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Uniting (Victoria and Tasmania) Limited
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Stretch

Reconciliation Action Plan

May 2025 – May 2027



Uniting is the community services organisation
of the Uniting Church in Victoria and Tasmania.



Uniting

Acknowledgement of Country

We recognise Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples¹. We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Original Custodians of the lands and waters on which we live and work and their sacred connection to the lands and waters of Australia, which has existed for more than 60 millennia.

We recognise the continuing sovereignty of First Peoples and the inalienable right of Aboriginal and Torres Strait Islander peoples to self-determination. We offer our respect to Elders past and present and to all descendants who have and will continue to care for the land through their lore, customs, and spirituality.

The Uluru Statement from the Heart

The Uluru Statement from the Heart makes clear that the crisis facing Aboriginal and Torres Strait Islander families and communities is the result of structural problems in our society. It is an invitation to all Australians to walk together to build a better future where Aboriginal and Torres Strait Islander peoples’ sovereignty is not only recognised but embraced. Uniting Vic.Tas (Uniting) welcomes this invitation, and we look forward in hope to a future where the Statement is fully realised in Australian society.

¹ The term Aboriginal and Torres Strait Islander peoples is used in this Reconciliation Action Plan to refer to Australia’s First Peoples. This term recognises the great many Aboriginal and Torres Strait Islander nations, and the diversity of cultures, histories, languages, and customs of these many nations. It also acknowledges that Torres Strait Islander peoples are a separate people and that Aboriginal and Torres Strait Islander peoples living in urban, regional or remote areas of Australia may have distinct cultural identities.



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Front cover artwork and throughout ‘Over Waters’ by Cassie Leatham commissioned by Uniting.

Illustrations throughout created by Aboriginal designer Saretta Fielding.

Our vision for reconciliation

First and Second Peoples walking together towards truth, justice, cultural vitality and celebration of Aboriginal and Torres Strait Islander peoples, communities, and cultures.



This vision for reconciliation is a response to Uniting's foundational belief that people matter, and change is possible. It is aligned with our purpose to inspire people, enliven communities, and confront injustice.

No matter where we are on our reconciliation journey, this vision points us to the horizon and reminds us to persist in hope and unity.

Our reconciliation artwork ‘Over Waters’



‘Over Waters’: A healing journey of recovery and reconciliation

Over Waters was created by Cassie Leatham. Cassie is from the Taungurung and Dja Dja Wurrung people from the Kulin Nation. She is an Indigenous artist, master weaver, traditional dancer, bush tukka woman and educator.

Over Waters was commissioned by Uniting during the development of our Reflect RAP. It represents the path that all of us should be taking, the path of reconciliation to make our future a better one.

The pointed mountains represent those we climb to overcome obstacles in life, guided by the stars above, being the ancestors. Whether it's daylight or darkness, they are always there. Tasmanians and Victorians are represented by the waters, and the hands holding message sticks are the way the 'old people', many years ago, communicated to other tribes – a way of getting a message across.

The waters are cleansing, and their currents take one on a journey of self-cleansing, washing away any past hurt. The pebbles and stones lead to stepping stones that are shared by many non-Indigenous and Indigenous people, walking step-by-step to reconciliation, side-by-side. The curved mountains have roads which symbolise the roads to recovery and moving forward. Tasmania is represented by the women collecting shells. The ancestor symbol represents Uniting's work to accomplish a better outcome for all, including the workers who unite to help families and individuals.

Curved lines are woman, straight lines are man, fine details represent country, the plants represent new growth, the child's hand represents the future and how we need to nurture them – and the flora and fauna – to survive the future.

Now, several years on, we asked Cassie to reflect on the artwork and what it means to her now:

“Over Waters has connected and created conversations for reconciliation and reflection of what that means. The artwork, I feel has given me more networking opportunities to engage with others from across waters and share the importance of coming together and working united and in community, with deep understanding for one another and country. We're all connected and we're all committed to making a better future for us all.”



Foreword

This Stretch Reconciliation Action Plan (RAP) will guide our effort in Uniting to deliver services and other support which respect the cultural rights, values and expectations of Aboriginal and Torres Strait Islander people and their communities.

Message from the Chairperson

Uniting has heard the message from Aboriginal and Torres Strait Islander leaders through the Uluru Statement from the Heart seeking Voice, Treaty, and Truth. We accept the generous offer contained in the Uluru Statement to walk together towards a better future.

On behalf of the Board of Uniting, I wholeheartedly acknowledge that by accepting this generous offer, we can't shy away from our own uncomfortable truths.

The Uniting Church's founding denominations cooperated with governments in implementing racist and paternalistic policies that forced people from their traditional lands, resettled them in other places without their agreement, and removed generations of children from their families.

I apologise for those and other wrongs that contributed to the inter-generational trauma that continues to impact Aboriginal and Torres Strait Islander peoples. I affirm our commitment to learning from past atrocities to ensure such actions are not repeated.

Respect, trust and positive relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples are fundamental to our vision for reconciliation.

On behalf of the Board, it is a privilege to present Uniting's first *Stretch Reconciliation Action Plan* (RAP) for 2025-2027. I am sincerely thankful to our First Nations workforce and Yarn Up members, RAP Working Group and local level RAP group members who supported the delivery of our Innovate Reconciliation Plan, and who continue to support and challenge us all to strive for change.



Jude Munro AO
Board Chair



Message from the CEO

As I reflect on the 2023 referendum on the constitutional recognition of Aboriginal and Torres Strait Islander peoples and a Voice to Parliament, despair makes way for conviction when I recall the many ways Uniting staff and volunteers took on the cause to campaign for change.

Uniting people across Victoria and Tasmania galvanised into action, educating themselves and creating opportunities for others to learn, reflect and discuss. Knowledge and resources were shared enthusiastically, and honest and open conversations were encouraged.

The referendum result was a stark reminder that we must not become complacent in the face of decades of deep-rooted injustice, the persistent effects of which the First Peoples of Australia still endure. It was a concrete indication of the work that is still left to be done.

For myself, and on behalf of Uniting, commitment to reconciliation is not simply an acknowledgement of the work to reconcile the injustices of the past. It is a commitment to listening, learning, truth-telling and standing alongside Aboriginal and Torres Strait Islander peoples as we untangle continuing systemic injustices. It is with this conviction that I am

pleased to present Uniting's first *Stretch Reconciliation Action Plan* for 2025-2027.

This Stretch RAP builds on our past achievements and shortfalls to take substantive action to promote the cultural changes necessary for reconciliation within Uniting and the communities we work in. We are guided by the belief that First Peoples are experts in their own lives, and we support their fundamental right to self-determination and governance.



Bronwyn Pike AM
**Chief Executive Officer,
Uniting Group**



Message from the Director of Mission

As the incoming Director of Mission at Uniting in 2024, I am humbled and heartened by this organisation's commitment to the reconciliation journey. Yet, this is nothing less than what should be expected. As the community services organisation of the Uniting Church in Victoria and Tasmania, we are a contemporary expression of faith. This means we take seriously the invitation of Jesus to serve humanity by creating an inclusive, connected and just world. We seek to bring this to life by thinking and acting with compassion, seeking forgiveness, striving for justice, upholding dignity, and carrying the light of hope into darkness.

Our *Stretch Reconciliation Action Plan* for 2025-2027 has emerged out of these values and commitments. As we seek to walk together as First and Second Peoples, we do so both with anguish about the profound injustices and systemic discrimination that have been inflicted upon Aboriginal and Torres Strait Islander peoples, and with determination to address these wrongs in our sphere of influence. This means that in our service delivery, in our workplaces, in our advocacy and in our partnerships, we will seek to recognise, include, celebrate, and act in solidarity with Aboriginal and Torres Strait Islander consumers, staff, and volunteers.

As Director of Mission, I am committed to ensuring the Stretch RAP is not a static document, but rather a living plan that inspires us and provides the stepping stones for a way forward. Just as our Reflect and Innovate RAPs challenged us to proactively pursue justice and inclusion for First Peoples, this Stretch RAP will ensure we do not become complacent.

Reconciliation is not a destination easily arrived at, nor is it a task to be checked off. It is a journey that takes sustained effort, courage, and humility. In the wake of the devastating 2023 referendum result regarding a First Nations Voice to Parliament, now more than ever, we are dedicated to staying on the path of reconciliation.

With hope and determination,



Jessica Hateley-Browne
**Director of Mission,
Uniting Vic.Tas**



Our organisation

Uniting Vic.Tas (Uniting) is the community services organisation of the Uniting Church in Victoria and Tasmania. Uniting was formed in 2017 when the Uniting Church set a new strategic direction for more than 20 UnitingCare, Wesley Mission and other community service organisations in both states. Many of our founding organisations had strong partnerships with Aboriginal communities and had developed Reconciliation Action Plans.

Our services reach Albury-Wodonga in the north, Mallacoota in East Gippsland, the Wimmera region and Warrnambool in the west, and across Tasmania. More than 3,600 employees and 1,500 volunteers deliver 600+ programs and services helping individuals, families and communities to thrive.

We walk alongside people:

- Looking for crisis support to get through difficult times
- Experiencing homelessness and looking for safe and secure housing
- Needing additional help to keep their family safe, together and thriving
- Wanting support to manage their mental health
- Recovering from the effects of drug and alcohol use, and want to access treatments to get their lives back on track
- Living with a disability, who want meaningful connections in the community
- Helping their children to access early learning in a creative and nurturing environment
- Caring for someone and needing advice and support so they are better able to care for themselves

- Looking for meaningful employment, by providing access to training and job opportunities
- Newly arrived, needing safety and a welcoming community
- Seeking to better understand their past, having spent time in care during their childhood.

In 2022-2023 we supported 4,000 people through the Escaping Violence Payment pilot, answered 44,900 Lifeline calls in Melbourne and Ballarat, assisted 6,100 people in their recovery from alcohol and other drug use, placed 900 renters into social and community housing, provided 75,000 community meals and food vouchers and worked with a further 5,700 people experiencing homelessness to find accommodation.

We recognise the ongoing impact of racism and colonisation means there are high numbers of Aboriginal and Torres Strait Islander peoples who access community services across the country, and this is true for Uniting as well. We will continue to offer culturally safe services to Aboriginal and Torres Strait Islander peoples, while also seeking to advocate for systemic, societal change that will create the space for Aboriginal and Torres Strait Islander peoples, communities and cultures to thrive.



A covenant with First Peoples

In 1985 the Assembly (national council) of the Uniting Church in Australia welcomed and committed to supporting the Uniting Aboriginal and Islander Christian Congress (UAICC), and in 1994 the Church and UAICC entered into a Covenant. The Covenanting Statement committed the Church to:

1. Working with UAICC towards policy change
2. Building understanding between First and Second Peoples in every locality
3. Building relationships which respect the right of Aboriginal and Torres Strait Islander peoples to self-determination, both within the life of the Church and in wider society.

As a community services organisation of the Uniting Church, Uniting is likewise committed to advocating for policy change, building understanding, and upholding the right to self-determination. These commitments have been reflected in all our Reconciliation Action Plans to date, including this Stretch RAP.

Our national network

Uniting is part of the national UnitingCare Australia network, the national body for the Uniting Church's community services network. UnitingCare Australia is one of the largest community service providers in the country, made up of 19 organisations nationally supporting 1.4 million people each year.

UnitingCare Australia advocates within the Uniting Church as well as to governments and the community on issues of dignity and justice. Justice for First Peoples is the first of three advocacy priorities of UnitingCare Australia, with the intention that "the unique place of our First Peoples in the life of our nation is acknowledged and upheld".²

² UnitingCare Australia Care for Change Strategic Plan 2023-2026.

Recognising intersectional identities

At Uniting, our belief that people are important and change is possible drives us to pay particular attention to the needs and aspirations of groups who experience particularly entrenched causes of inequality. This includes Aboriginal and Torres Strait Islander peoples and extends to other potentially vulnerable or marginalised groups, including people living with a disability, people who identify as LGBTIQ+, and people from culturally and linguistically diverse backgrounds.

We acknowledge and seek to address the intersectionality of identities, recognising that many Aboriginal and Torres Strait Islander peoples face multiple forms of discrimination, and tension may be felt between different identities. It is also possible that the identities are mutually reinforcing a source of strength and pride. Uniting is on a journey towards an embedded intersectional approach to enable all consumers, staff and volunteers to participate, belong, and thrive.

Our Reconciliation Action Plan governance

Uniting's Stretch RAP will be overseen by the RAP Working Group who will meet regularly (approximately every six weeks) to plan activities, and track and monitor progress.

The RAP Working Group will bring together Uniting staff from across Tasmania and Victoria with meetings co-chaired by an Aboriginal RAP Working Group member and our Director of Mission. Our Board is the RAP Sponsor (at their request) and receives regular reports to provide oversight and guidance where necessary; and the Director of Mission is the Executive level RAP Champion.

We have been privileged to have between three and six Aboriginal members sitting on the RAP Working Group since its formation in 2018. In recent years, we have been honoured to welcome new Aboriginal members to the RAP Working Group from Tasmania.

To further embed Aboriginal and Torres Strait Islander perspectives into the RAP Working Group's governance, the Terms of Reference (ToR) for the Working Group state that there must be both Aboriginal and/or Torres Strait Islander peoples and non-Aboriginal and/or Torres Strait Islander people in the group.

The ToR also enables the RAP Working Group to invite Yarn Up³ members, Aboriginal Elders, other community members, and subject matter experts to its meetings.

Local RAP groups will operate at some sites where there is scope and value in having localised ownership and oversight of place-based reconciliation activities. Uniting has service delivery sites across Victoria and Tasmania, and our workforce of 3,600 are therefore highly distributed. This place-based approach is particularly important given our geographic spread and the importance of building relationships with local Traditional Owners. Members of local RAP groups also act as reconciliation champions within specific workplaces to ensure visibility and influence. The RAP Working Group and local RAP Groups exchange information and resources regularly, coordinated through Uniting's Reconciliation Lead or Aboriginal Cultural and Reconciliation Advisor. There is no formal reporting line or hierarchical structure between the groups; rather the hub-and-spoke model exists to ensure reach and balance consistency in RAP implementation with appropriate place-based contextual activities.

³ Yarn Up is a group for staff and volunteers who identify as Aboriginal and Torres Strait Islander peoples. Its purpose is to provide a culturally safe space for the voice of all Aboriginal and Torres Strait Islander peoples at Uniting, and to enable peer connection.

Our Reconciliation Action Plan Working Group

The following people were involved in the development of the Stretch RAP in 2024 and are current members of the RAP Working Group.

Nayuka Hood*
Aboriginal Cultural and Reconciliation Advisor (Mission and Equity), RAP Working Group Co-chair

Jessica Hateley-Browne
Director of Mission, Executive RAP Champion, RAP Working Group Co-chair

Chantel Churchus
Advocacy Research Lead (Community and External Relations)

Marijke Fotia
Volunteer Engagement Advisor (Mission and Equity)

Jodie Hampson
Coordinator, Social Support / Inclusion (Alcohol and Other Drugs, Mental Health, Carers)

Lee-Anne Harris-Walters
Team Leader, Child & Family Services (Southern)

Patricia Holten
Senior Manager, Workforce Experience (People and Culture)

Meg Kenyon
Quality Officer (Quality)

Jenni Lonsdale
Principal Practitioner, Child, Youth and Families (Eastern)

Kim Noble*
Family Services Worker (Tasmania)

Jeremy Pettet
Executive Officer (Tasmania)

Keryn Ralph
Manager, Clinical Services (Alcohol and other Drugs, Mental Health, Carers)

Jenny Smith
Senior Manager Homelessness Services (Eastern)

Andrew Thorp
Strategy Lead (Strategy)

Raeleen Venville
Complex Needs Specialist Practitioner, Child, Youth and Families (Eastern)

Michael Williams*
Aboriginal Family Support Worker, Family Services (Tasmania)

Xanthe Whitney
Family Group Conferencing Coordination (Southern)

*Identifies as an Aboriginal or Torres Strait Islander person

Innovate Reconciliation Action Plan achievements



“As a founding member of the Uniting RAP Working Group since foundation in 2017, I celebrate the achievements as an organisation as we work in partnership with First Nations colleagues to implement inaugural Reflect RAP, then onto the Innovate RAP and more recently developing the Stretch RAP. Key achievements being a First Nations Quorum and Co-Chair embedded within the Terms of Reference for the Working Group, the commissioning of the Over Waters artwork, and the formation of Yarn Up.”

– Jenny Smith, RAP Working Group member 2017-present.

Our Innovate RAP, launched in March 2021, sought to embed our reconciliation commitments in organisational policies and activities and to deepen our workforce’s understanding and appreciation of Aboriginal and Torres Strait Islander histories, cultures, and achievements.

The Uniting-wide Aboriginal and Torres Strait Islander Yarn Up group continued to provide a culturally safe space for Aboriginal and Torres Strait Islander employees to come together, share stories and experiences, and have a strong voice and line of communication with the Uniting CEO and Board. Yarn Up has evolved over the life of the Innovate RAP to become a collaborative network for its members which provides cultural advice to guide Uniting’s reconciliation work.

In 2022 the RAP Working Group curated and published a collection of employees’ stories and personal reflections on January 26. This work accompanied a bolder public statement on January 26, calling for a national day to unite all Australians and celebrate this country as home to the oldest continuing cultures on earth.

Story 1

The sound of thunder
across the skies

Fear fell upon the earth –

Strange beings the white
ghost ascends

For us, the beginning of the end.

With the white ghost came the
blood-stained earth

The loss of ways, truth
becoming hidden,

and the lies began.

Many decades have passed,

and the white ghost our oppressors –

Still have no real respect for our
culture, our land, and our home –

our home stolen from us by them.

– Extract from ‘Meaning for me – 1788
Australia Day’ by Eva Orr, former
Uniting Reconciliation Lead.

Story 2

“I was sitting in a car with a young man whose mother and grandmother had been part of the stolen generations and there was a commercial that came on the radio [about January 26] and I didn’t even hear it properly, but I could see him starting to get really upset and so we ended up pulling over and having this really great and devastating conversation about how he felt about January 26 and about him not knowing himself.

“One of the reasons around his substance use was around him not knowing why he did certain things in his life, and why he looked the way he did. I vividly remember that conversation with that young man that day.

“I know I’ve got green eyes from my grandma, and I know all these things about myself, but he just doesn’t know where he came from. It’s related to January 26 but also to that bigger picture and all that history that we really don’t acknowledge enough.”

– Keryn Ralph, Alcohol and other Drugs Catchment Manager reflecting on her growing awareness of the impact of stolen generations as part of our January 26 education.

Story 3

“I am filled with lament and hope as I read Uniting’s bolder Jan 26 statement.

“The lament comes from each day becoming more aware of the injustice upon which the nation of Australia is founded. I was steeped in the untruths of the British claiming of Australia from my first days at school in the early 1960s. Growing up in a white middle-class baby boomer suburb, I had no tools to pull back the layers of lies and discover the latent truths of how Australia came into being. I am a product of the wealth created by the dispossession. Pictures of my ancestors in the Mallee show adults with rifles in their hands.

“I remember as a young engineer being shown the way by a local Elder to a water bore, we were to go to equip for an outstation in Central Australia. As we approached his home, he vibrated, sung and resonated with his connection to country. I have been learning about the First Nations of this continent ever since.

“It is hard for me to ever fully reconcile the past with a hopeful future. Any healing will involve facing the truth, listening and acting.”

– John Clarke, outgoing Director of Mission.

We were proud to join a coalition of 300 civil society organisations as Allies for Uluru in the lead-up to the 2023 Referendum. We coordinated an education campaign for our employees which empowered them with the information, knowledge, and resources to talk to friends, family members and their broader community networks about the referendum.

A highlight of this work was a National Reconciliation Week event hosted by our CEO and attended by more than 130 Uniting employees and consumers. The event was an opportunity to hear from both Aboriginal and non-Aboriginal employees about the Voice to Parliament and why they were voting ‘Yes’.

While bitterly disappointing, the outcome of the 2023 referendum only deepened our commitment to stand in solidarity with Aboriginal and Torres Strait Islander peoples in support of the full implementation of the Uluru Statement from the Heart.

In May 2024 Uniting signed the Allies for Uluru Statement of Commitment to continue to stand in solidarity with Aboriginal and Torres Strait Islander peoples in the wake of the referendum result.



Other Innovate RAP achievements include:

- Cultural safety audits are now undertaken across the organisation (usually led by Uniting's Reconciliation Lead or Aboriginal Cultural Advisors), which assess how well Uniting is providing culturally safe and welcoming service delivery and working environments for Aboriginal and Torres Strait Islander peoples, how well Uniting is building relationships and partnering with Aboriginal Community Controlled organisations, and are a key way for the organisation to identify training and education needs.
- Development of a three-part cultural awareness training series combining online and face-to-face sessions. The first part of this training has been piloted and subsequently rolled out across our Alcohol and other Drugs, Mental Health and Carers services. Our ambition is to implement this training across the entire organisation over the life of the Stretch RAP.
- Making explicit the expectation that managers engage with reconciliation in their work at Uniting by integrating key responsibilities into the Excellence Checklist for Managers.
- Embedding relationship-building actions into the Performance Review and Development Plans for all employees, giving staff and their leaders responsibility to set an actionable goal for developing stronger understanding of, and relationship with, their local First Nations peoples.
- Development and implementation of a new Public Holiday Flexibility Policy to enable employees the choice and flexibility to substitute a legislated public holiday such as January 26.
- Enhanced visibility and celebration of Aboriginal culture through the commissioning, display and use of Aboriginal art in Early Learning contexts.





Acknowledgement of Country by Pauline Dent, Service Leader and Teacher at Rosedale Uniting Early Learning. Inspired by the Acknowledgement of Country used in our early learning centres.

Innovate Reconciliation Action Plan challenges

Implementing and completing our Innovate RAP did not come without challenges. Uniting is a large and complex organisation and therefore, the embedding of many of our RAP initiative faced unique barriers in our various services and locations.

For example, Yarn Up members reported that the paperwork we require volunteers to complete is inaccessible to many mob members. This creates an instant barrier to engaging and recruiting Aboriginal and Torres Strait Islander volunteers into our workforce. The growth of our Aboriginal and Torres Strait Islander volunteer membership was a key action within our Innovate RAP and will continue to be addressed in our Stretch RAP so we can develop better methods of engagement with First Nations people who would like to volunteer at Uniting.

The Innovate RAP work did not take place in a vacuum. The context, events and effects of the 2023 Referendum had immense impact on our First Nations workforce, our RAP Working Group members, and our Innovate RAP workplan.

In the lead-up to the Referendum, many RAP Working Group and Yarn Up members reported feelings of sadness, responsibility, and burnout. Working within the context of the Referendum placed an immeasurable cultural load on this workforce which cannot be easily expressed. A decision was therefore made that

RAP Working Group meetings would focus on creating a space to provide support to those who needed it, and supplying resources rather than progressing any major actions that would place additional demands on the group. This decision, while necessary for the wellbeing of our workforce, did have consequences for our wider Innovate RAP workplan that relied on the energy and discretionary time of committed staff.

After the Referendum some of our First Nations staff members left their roles at Uniting. Some wanted a new start, and some decided to spend more time on Country away from their roles. This turnover impacted membership of both our RAP and Yarn Up groups, which is why our Stretch RAP has greater focus on attracting, growing, and supporting our Aboriginal and Torres Strait Islander workforce.

We have learnt many lessons from the Referendum, one of the most significant being the importance of community. The communities created within our RAP Working Group and Yarn Up helped sustain members of our workforce during an immensely painful period. This community will continue to be a focus in our Stretch RAP as we aim to grow groups like Yarn Up across the organisation. When a community thrives, their work thrives, and our whole organisation and consumers benefit from the impact.

Our Stretch Reconciliation Action Plan

“Often intake teams refer clients from mob directly to mob employees. The rest of the team needs to feel empowered and skilled to work with all consumers and help ease the load.”

– Yarn Up Member at
Uniting First Nations
Yarn Up meeting 2023.

Our Stretch RAP provides a framework for Uniting’s efforts to make a substantive contribution to reconciliation in the communities we serve. It commits us to deepen our understanding of Aboriginal and Torres Strait Islander cultures and celebrate their richness.

Further, our Stretch RAP calls us to embed more ambitious reconciliation initiatives into our services, programs, policies, and procedures, and to move beyond ‘talking the talk’ to ‘walking the walk’. Our Stretch RAP has a special emphasis on initiatives to improve the efficacy of our recruitment, retention, and professional development approaches for Aboriginal and Torres Strait Islander employees, and to ensure our workplaces are places of belonging where Aboriginal and Torres Strait Islander people can thrive in their jobs.

We will continue to work in partnership across the community services sector and with Aboriginal Community-Controlled Organisations (ACCOs) to improve outcomes and achieve social justice for Australia’s First Peoples. Uniting is committed to continually learning and improving how we partner with Aboriginal and Torres Strait Islander communities. As part of this commitment, we strongly endorse the development of equitable funding approaches that better meet the needs of ACCOs. We will continue to review our own practices to ensure our partnerships with ACCOs are meaningful, respectful, and aligned with community needs and aspirations.

Our Yarn Up members have called on Uniting to build an organisation where all staff feel competent, capable, and empowered to work in culturally safe ways with Aboriginal and Torres Strait Islander individuals, families, and communities. A service environment such as Uniting is only culturally safe when the person using that service perceives it to be spiritually, socially, emotionally, and physically safe; not to assault, challenge or deny their identity; and provide the support they feel they need.

This approach also recognises the right of First Peoples to access a ‘mainstream’ service to receive support and to work with a non-Indigenous worker if they choose to. Our Yarn Up members continue to carry a heavy cultural load regardless of whether they are employed in an identified role. They wish to see all Uniting employees able to work with First Peoples’ communities with confidence.

To progress this, Uniting will review our current cultural learning approach. While we will continue with our target of 100% of our 3,600-strong workforce and 1,500 volunteers completing online cultural learning, we will also develop tracking mechanisms for face-to-face cultural learning with a view to establishing a 30% target for staff completing this during the life of our Stretch RAP.

Ten of our Consumer Partners⁴ took part in a consultation to inform the development of our Stretch RAP where the interconnected words ‘trust’, ‘connection’, ‘deep listening’, ‘exchange of ideas’ and ‘curiosity’ were heard. Our Consumer Partners called for a RAP that is accessible, has meaningful and measurable actions, and which is implemented with respect, authenticity, and strong accountability. Central to this was their call for power-sharing⁵ to be embedded throughout our RAP.

Targets are important as they foster transparency and accountability, keeping the organisation focused on delivering its promises. We have set targets around workforce recruitment and retention,

cultural learning and procurement from Aboriginal and Torres Strait Islander owned and led businesses.

We will monitor progress against our Stretch RAP, enabling us to adjust or try different strategies as needed to ensure effective implementation. We commit to quarterly progress reporting to all workforce members and senior leaders across Uniting. We will also publicly report against our RAP commitments in meaningful and ‘deeper ways’⁶, including in our Annual Report each year.

⁴ Consumer Partners are people who access Uniting services currently, or in the past, and share their expertise and lived experience to advocate for other consumers and carers at Uniting.

⁵ Uniting has adopted the International Association of Public Participation (IAP2) spectrum as the tool to assess and measure power sharing to help protect against tokenism and exploitation. Power sharing operates on a continuum where participant ‘voices’ move to become agents of change; from ‘inform’ (lowest level of power sharing), to ‘consult’ to ‘involve’, to ‘collaborate’ and ‘empower’ (highest level of power sharing).

⁶ Uniting consumers called on us to evaluate our progress in deeper ways including by asking ourselves, “Have we implemented this action with respect?”



Our Reconciliation Action Plan

Over the next three years, we commit to the following actions and deliverables.



Relationships

“Our hope is to continue to strengthen relationships, to work in partnership with First Nations peoples and communities to ensure a culturally safe Uniting.”
– RAP Working Group member, May 2024

Relationships are at the heart of all we do at Uniting. We are committed to working in partnership with Aboriginal and Torres Strait Islander people, families, Elders, communities, and organisations to build respectful and strong relationships. Strong relationships at all levels will contribute to culturally safe service provision to Aboriginal and Torres Strait Islander peoples across the breadth of Uniting’s programs and services.

Action 1

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

Deliverable	Responsibility	Timeframe
1.1 Reflect on and design our community engagement activities to be consistent with higher levels of power-sharing, guided by our Consumer Partnerships Framework.	Director of Mission	December 2026
1.2 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations in Victoria and Tasmania to: <ul style="list-style-type: none">• Understand the relationship outcomes that are most important to Aboriginal and Torres Strait Islander stakeholders• Continuously improve and formalise guiding principles for community engagement.	Director of Mission	December 2025

1.3 Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	Director of Mission	December 2025
1.4 Maintain formal partnership agreements with Aboriginal Community-Controlled Organisations (ACCOs) that enable us to partner on funding, sub-contracting and/or service delivery, currently including: <ul style="list-style-type: none"> • Ballarat and District Aboriginal Cooperative (BADAC) • Dandenong and District Aboriginal Cooperative • Gippsland and East Gippsland Aboriginal Cooperative (GEGAC) • Ngoopin Mob – LEAHA (Gippsland Lakes Complete Health) • Ngwala Willumbong Aboriginal Corporation • Rumahyuck and Wanjana Lidgej Family Services, Gurnai Kurnai lands • Victorian Aboriginal Health Service, Wadamba Wilam partnership • Yoowinna Wurnalung Aboriginal Healing Service (YWAHS) • Victorian Aboriginal Child Care Agency (VACCA). 	General Manager, Southern Victoria General Manager, Eastern Victoria General Manager, North West Victoria General Manager, Alcohol and other Drugs, Mental Health, Carer Services, Tasmania	December 2027

1.5 Maintain collaborative relationships with a range of ACCOs and reconciliation groups, underpinned by Uniting’s walking alongside approach. These include: <ul style="list-style-type: none"> • Casey Aboriginal Gathering Place • Geelong One Fire Reconciliation Group • Goolum Goolum Aboriginal Co-operative • Moogji Aboriginal Council East Gippsland Inc. • Victorian Aboriginal Health Service. 	General Manager, Southern Victoria General Manager, Eastern Victoria General Manager, North West Victoria General Manager, Alcohol and other Drugs, Mental Health, Carer Services, Tasmania Director of Mission	December 2027
1.6 Develop and enact a specific memorandum of understanding between the Uniting Heritage Service and the Victorian Aboriginal Child Care Agency (and/or other Aboriginal organisations such as Koori Heritage Trust, The Healing Foundation) to facilitate access to pictorial records for the purposes of identifying members of the Stolen Generation that may have resided in Orana or the Methodist Children’s Homes.	Director of Mission	December 2025

Action 2

Build relationships through celebrating National Reconciliation Week (NRW)

Deliverable	Responsibility	Timeframe
2.1 Disseminate Reconciliation Australia resources and materials to Uniting workforce across all sites and services using a prominent page on the staff intranet and promote the resources and materials via the Loop.	General Manager, Community and External Relations	May (annually)
2.2 Enable all RAP Working Group members to participate in at least one external event to recognise and celebrate National Reconciliation Week.	Director of Mission	27 May – 3 June (annually)
2.3 Encourage staff and senior leaders to engage with and/or participate in at least one external event to recognise and celebrate National Reconciliation Week.	Director of Mission	27 May – 3 June (annually)
2.4 Organise at least one Uniting-wide National Reconciliation Week event hosted by the Chief Executive Officer and encourage local RAP Working Groups to organise local events at regional sites in Victoria and Tasmania each year.	Chief Executive Officer	27 May – 3 June (annually)
2.5 Invite Uniting Aboriginal and Islander Christian Congress and Uniting Synod of Victoria and Tasmania members to Uniting Reconciliation Week events.	Director of Mission	27 May – 3 June (annually)

2.6 Invite Aboriginal and Torres Strait Islander partners to attend Uniting Reconciliation Week events.

Director of Mission

27 May – 3 June (annually)

2.7 Invite Uniting's Consumer Partners to attend Uniting Reconciliation Week events.

Director of Mission

27 May – 3 June (annually)

2.8 Register Uniting's internal event(s) on Reconciliation Australia's National Reconciliation Week website.

Director of Mission

May (annually)

Action 3

Promote reconciliation through our sphere of influence

Deliverable	Responsibility	Timeframe
<p>3.1 Continue to implement and strengthen a staff engagement strategy to build awareness of reconciliation across our workforce, which includes:</p> <ul style="list-style-type: none"> • Maintain our dedicated reconciliation page on the Uniting intranet with regular updates including resources and links, promotion of internal and external events, and current RAP. • Promote local and organisation-wide RAP Working Groups across Uniting service locations and workforces on the reconciliation intranet page. • Ensure a minimum of one representative attends at least one quarterly RAP Leadership Gathering hosted by Reconciliation Australia. 	Director of Mission	December 2027

3.2 Publicly communicate our support of and commitment to reconciliation via:

- Statement(s) on the Uniting website and social media platforms.
- Our communications with Uniting Church communities through our Community in Mission newsletter.
- Staff email signatures and MS Teams backgrounds to be made available on the intranet and their use encouraged.
- Uniting's annual report.

General Manager,
Community and
External Relations

December
2027

3.3 Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes. We will use the following strategies:

- Ensure we lead by acknowledging Country in all meetings with external stakeholders to prompt reflection on reconciliation, treaty and truth-telling
- Highlight the over-representation in social and economic disadvantage and the disproportionate impact of unjust policies faced by Aboriginal and Torres Strait Islander communities, and continue to advocate for self-determination and culturally appropriate support services in external facing advocacy and campaign work (messaging to be shaped by the advice of Uniting's Aboriginal Cultural and Reconciliation Advisor).
- Contribute to at least one opinion piece to a sector-relevant publication to prompt reflection on important issues such as treaty, truth-telling, and land rights e.g. Parity magazine.

General Manager,
Community and
External Relations

December
2027

3.4 RAP Working Group to collaborate with other Uniting Church agencies and organisations to implement innovative and collaborative approaches to advance reconciliation. Example agencies to include:

- UnitingCare Australia network
- Uniting AgeWell
- U Ethical
- The Wesley Centre
- Equipping Leadership for Mission unit of the Uniting Church in Australia Synod of Victoria and Tasmania.

Director
of Mission

December
2027

3.5 RAP Working Group to identify and foster collaboration with at least three local community service organisations in Victoria and Tasmania, to implement innovative and collaborative approaches to advance reconciliation.

Director
of Mission

December
2027



Action 4

Promote positive race relations through anti-discrimination strategies

Deliverable	Responsibility	Timeframe
4.1 Continuously improve workforce and consumer-focused policies and procedures concerned with anti-discrimination.	General Manager, People, Quality and Strategy	December 2027
4.2 Ensure Aboriginal and Torres Strait Islander staff are engaged through Uniting's Yarn Up group and through identified Aboriginal Cultural Advisor roles within Uniting's workforce to improve our anti-discrimination policies when a review or update is triggered by: <ul style="list-style-type: none"> • Staff identifying an opportunity for improvement and reporting it using internal quality monitoring systems • Legislative or regulatory change • External corrective action. 	General Manager, People, Quality and Strategy	December 2027
4.3 Review and update where necessary Uniting's Diversity, Inclusion and Equity Policy and the Discrimination, Harassment and Workplace Bullying Protocol to ensure they address the needs of Aboriginal and Torres Strait Islander employees, volunteers and consumers.	Director of Mission General Manager, People, Quality and Strategy	June 2025

4.4 New/refreshed policies to be communicated with staff via the Intranet and The Loop (internal e-newsletter).	General Manager, Community and External Relations	September 2025
4.5 Provide ongoing education to senior leaders and managers to equip them to understand, identify and respond to the ongoing effects of racism.	General Manager, People, Quality and Strategy	December 2027
4.6 Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism by (for example) inviting their counterparts to amplify social media posts (e.g. those taking a stance against surges of racism that can occur on/around January 26) and resourcing them to communicate about campaigns to their teams.	General Manager, Community and External Relations	December 2027
4.7 Commit to reviewing incident and risk reporting with a view to using available data to identify, respond to and prevent racism and cultural safety risks.	General Manager, People, Quality and Strategy	December 2027



“Respect should be a doing word”

– Uniting Consumer Partner at Stretch RAP consultation, April 2024

Respect is one of Uniting’s four core values and we recognise and respect the inalienable rights of Aboriginal and Torres Strait Islander Australians to the land and waters on which we live and work. Fundamental to this is truth-telling and acknowledging the past injustices of our founding agencies, the Church, and the continuing impacts of colonisation through dispossession of land and disconnection from family, culture, and Country.

We will build a culturally safe and respectful service through deep listening and learning about our shared history and valuing of Aboriginal and Torres Strait Islander ways of ‘doing, knowing, and being.’ We commit to building an organisational culture that understands, values and celebrates Aboriginal and Torres Strait Islander histories, knowledge, belief systems and cultural practices.

Action 5

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning

Deliverable	Responsibility	Timeframe
5.1 Continue to implement cultural audits across Uniting service delivery sites.	Director of Mission	December 2027
5.2 Conduct a review of cultural learning needs within our organisation, including what our workforce needs to feel confident working with Aboriginal and Torres Strait Islander consumers in culturally responsive and respectful ways.	General Manager, People, Quality and Strategy Director of Mission	December 2026

5.3 Consult with Uniting’s Yarn Up group as well as with identified Aboriginal Cultural Advisor roles within Uniting’s workforce in the review and formalisation of Uniting’s strategy/approach to cultural learning, informed by outcomes of 5.1.	General Manager, People, Quality and Strategy	December 2026
5.4 Communicate and implement an updated and formalised cultural learning strategy for our staff and volunteers.	General Manager, People, Quality and Strategy Director of Mission	June 2027
5.5 Review the current mandatory Understanding Aboriginal and Torres Strait Islander Cultural Appreciation online learning module for Uniting employees and volunteers and update accordingly.	Director of Mission	June 2025
5.6 Provide all RAP Working Group members with the opportunity to undertake face-to-face cultural learning such as that offered by the Koori Heritage Trust.	Director of Mission	June 2027
5.7 Provide all Board members with the opportunity to undertake annual cultural learning.	Director of Mission	December 2027

5.8 Continue Uniting's commitment to mandatory structured online cultural learning for all staff members, including new starters, with a target of 95% completion within 6 months of commencement for paid workforce, and 85% for volunteer workforce ⁷ .	General Manager, People, Quality and Strategy Director of Mission	December 2027
5.9 Actively encourage all divisions to investigate face-to-face cultural safety training and cultural learning opportunities in addition to the mandatory online module for all staff. <ul style="list-style-type: none"> Develop and implement a tracking mechanism for monitoring progress towards a target of 30% of all Uniting staff completing face-to-face cultural learning. 	General Manager, People, Quality and Strategy	December 2026

⁷ Noting some limitations in IT literacy/access amongst some in this cohort.



Action 6
 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

Deliverable	Responsibility	Timeframe
6.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. We will do this through: <ul style="list-style-type: none"> Ensuring we lead by acknowledging Country in formal internal meetings to prompt reflection on treaty, truth-telling and a voice. Ensuring that cultural protocol education is included in mandatory online learning modules. Educational materials on the intranet that resource all staff members (not just Aboriginal and Torres Strait Islander staff members) to confidently conduct an Acknowledgement of Country with due respect. Incorporation of this action into meeting agenda templates. Verbal messaging and modelling from leaders during organisational meetings and public events. Provision of resources that support correct identification and pronunciation of Aboriginal land names. 	Director of Mission	December 2027

6.2 Review, update and communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country, with guidance for tailoring for local communities we operate in where possible.	Director of Mission	June 2026
6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, for example: <ul style="list-style-type: none"> • National Reconciliation Week. • NAIDOC Week. • Uniting's Annual Public Meeting. • Opening of significant new Uniting offices, programs or services. • Annual Yarn Up cultural day and/or Yarn Up and Rainbow Working Group joint planning day. 	Chief Executive Officer	December 2027
6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of Uniting and partnership meetings.	Chief Executive Officer	December 2027
6.5 Senior leaders and all staff provide an Acknowledgement of Country or other appropriate protocol at all public events.	Chief Executive Officer	December 2027
6.6 Display an Acknowledgement of Country plaque in 100% of Uniting-owned and long-term leased buildings.	General Manager, Housing and Property	July 2027

Action 7

Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Deliverable	Responsibility	Timeframe
7.1 RAP Working Group members to participate in at least one external NAIDOC Week event.	Director of Mission	July (annually)
7.2 Funding to support Yarn Up and RAP Working Group NAIDOC week events/participation to be allocated from a central budget.	Director of Mission	June (annually)
7.3 Review People and Culture policies and procedures to identify and work towards removing barriers to staff participating in NAIDOC Week.	General Manager, People, Quality and Strategy	June 2025
7.4 Support and encourage all staff to participate in at least one NAIDOC Week event in their local area. Staff can identify this event in their individual Annual Performance Review and Development Plan.	Director of Mission	July (annually)
7.5 In consultation with Yarn Up members and Aboriginal and Torres Strait Islander stakeholders, support two external NAIDOC events each year. Specifically, Uniting will: <ul style="list-style-type: none"> • Formally recognise NAIDOC Week March as an event staff can officially attend, wearing Uniting's RAP t-shirts • Support attendance at local NAIDOC Ball by Yarn Up and RAP Working Group members. 	Director of Mission	July (annually)

Action 8

Support the safe delivery of truth-telling within our organisation

Deliverable	Responsibility	Timeframe
8.1 Seek opportunities for our RAP Working Group to learn more about place-based truth-telling to inform future internal historical learning initiatives.	Director of Mission	December 2026
8.2 [Victoria only] RAP Working Group to keep updated with the progress of Yoorrook Justice Commission to inform how we can be engaged with this now and into the future.	Director of Mission	December 2025

I affirm our commitment to learning from past atrocities to ensure such actions are not repeated.

– Jude Munro,
Chairperson





Opportunities

Uniting is committed to a whole-of-organisation approach to reconciliation and embedding knowledge and understanding at all levels so that our services and workplaces are culturally safe for Aboriginal and Torres Strait Islander people. This involves creating and supporting opportunities for our Aboriginal and Torres Strait Islander workforce (current and future), our Aboriginal and Torres Strait Islander consumers, as well as Aboriginal community-controlled organisations and Aboriginal led businesses.

Action 9

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, connection to the organisation, and professional development

Deliverable	Responsibility	Timeframe
9.1 Ensure the rollout of the new human resources management system includes the capacity to capture data about Aboriginal and Torres Strait Islander identity (if disclosed) of staff and volunteers in a culturally sensitive way, to enable the creation and monitoring of targets.	General Manager, People, Quality and Strategy	December 2027
9.2 Engage with Aboriginal and Torres Strait Islander staff via Yarn Up to consult on the efficacy of our current recruitment, retention and professional development strategies for Aboriginal and Torres Strait Islander employees and volunteers.	General Manager, People, Quality and Strategy Director of Mission	December 2025

9.3 Develop, then regularly review and update, an Aboriginal and Torres Strait Islander recruitment, retention and leadership development action plan, including consideration of cultural leave policies. This will be informed by consultation with an external Aboriginal and Torres Strait Islander-owned business with relevant expertise and/or Aboriginal and Torres Strait Islander cultural advisors.	General Manager, People, Quality and Strategy	December 2026
9.4 As part of the action plan named in 9.3, confirm that Uniting should adopt a 3% Aboriginal and Torres Strait Islander peoples employment target.	General Manager, People, Quality and Strategy	December 2027
9.5 Advertise job vacancies to effectively reach potential Aboriginal and Torres Strait Islander employees, including using platforms such as Koori Mail and Indigenous Employment Australia for select jobs.	General Manager, People, Quality and Strategy	December 2027
9.6 Review People and Culture and recruitment procedures and policies to identify any barriers or opportunities to introduce facilitators to Aboriginal and Torres Strait Islander participation in our workforce.	Director of Mission General Manager, People, Quality and Strategy	December 2025
9.7 Implement improvement initiatives addressing all identified barriers and facilitators to Aboriginal and Torres Strait Islander participation in the Uniting workforce, as per 9.6.	General Manager, People, Quality and Strategy	December 2025

9.8 As part of the action plan referenced in 9.3, monitor progress against the 3% employment target for strengthening the size of Uniting's Aboriginal and Torres Strait Islander workforce so that, in turn, targets can also be set for the number of Aboriginal and Torres Strait Islander staff in positions of leadership.	General Manager, People, Quality and Strategy	December 2027
9.9 Foster relationships with universities and vocational institutions to provide opportunities for Aboriginal and Torres Strait Islander students to undertake field placements and traineeships across a range of disciplines including social work, nursing, and community services.	Director of Mission General Manager, People, Quality and Strategy	December 2027
9.10 As part of the implementation of Uniting's 2025-2027 Volunteer Strategy, develop and embed volunteer participation pathways that create meaningful and attractive opportunities for Aboriginal and Torres Strait Islander peoples.	Director of Mission	December 2026



Action 10

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

Deliverable	Responsibility	Timeframe
10.1 Review and update Uniting's Procurement Policy to strengthen the organisational commitment to Aboriginal and Torres Strait Islander procurement, including outlining strategies to improve practice.	Chief Financial Officer	December 2025
10.2 Maintain Supply Nation membership.	Chief Financial Officer	September (annually)
10.3 Develop and communicate about Supply Nation membership for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to all Uniting staff (using the intranet, internal communications newsletter).	Chief Financial Officer	June 2025
10.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Chief Financial Officer	December 2025
10.5 Develop and maintain commercial relationships for centralised procurement with a target of 10 Aboriginal and/or Torres Strait Islander businesses.	Chief Financial Officer	September 2027

10.6 Train Uniting's centralised procurement specialists in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation.	Chief Financial Officer	December 2025
10.7 Identify and train other relevant staff across Victoria and Tasmania in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation.	Chief Financial Officer	December 2026
10.8 Support Aboriginal and Torres Strait Islander-owned social enterprises when procuring for events with external stakeholders.	Chief Financial Officer	December 2027

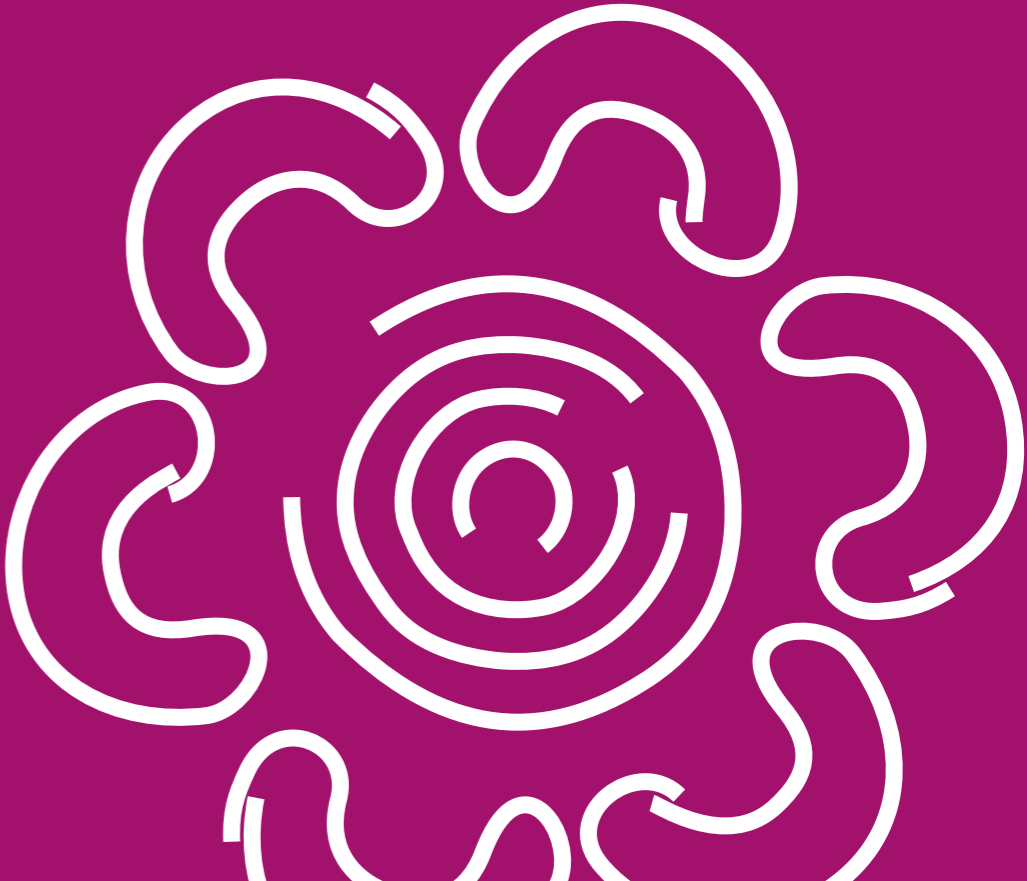
Action 11

Continuously improve the cultural responsiveness of Uniting' services

Deliverable	Responsibility	Timeframe
11.1 Quarterly review of incident and risk reporting with a view to identifying areas or services where continuous improvement is needed based on available data.	General Manager People, Quality and Strategy	December 2027
11.2 Ensure the rollout of the new client management system includes the capability to capture data about Aboriginal and Torres Strait Islander identity (if disclosed) of Uniting's consumers so that cultural needs can be known and responded to within mainstream programs as needed.	General Manager People, Quality and Strategy	December 2027

Now more than ever,
we are dedicated to
staying on the path
of reconciliation.

– Jessica Hateley-Browne,
Director of Mission



Governance, tracking progress and reporting

“We need a qualitative approach to governance, tracking progress and reporting. Did we do it with respect? What were the outcomes? Was there a genuine impact?”

– Uniting Consumer Partner at Stretch RAP consultation, April 2024.

The implementation of actions outlined in this framework will be continuously monitored through Uniting’s quality and compliance mechanisms, strong governance via the RAP Working Group, and by building stronger cultural governance across the organisation through an Aboriginal voice to the Uniting Board.

Action 12

Maintain an effective organisation-wide RAP Working Group for continued governance of our RAP

Deliverable	Responsibility	Timeframe
12.1 Maintain and commit to building greater Aboriginal and Torres Strait Islander representation on the RAP Working Group.	Director of Mission	December 2025
12.2 Review and update the Terms of Reference for the RAP Working Group annually.	Director of Mission	January (annually)
12.3 Develop an approach to engaging Consumer Partner(s) as participants in the RAP Working Group.	Director of Mission	September 2025
12.4 RAP Working Group representative(s) to report annually to a group of Consumer Partners and seek feedback and input.	Director of Mission	August (annually)

12.5 Ensure the RAP Working Group meets a minimum of four times per year to drive and monitor RAP implementation.

Director of Mission

February, May, August, November (annually)

Action 13

Provide appropriate support for effective implementation of RAP commitments

Deliverable	Responsibility	Timeframe
13.1 Endorse the embedding of personnel and budget resource needs for RAP implementation.	Chief Executive Officer	May (annually)
13.2 Endorse the embedding of key RAP actions in performance expectations of senior management at Uniting, and all staff where relevant/appropriate.	Chief Executive Officer	October (annually)
13.3 Endorse the embedding of appropriate systems and capability to track, measure and report on RAP commitments, using internal Quality Improvement Plan processes.	General Manager People, Quality and Strategy	December 2027
13.4 Maintain an internal RAP Champion from senior management (Director of Mission), who will co-chair RAP Working Group meetings with an Aboriginal or Torres Strait Islander member.	Director of Mission	December 2027
13.5 Include reporting on RAP progress in Senior Management and Board meeting agendas twice per year.	Director of Mission	December 2027

Action 14

Build accountability and transparency through RAP achievements, challenges and learnings both internally and externally

Deliverable	Responsibility	Timeframe
14.1 Update our contact details with 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.	Director of Mission	February (annually)
14.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	Director of Mission	August (annually)
14.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Director of Mission	September (annually)
14.4 Report RAP progress to all staff twice per year.	Director of Mission	December (annually)
14.5 Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Director of Mission	December (annually)
14.6 Include a status report on Stretch RAP in Uniting's Annual Report each year of implementation.	General Manager, Community and External Relations	December (annually)

14.7 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.

Director of Mission

April 2026

14.8 Submit a traffic light report to Reconciliation Australia at the conclusion of our next RAP.

Director of Mission

December 2027

Action 15

Enhance visibility and influence of cultural wisdom within Uniting

Deliverable	Responsibility	Timeframe
15.1 Create a pathway for an Aboriginal voice, enhanced visibility and influence of cultural wisdom within Uniting governance and leadership by providing cultural advice to the Uniting Board and/or sub-committee.	Chief Executive Officer	December 2025
15.2 Uniting CEO will meet with Yarn Up members each year for the duration of the Stretch RAP to seek feedback and cultural advice on Uniting's services and workplaces, and feed back to the Board as appropriate.	Chief Executive Officer	December 2027
15.3 Consult with Yarn Up and Senior Management to explore the possibility of an external advisory group that includes local Elders.	Director of Mission	December 2026

Action 16

Continue our reconciliation journey by developing our next RAP

Deliverable	Responsibility	Timeframe
16.1 Establish a process to reflect upon and decide on appropriate RAP to develop as a next step with consideration to our RAP Impact Survey, internal consultation at Uniting, and consultation with Reconciliation Australia	Director of Mission	December 2027

Standing together
to create culturally
safe relationships.



For inquiries contact Uniting’s Executive RAP Champion

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