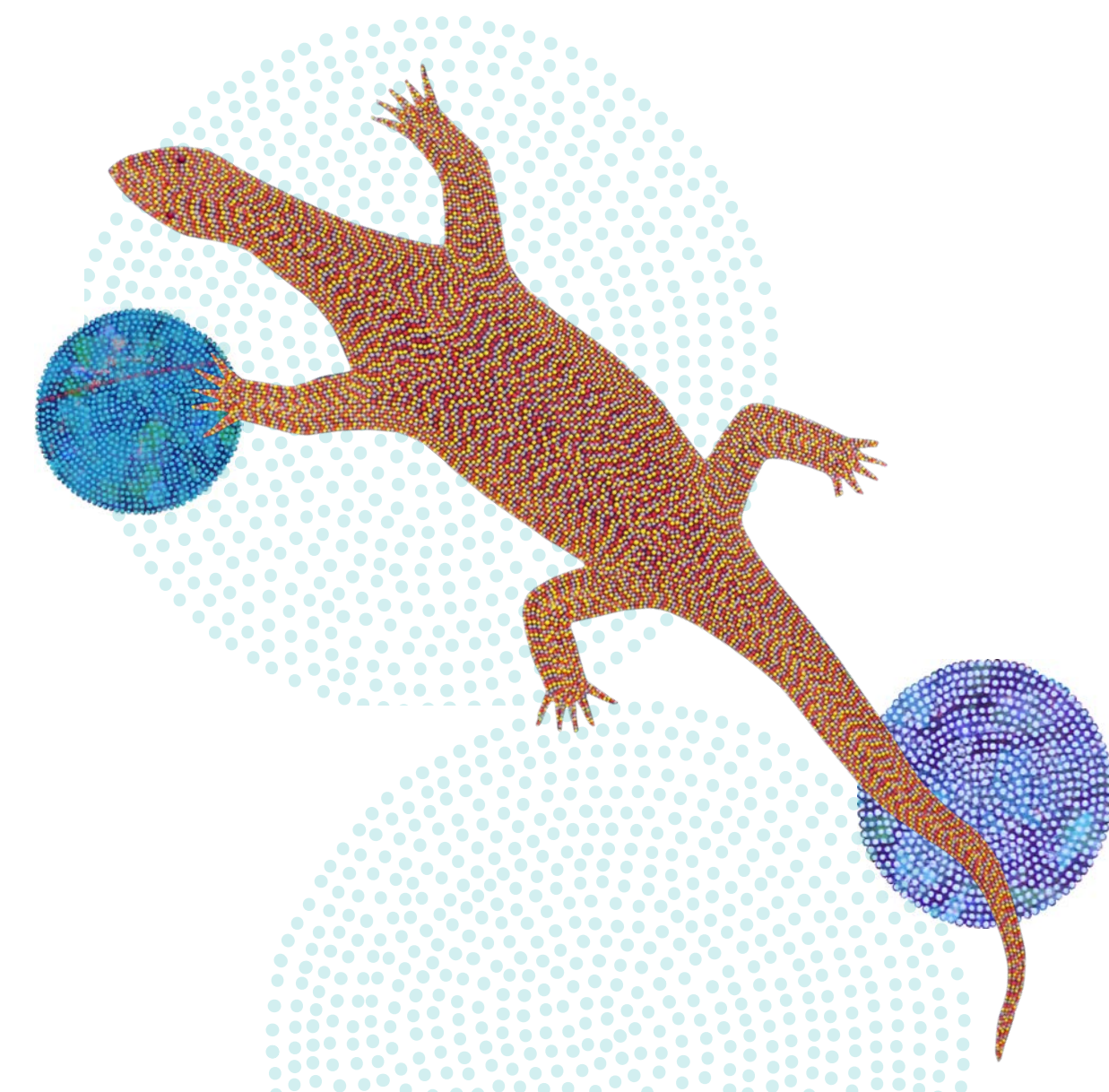


Respect for Aboriginal and Torres Strait Islander peoples, cultures, histories and lived experiences is critical for Social Futures: our strengths-based, person-centred, trauma-informed Practice Framework is built upon it and ensures our knowledge and practice draws on Aboriginal and Torres Strait Islander wisdom. At Social Futures we understand the importance of truth telling and listening to the voices and stories of First Nations peoples when working with community. Our aim is to ensure that our staff are educated on the principles of respect and self-determination to embody the right for First Peoples to determine their own economic, social and cultural development.

Focus area: Great customer experience and Sustainable business			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Dec 2021	Senior Manager Practice Excellence
	Consult local Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Mar 2022	Senior Manager Practice Excellence
	Develop, implement and communicate a cultural learning strategy for our staff. <ul style="list-style-type: none"> <li>Embed 8 Ways of Learning as a guiding principle in Learning and Development Framework</li> <li>Design and develop Cultural Competence Learning Package with tailored learning journeys for particular staff cohorts</li> </ul>	Mar 2022	Senior Manager Practice Excellence
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. <ul style="list-style-type: none"> <li>Support staff engagement in the Bundjalung Language and Culture Course as a pilot (Jul – Dec 2020)</li> <li>Identify other OCHRE Culture and Language/Aboriginal Education Consultative Group (AECG) activities to participate in in other parts of Social Futures footprint</li> <li>Determine how to deliver Yarning Circles across our organisational footprint in a sustainable way</li> </ul>	Apr 2022	Senior Manager Practice Excellence  Executive Manager Strategy and Engagement

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Oct 2021	Senior Manager People and Culture  Senior Manager Marketing Manager Customer Experience
	Annually review, update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country:	Mar 2022, 2023	Senior Manager Marketing CEO
	<ul style="list-style-type: none"> <li>develop signage for all offices and business sized cards with Acknowledgement of Country and cultural protocol information for staff</li> </ul>	Mar 2022	Senior Manager Marketing
	<ul style="list-style-type: none"> <li>develop approach to consult with local Aboriginal Custodians to inform room naming processes for Social Futures offices</li> </ul>	Mar 2022	Senior Manager Aboriginal Leadership and Engagement  Engagement Reconciliation and Engagement Officer
	<ul style="list-style-type: none"> <li>finalise Social Futures Environmental Style Guide to clarify cultural design elements and approaches in Social Futures offices.</li> </ul>	Mar 2022	Senior Manager Marketing Senior Manager Aboriginal Leadership and Engagement
	Document and update the process and contacts to invite Traditional Owners or Custodians to provide a Welcome to Country at significant events.	Dec 2021	Reconciliation and Engagement Officer Senior Manager Aboriginal Leadership and Engagement
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Oct 2022	Senior Manager Marketing  Reconciliation and Engagement Officer
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Sept 2023	Manager Customer Experience

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	Jul 2022, 2023	Senior Manager People and Culture  Senior Manager Marketing Manager Customer Experience
	Annually review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2022, 2023	Senior Manager People and Culture
	Promote and encourage participation in external NAIDOC events to all staff.	Jul 2022, 2023	CEO  Senior Manager Marketing



# [ Opportunities



Creating opportunities for Aboriginal and Torres Strait Islander economic security and employment is crucial for Social Futures in order to strengthen our commitment to equal opportunity and workplace diversity. We employ Aboriginal and Torres Strait Islander staff across the organisation including in leadership roles, and create further professional development opportunities for this to happen. Social Futures has a target to increase our Aboriginal and Torres Strait Islander workforce to 15% by 2024. Our Aboriginal Employment Strategy is being expanded to identify ways to support home ownership or housing security for our Aboriginal and Torres Strait Islander workforce. We have created Identified positions to use expertise and knowledge to build a stronger workforce and culturally safe environments and support our capability to improve our service delivery to First Nations Peoples.

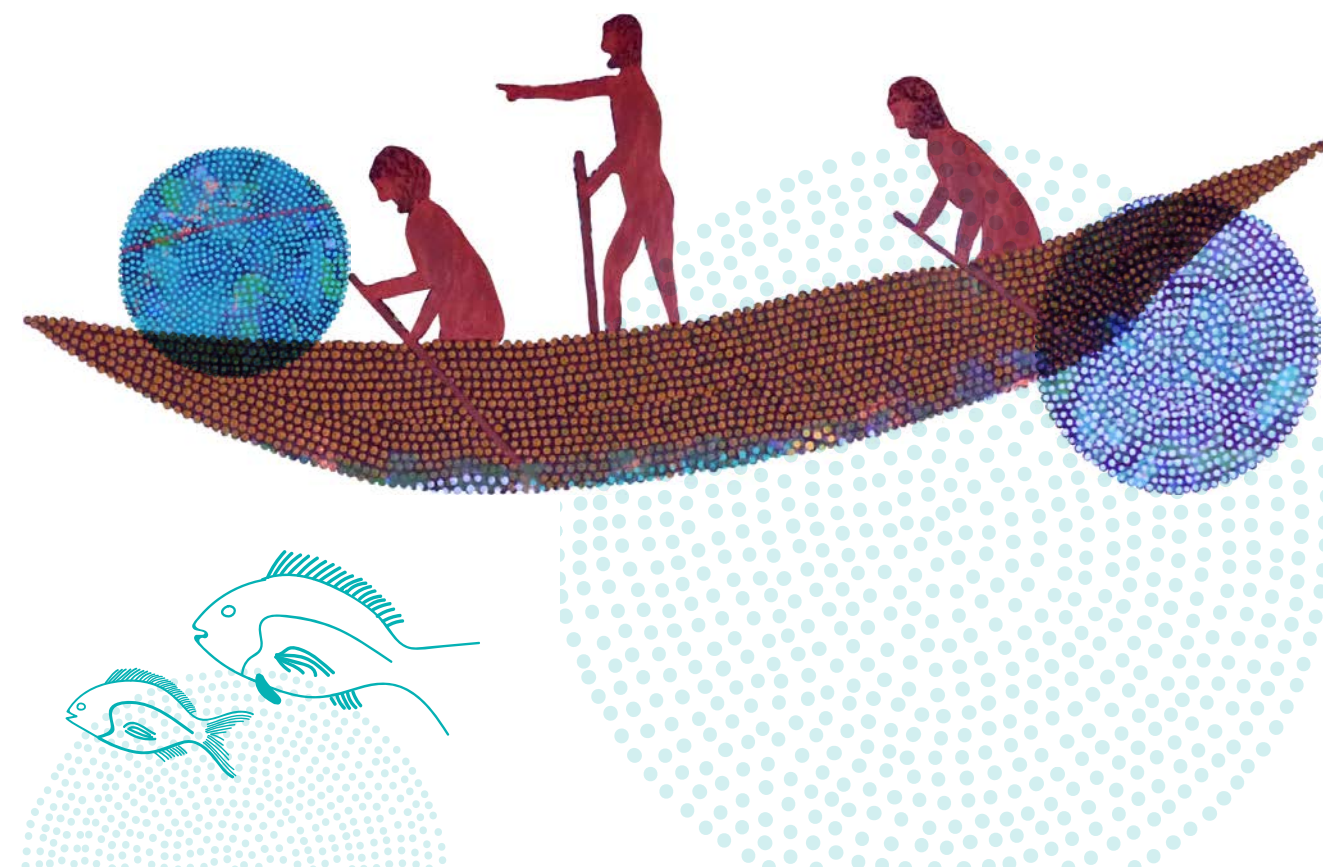
## Focus area: Sustainable business

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities:	Sept 2021, 2022, 2023	Senior Manager People and Culture Senior Manager Aboriginal Leadership & Engagement
	▶ annually review with managers of Aboriginal and Torres Strait Islander staff and members of Our Mob to determine employment practices to support our staff and barriers that exacerbate cultural loading.	Sept 2021, 2022, 2023	Senior Manager People and Culture  Senior Manager Aboriginal Leadership & Engagement
	▶ include feedback from Aboriginal and Torres Strait Islander community service providers into our service delivery planning to ensure employment opportunities meet community needs	Mar 2022, 2023	Senior Manager Practice Excellence
	▶ develop leadership learning package to include Aboriginal and Torres Strait Islander leadership development stream in consultation with current staff.	Mar 2022	Senior Manager Practice Excellence



Action	Deliverable	Timeline	Responsibility
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Jun 2022	Senior Manager People and Culture  Senior Manager Aboriginal Leadership and Engagement
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. (This will include leadership development pathways supported by Aboriginal and/or Torres Strait Islander representation on the Social Futures Board).	Develop by Dec 2021 Review Dec 2022	Senior Manager People and Culture  Senior Manager Aboriginal Leadership and Engagement
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. Report on annually.	Jul 2022, 2023	Senior Manager People and Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review Feb 2022 Ongoing with annual review of 1 policy or procedure per month	Senior Manager People and Culture
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. ► Target of 15% Aboriginal and Torres Strait Islander staff	Review Sept 2021 Review Sept 2022 Achieved Sept 2023	Senior Manager- People and Culture  CEO
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Nov 2021	Chief Financial Officer
	Review decision regarding Supply Nation membership.	Nov 2021	Senior Manager Finance
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Nov 2021	Chief Financial Officer

Action	Deliverable	Timeline	Responsibility
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Nov 2021	Chief Financial Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Nov 2021, 2022	Senior Manager Business and Social Strategy
10. Improve service delivery to Aboriginal and Torres Strait Islander peoples	Consult with Aboriginal and Torres Strait Islander people and organisations that use our services to identify service improvements.	Jul 2022, 2023	Senior Manager Aboriginal Leadership and Engagement Senior Manager Business and Social Strategy
	Deliver Strengthening Days for Aboriginal and Torres Strait Islander early childhood and family support workers in Northern NSW.	Jul 2022	Senior Manager Business and Social Strategy



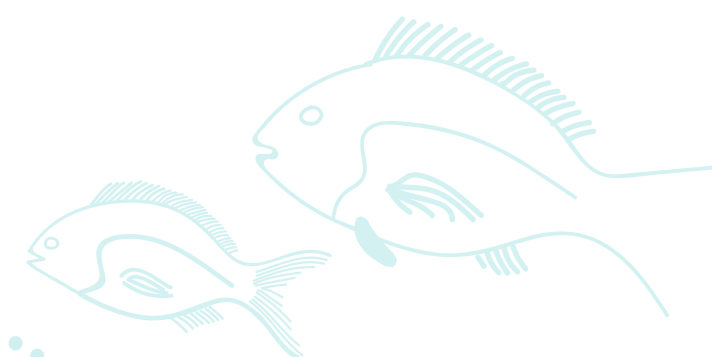
# Governance



We are committed to building support for our RAP. It will be well resourced, continuously revised and improved, and our achievements, challenges and learnings will be shared with our staff and stakeholders, Reconciliation Australia and the wider community. The establishment of our Aboriginal and Torres Strait Islander Advisory Panel will further embed Aboriginal Governance and decision-making abilities to create true and authentic practices of governance and will strengthen Aboriginal empowerment for self-determination.

Action	Deliverable	Timeline	Responsibility
<b>11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review annually in Dec 2021, 2022	Senior Manager Aboriginal Leadership and Engagement
	Establish and apply a Terms of Reference for the RWG.	Nov 2021	Senior Performance Lead  Senior Manager Aboriginal Leadership and Engagement
	Establish RAP Implementation Group and Terms of Reference.	Sept 2021	Senior Performance Lead  Senior Manager Aboriginal Leadership and Engagement
	Meet at least four times per year to drive and monitor RAP implementation.	Mar, Jun, Aug, Nov 2021, 2022, 2023	Senior Manager Aboriginal Leadership and Engagement
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	Jul 2022, 2023	Chief Financial Officer CEO
	Engage our senior leaders and other staff in the delivery of RAP commitments: ► Quarterly reports to identify commitments and support to implement ► Biannual Leadership action planning and review sessions	Jan, Apr, Jul, Oct, 2021, 2022, 2023 May and Nov 2021, 2022, 2023	CEO  Senior Manager Aboriginal Leadership and Engagement

Action	Deliverable	Timeline	Responsibility
<b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Nov 2021	Senior Performance Lead
	Appoint and maintain an internal RAP Champion from senior management.	Dec 2021	CEO
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sept 2022, 2023	Senior Performance Lead  Reconciliation and Engagement Officer
	Report RAP progress to all staff and senior leaders quarterly. ► Showcase at Spark – annual all staff conference ► Quarterly progress reports to identify commitments and support to implement	Mar 2022, Oct 2023  Jan, Apr, Jul, Oct 2021, 2022, 2023	Senior Manager Marketing  Senior Manager Aboriginal Leadership and Engagement
	Publicly report our RAP achievements, challenges and learnings, annually.	Nov 2021, 2022	Senior Manager Marketing
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer in May 2022.	May 2022	Senior Performance Lead  Senior Manager People and Culture
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	Mar 2023	Reconciliation and Engagement Officer







## Contact details

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