



Innovate

Reconciliation Action Plan

March 2021 – March 2023



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



Uniting

Working to
inspire people,
enliven
communities
and confront
injustice.





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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



Our vision for reconciliation is all people standing together to create socially just and culturally safe relationships with, and opportunities for, Aboriginal and Torres Strait Islander peoples.





Acknowledgement of Country

We acknowledge Aboriginal and Torres Strait Islander peoples as Australia's First Peoples.¹ We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners and original custodians of the lands and waters on which we all live and work. We recognise the continuing sovereignty of Aboriginal and Torres Strait Islander peoples over their lands and waters and the inalienable right of Aboriginal and Torres Strait Islander peoples to self-determination. We offer our respect to all Elders: past, present, and emerging.

¹ The term Aboriginal and Torres Strait Islander peoples is used in this Reconciliation Action Plan to refer to Australia's First Peoples. The term recognises the great number of Aboriginal nations, and the great diversity of cultures, histories, languages and values 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.





Our Reconciliation Artwork

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

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. Tasmania and Victoria 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 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. These roads symbolise the roads to recovery and moving forward. Tasmania is also represented by the woman collecting shells. The ancestor symbol represents all of Uniting's work to accomplish a better outcome for all including the workers that unite together to help families and individuals.

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

‘Over Waters’ represents the path that all should be taking, the path of reconciliation to make our future a better one.

Over Waters by Cassie Leatham. Cassie is a proud Taungurung/Wurundjeri woman currently living near Sale in Gippsland, Victoria.



Message from our Chairperson

This Innovate 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.

Why have a Reconciliation Action Plan?
Let me spell out the benefits for us all.

- It embeds culturally safe practice.
- It creates new opportunities for every employee and volunteer (First Nations and non-Indigenous) to realise our potential to be a provider of inclusive and culturally safe support.
- It ensures every employee and volunteer understands our personal responsibility.
- It is committed to co-designing operational goals with Aboriginal and Torres Strait Islander service users, employees and organisations.
- It will improve our front-line service delivery.
- It will make us a culturally safe organisation and become more valued as employers-of-choice and volunteering destinations by Aboriginal and Torres Strait Islander peoples.

Our Aboriginal Workforce Development Strategy and Aboriginal business procurement spend targets will contribute to wider economic and social inclusion of Aboriginal and Torres Strait Islander Victorians and Tasmanians in metropolitan and regional Victoria and Tasmania.

Succeeding in our Innovate RAP ambitions will demonstrate our commitment to work with the Uniting Aboriginal and Islander Christian Congress towards policy change for self-determination and Treaty.

On behalf of Uniting, the Board thanks each RAP Working Group member for their many contributions during development of this RAP and for their oversight of our Reflect RAP. We acknowledge particularly the guidance and support provided by the Aboriginal members of the Working Group. Your contributions will enable new partnerships between Aboriginal and Torres Strait Islander peoples and Uniting. They will improve the cultural safety of our programs. We also acknowledge and greatly appreciate the support and guidance Reconciliation Australia's staff provided during preparation of this Innovate RAP.



Jude Munro AO
Board Chair



Our organisation

Uniting Vic.Tas 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 to Albury-Wodonga in the north, Mallacoota in East Gippsland, to the Wimmera region and Warrnambool in the west, and across Tasmania. Over 3,700 employees and 2,400 volunteers provide more than 600 programs and services helping individuals, families and communities thrive. 23 employees identify as Aboriginal and/or Torres Strait Islander. We support people experiencing homelessness, challenges with alcohol or other drug use, or mental health issues. We assist people with disability to live the life they choose, and older people to maintain their independence. We provide opportunities to access training and meaningful employment. We are proud to welcome and support people seeking asylum into our community. We seek to walk alongside

people and communities, sharing information, skills and tools that support a healthy, happy life. We celebrate diversity, pledge to provide inclusive and non-discriminatory services and welcome all people to our services.²

Uniting also holds records for people who were removed from parents and families as children and placed in the care of Uniting and its founding agencies. Through our Heritage Service we enable people and their families to learn more of their story and obtain justice by providing access to their childhood records. We are committed to continuing to work with Aboriginal organisations to review our records with a view to identifying photographs of Stolen Generations members and enabling access by them and their family members and descendants to photographs and other personal information.



Our collaboration with the Aboriginal and Torres Strait Islander Christian Congress

Uniting's activities are informed by the 1994 Uniting Church in Australia Covenant with the Uniting Aboriginal and Torres Strait Islander Christian Congress (UIACC) which is the national Aboriginal and Torres Strait Islander body of the Uniting Church.

In the Covenant, the Uniting Church acknowledges the many past and ongoing adverse impacts of colonisation and pledges to build shared relationships between First Nations and non-Indigenous peoples. The Church also apologises and seeks forgiveness for the many past wrongs done knowingly and unknowingly to Aboriginal and Torres Strait Islander peoples by it and asks the UIACC to help the Uniting Church in Australia discover ways to make amends, work in solidarity and journey with it in reconciliation.

The Covenant also commits the Uniting Church in Australia to advocate for national and state policy change, and to build understanding, respect and support for the right of Aboriginal and Torres Strait Islander peoples to self-determination. It pledges the Church to constantly challenge racism to help build an Australia which values Aboriginal and Torres Strait Islander heritage and provides justice and equity for First Nations Peoples. The principles of the Covenant, which underpin the work of both the Uniting Church and Uniting Vic.Tas will guide implementation of this Innovate RAP, which we trust enables us to keep faith with the Covenant by building on the history of positive activity and engagement embodied in our founding agencies. We also hope this RAP clearly demonstrates our commitment to contribute to national reconciliation between Australia's non-Indigenous and First Nations peoples.³

² For more information see <https://unitingvictas.org.au/about-uniting/> and our 2019/20 Annual Report <https://www.unitingvictas.org.au/annual-report/2020/>

³ <https://assembly.uca.org.au/images/resources/Covenanting/Covenant-with-UAICC-A2-poster.pdf>

Reflect Reconciliation Action Plan achievements

Our Reflect RAP was launched in March 2019 and started a journey of discovery and awareness-raising across Uniting. The RAP Working Group meets regularly to monitor and report on its implementation.

The Working Group developed a cultural safety audit and guidance tool for program managers. The group coordinated RAP information and cultural safety capability benchmark auditing workshops, leading to local region and specialist service RAP implementation activity plans. It also developed an Aboriginal community engagement protocol and business cases supporting cultural awareness training for our non-Indigenous workforce; for Aboriginal and Torres Strait Islander workforce development; and for integration of Aboriginal businesses into Uniting procurement activity. Our Operations Division leaders piloted the in-house cultural safety audit and planning resource and are leading development of an Aboriginal workforce development framework.

Our communications team coordinated a very successful National Reconciliation Week campaign in 2020, despite COVID-19 restrictions. Information, resources and activities were published on our internal Reconciliation intranet site and used by many teams across the organisation during the week. An estimated 5,000 people were also reached on social media by a wider campaign.

Other achievements include:

- Local RAP groups operating in regional and specialist service areas
- Regional and specialist service RAP activity plans
- Cultural safety benchmarking in regional and specialist service areas
- Continued partnership work with Aboriginal and Torres Strait Islander communities and organisations so existing partnerships are strengthened and new partnerships developed
- Development of a Reconciliation intranet hub
- Active participation in National Reconciliation Week and NAIDOC Week events across Victoria and Tasmania
- Our RAP Working Group meeting regularly to monitor and report on implementation
- Briefings and information sessions held in service delivery locations and early learning centres.



Guided by our Reflect RAP and their cultural safety auditing, RAP groups across the organisation developed local RAP activity plans. Progress reporting on these plans was integrated with Reflect RAP progress reporting to the RAP Working Group, Executive Leadership Team and Board. Cultural safety activity is being integrated into our Quality Improvement Framework.

Our RAP governance

Our RAP Working Group brings together Uniting staff from across Victoria and Tasmania. Our Chief Executive Officer is our RAP Champion. Our RAP Working Group meetings are co-chaired by an Aboriginal RAP Working Group member and our Director of Mission. Our Board is the RAP Owner.

We have been privileged to have 5 Aboriginal members sitting on the RAP Working Group since its formation in 2018. Their guidance has been integral to its work.

To further embed Aboriginal and Torres Strait Islander perspectives into the RAP Working Group's governance, the Terms of Reference for the Working Group state that there must be both Aboriginal and Torres Strait Islander and non-Indigenous representation on the group.

The Terms of Reference also enable the RAP Working Group to invite Aboriginal Elders, other community members and subject matter experts to its meetings.

Our Reconciliation Action Plan **Working Group**

Adrian Webber Group Manager,
Residential Services, Alcohol and
Other Drugs and Mental Health

Benaifer Sabavala Senior Manager,
Organisational Development

Ben Atkinson Tenancy Support
Worker, Ballarat

Don Stewart Program Manager,
Reconciliation and Inclusion

Donna Matthews Area Manager,
Early Learning, Victoria and Tasmania

Eva Orr Families First Practitioner,
Southern Melbourne

Graeme Bruce Manager Contracts
and Procurement, Finance

Ian Bloomfield Aboriginal Cultural
Safety Adviser, Alcohol and Other
Drugs/Odyssey House Victoria

Ivan Thorne Manager, Wellbeing
Services, Ballarat

Jaimie Clarkson School Focused
Youth Services, Wimmera

Jenny Smith Senior Manager, Homelessness
Services, Eastern Melbourne

Jeremy Pettet Executive Officer, Tasmania

Jodie Hampson Coordinator, Sharing
Economy, Aged and Carer Services

John Clarke Director, Mission and Equity

Karen Field Audit Officer Compliance,
Policy and Procedure Team

Lee-Anne Harris-Walters Southern
Family Services Team Leader, Tasmania

Marie Kellam Children and Schooling
Early Years Facilitator, Gippsland

Mark Heland Senior Caseworker, Inner
East Integrated Family Services, Melbourne

Mark Karutz Senior Manager,
Asset Management

Michael Scott Community Services
Manager, Alcohol and Other
Drugs and Mental Health

Shannon Shephard Storytelling
and Copywriting Lead

Wenda Donaldson General Manager,
East and South Victoria

**Race
Relations**

**Historical
acceptance**

Unity





Our Innovate Reconciliation Action Plan

An Aboriginal and Torres Strait Islander employee and volunteer cultural governance and consultation network will be formed during the life of this Innovate RAP. It also calls on us to form an advisory group to provide cultural and other expert advice to the Board and Executive on service delivery and reconciliation activities across Victoria and Tasmania.

By mandating development of a cultural safety policy for Uniting, we can develop the positive, mutually respectful relationships which underpin culturally safe delivery of services and other support. It commits us to implementing an Aboriginal and Torres Strait Islander Workforce Development Strategy and to developing Aboriginal and Torres Strait Islander business procurement protocols. Through these activities and other measures, it will strengthen our contribution to reconciliation in Australia over the next 2 years.

Working with Aboriginal and Torres Strait Islander peoples in culturally safe ways is a critical element of reconciliation. Cultural safety is defined by personal and community perceptions. A service environment is only culturally safe when the person using that service perceives it to be spiritually, socially, emotionally and physically safe; to not assault, challenge or deny their identity; and provide the support they feel they need. Cultural safety can influence assessments of service quality so strongly that it determines whether a person will even access or continue to use a service. Across the community services sector, organisations are making significant efforts to improve their cultural safety in a bid to work more effectively with Aboriginal and Torres Strait Islander peoples. This Innovate RAP represents a major step on our journey towards working with Aboriginal and Torres Strait Islander peoples in culturally safe ways consistently across our organisation.

We will monitor and report on our progress while we implement our Innovate RAP. This will allow us to identify opportunities to sustainably embed reconciliation right across Uniting and to inform our next RAP.

Our Reconciliation Action Plan

Over the next two years Uniting commits to the following actions and deliverables.



Relationships

Positive, mutually respectful relationships between Aboriginal and Torres Strait Islander peoples and mainstream organisations are essential for reconciliation. We will ensure all employees have the knowledge, skills and support needed to plan and deliver culturally safe services and to maintain strong relationships with Aboriginal and Torres Strait Islander community members and organisations. We will support change for self-determination and Treaty and work towards national reconciliation by delivering socially just and culturally safe relationships with, and opportunities for, Aboriginal and Torres Strait Islander peoples.



Action 1

Ensure an Aboriginal and Torres Strait Islander voice is present in Uniting's activities.

Deliverable	Timeline	Responsibility
1.1. Enable an Aboriginal voice to provide cultural and other advice to the Board on Uniting's activities.	June 2021	Board
1.2. Enable Aboriginal and Torres Strait Islander community advice on the impacts of Uniting service delivery on Aboriginal consumers and communities to be provided directly to the Executive Leadership Team.	December 2021	Executive General Manager Operations
1.3. Continue to support development of our Aboriginal and Torres Strait Islander employees' and volunteers' network so it can be a source of advice on culturally safe service delivery, workforce development and other practice consistent with our RAP commitments.	March 2021, ongoing	Director of Mission

Action 2

Celebrate and participate in National Reconciliation Week by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

Deliverable	Timeline	Responsibility
2.1. Organise at least 1 National Reconciliation Week event hosted by the Chief Executive Officer and Executive Leadership Team.	27 May - 3 June 2021, 2022	Director of Mission
2.2. Encourage all staff to participate in or co-host an internal National Reconciliation Week event in their region or place of work.	27 May - 3 June 2021, 2022	General Manager Community and External Relations
2.3. Enable all RAP Working Group members to participate in at least 1 external National Reconciliation Week event.	27 May - 3 June 2021, 2022	Chief Executive Officer
2.4. Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	27 May - 3 June 2021, 2022	General Manager Community and External Relations
2.5. Register Uniting-run National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	27 May - 3 June 2021, 2022	Director of Mission

Action 3

Develop and maintain relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations, which deliver positive outcomes.

Deliverable	Timeline	Responsibility
3.1. Co-design and develop with Aboriginal and Torres Strait Islander employees and volunteers and community members a Uniting Aboriginal Community Engagement and Partnership Framework.	March 2021	Director of Mission
3.2. In alignment with guidelines in Victoria and Tasmania, continue to work with Aboriginal and Torres Strait Islander communities and their organisations to support the transition of out-of-home care and other services to Aboriginal community management and control.	March 2021	General Manager, North and West Victoria and Tasmania General Manager, South and East Victoria
3.3. Ensure a cultural plan is implemented for each Aboriginal child Uniting is involved in supporting.	March 2021	General Manager, North and West Victoria and Tasmania General Manager, South and East Victoria

Deliverable	Timeline	Responsibility
3.4. Ensure our programs encourage children and young people to: <ul style="list-style-type: none"> • express their views • contribute to decisions that impact them • participate in decision making about service design and delivery. 	March 2021	All Operations General Managers
3.5. Improve service delivery and community partnerships by ensuring consumer voices are heard in evaluations and are represented in our program and regional planning.	March 2021	All Operations General Managers



Action 4

Review historical records to identify Stolen Generations members.

Deliverable	Timeline	Responsibility
4.1. The Uniting Heritage Service, working with Aboriginal organisations, review the Methodist Homes for Children and the Orana collections held by Uniting with a view to identifying photographs of Stolen Generations members and enabling access by them or their family members and descendants to their records and photographs.	June 2021	Director of Mission

Action 5

Raise internal and external awareness of our RAP to promote reconciliation across Uniting.

Deliverable	Timeline	Responsibility
5.1. Collaborate with other like-minded organisations to develop ways to advance reconciliation.	December 2021	General Manager Community and External Relations
5.2. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2021	General Manager Community and External Relations
5.3. Implement strategies identified through cultural safety auditing and other quality improvement processes to engage our staff in reconciliation.	December 2021	General Manager Community and External Relations

Deliverable	Timeline	Responsibility
5.4. Include an introduction to the RAP and our in-house RAP learning resources in our employee and volunteer induction processes.	March 2021	Executive General Manager Performance and Integration
5.5. Use our internal communications channels to highlight our RAP achievements to our employees and volunteers.	March 2021, 2022	General Manager Community and External Relations
5.6. Ensure our intranet RAP information hub contains information on current policies, RAP initiatives, RAP Working Group minutes, fact sheets, event information and links to sources of appropriate cultural and historical information.	March 2021	Director of Mission
5.7. Communicate our RAP to our external stakeholders.	March 2021	General Manager Community and External Relations
5.8. Promote reconciliation through ongoing active engagement with all stakeholders.	March 2021	Director of Mission

Action 6

Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
6.1. Review our policies and procedures to: <ul style="list-style-type: none"> • identify existing anti-discrimination provisions and future needs • determine the need to co-design and implement a stand-alone anti-discrimination policy for our organisation with input from our Aboriginal and Torres Strait Islander employees and volunteers and an external Aboriginal advisor. 	September 2021	Executive General Manager Performance and Integration
6.2. Ensure there are no barriers to Aboriginal and/or Torres Strait Islander employee and volunteer participation in development and implementation of our organisation's recruitment and professional development policies and their participation in cultural events.	September 2021	Executive General Manager Performance and Integration
6.3. Communicate our anti-discrimination and Aboriginal and Torres Strait Islander workforce policies and practice to our organisation.	December 2021	Executive General Manager Performance and Integration
6.4. Include education on the impact of racism and discrimination in our senior leader learning program.	September 2021	Executive General Manager Performance and Integration



Respect

Respect is one of Uniting’s 4 core values. A respectful approach embraces individual and collective difference and collaboration across cultures to improve health and wellbeing outcomes for all people. We will work to ensure all our interaction with Aboriginal and Torres Strait Islander peoples and communities is based on the principle of self-determination.

Action 7

Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.

Deliverable	Timeline	Responsibility
<p>7.1. Develop, implement and communicate a Uniting cultural awareness training and development plan which creates an environment of ongoing learning about Aboriginal and Torres Strait Islander cultures and culturally safe practice through:</p> <ul style="list-style-type: none">• practice-based training in performance review and development plans for each role.• training by local Traditional Owners.• service-based cultural safety auditing training.• reviewing cultural learning needs within our organisation.• consulting local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June 2021	Executive General Manager Performance and Integration

Deliverable	Timeline	Responsibility
7.2. Provide opportunities for RAP Working Group members, Human Resources managers and other key leadership staff to participate in formal and structured cultural learning.	September 2021	Executive General Manager Performance and Integration

Action 8

Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.

Deliverable	Timeline	Responsibility
8.1. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at our Annual Public Meeting, National Reconciliation Week and NAIDOC Week each year.	March 2021, 2022	General Manager Community and External Relations
8.2. Develop, implement and communicate resources advising on Welcome to Country and Acknowledgement of Country protocols and when each should be used.	March 2021	Director of Mission
8.3. Mandate use of Acknowledgement of Country at the start of all Uniting-chaired meetings.	March 2021	Chief Executive Officer

Action 9

Build respect for Aboriginal and Torres Strait Islander cultures and achievements by celebrating NAIDOC Week across the organisation.

Deliverable	Timeline	Responsibility
9.1. Ensure our employee leave policies and procedures provide cultural leave and other opportunities for Aboriginal and Torres Strait Islander employees and volunteers to plan for and participate in community NAIDOC Week events.	March 2021, 2022	Executive General Manager Performance and Integration
9.2. Enable all RAP Working Group members to participate in at least 1 external NAIDOC Week event.	July 2021, 2022	Director of Mission
9.3. Invite all Uniting services to develop their own local NAIDOC Week event in consultation and collaboration with Aboriginal and Torres Strait Islander stakeholders.	June 2021, 2022	General Manager Community and External Relations
9.4. Provide suggestions and an event kit to support local services hosting NAIDOC Week events.	March 2021, 2022	General Manager Community and External Relations
9.5. Promote and encourage all employees and volunteers to participate in external NAIDOC Week events.	June 2021, 2022	General Manager Community and External Relations



Opportunities

We are working to ensure our services and workplaces are culturally safe for Aboriginal and Torres Strait Islander people. A culturally safe approach to Aboriginal and Torres Strait Islander workforce development increases the likelihood that Uniting will deliver services and other support that aligns more closely with needs. Developing relationships with Aboriginal and Torres Strait Islander-operated businesses can deliver social and economic inclusion outcomes consistent with Uniting's purpose and values.

Action 10

Improve Aboriginal and Torres Strait Islander employment outcomes.

Deliverable	Timeline	Responsibility
10.1. Develop and implement a Uniting cultural safety policy.	June 2021	Director of Mission
10.2. Conduct a cultural safety audit in each Uniting workplace using local community advice where possible.	June 2021, 2022	Executive General Manager Operations



Deliverable	Timeline	Responsibility
10.3. Develop and implement a Uniting Aboriginal and Torres Strait Islander Workforce Development Framework, focusing on recruitment, retention and professional development of employees and volunteers and including measures which:	September 2021	Executive General Manager Performance and Integration
<ul style="list-style-type: none"> • build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities 	June 2022	
<ul style="list-style-type: none"> • engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy 	June 2022	
<ul style="list-style-type: none"> • advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders 	June 2022	
<ul style="list-style-type: none"> • review Human Resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	June 2022	
<ul style="list-style-type: none"> • increase the percentage of Aboriginal and Torres Strait Islander employees in our workforce. 	March 2023	

Action 11

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

Deliverable	Timeline	Responsibility
11.1. Detail the scope and range of current procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	December 2021	Executive General Manager Performance and Integration
11.2. Ensure our procurement policies and procedures actively support social procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	December 2021	Executive General Manager Performance and Integration
11.3. Continually improve our ability to identify mutually beneficial opportunities and outcomes arising from procurement from Aboriginal and Torres Strait Islander operated businesses.	December 2021	Executive General Manager Performance and Integration
11.4. Maintain a register of Aboriginal and Torres Strait Islander businesses to assist procurement of goods and services.	December 2021	Executive General Manager Performance and Integration
11.5. Develop at least 1 new ongoing commercial relationship with an Aboriginal and/or Torres Strait Islander business each year, with a preference for Victorian and Tasmanian businesses.	December 2021, 2022	Executive General Manager Performance and Integration

Deliverable	Timeline	Responsibility
11.6. Develop a social procurement action plan to drive continuous improvement in our Aboriginal and Torres Strait Islander business procurement capability.	December 2021	Executive General Manager Performance and Integration
11.7. Evaluate and review our Supply Nation membership.	December 2021, 2022	Executive General Manager Performance and Integration

Action 12

Investigate Aboriginal and Torres Strait Islander volunteering opportunities in Uniting.

Deliverable	Timeline	Responsibility
12.1. Undertake a baseline audit of Aboriginal and Torres Strait Islander volunteering levels in Uniting to identify new volunteering opportunities.	June 2021	Executive General Manager Performance and Integration
12.2. Form an Aboriginal and Torres Strait Islander volunteer cultural governance consultation network.	December 2021	Executive General Manager Performance and Integration



Governance, tracking progress and reporting

We will monitor and report on our progress and identify areas for improvement as we implement our RAP.

Action 13

Report RAP achievements, challenges and learnings internally and externally.

Deliverable	Timeline	Responsibility
13.1. Include a RAP implementation progress item in the Uniting Excellence Framework and as a standing reporting item of Uniting Team, Cluster, Quality Committee, Executive Leadership Team and Board meeting agenda.	March 2021	Chief Executive Officer
13.2. Maintain systems that enable us to track, measure and report progress on RAP activities to the Executive Leadership Team.	June 2021, quarterly	Director of Mission
13.3. Report RAP progress to the Uniting Board.	June, December 2021, 2022	Director of Mission
13.4. Include an update in the Uniting Annual Report that sets out the status of reconciliation at Uniting.	September 2021, 2022	General Manager Community and External Relations

Deliverable	Timeline	Responsibility
13.5. Provide quarterly updates of RAP implementation activities to Uniting staff.	March 2021, quarterly	Director of Mission
13.6. Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	August 2021, 2022	Director of Mission
13.7. Investigate participating in the Reconciliation Australia RAP Barometer.	March 2022	Director of Mission

Action 14

Maintain an effective RAP Working Group to drive the governance of our Innovate RAP.

Deliverable	Timeline	Responsibility
14.1. Ensure our RAP Working Group membership includes Aboriginal and/or Torres Strait Islander people.	May 2021, 2022	Director of Mission
14.2. Ensure the RAP Working Group meets at least quarterly over the life of this RAP to monitor and report on RAP implementation.	March, June, September, December	Director of Mission
14.3. Review the Terms of Reference for the RAP Working Group.	March 2021, 2022	RAP Working Group

Action 15

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
15.1. Define and maintain appropriate systems to track, measure and report on RAP commitments and to identify appropriate resourcing for RAP implementation in our organisation's annual operating budget.	March 2022, 2023	Director of Mission
15.2. Engage our senior leaders and staff in the delivery of RAP commitments.	March 2022, 2023	Director of Mission
15.3. Maintain a RAP Champion from senior management.	March 2022, 2023	Director of Mission

Action 16

Promote continuous improvement by embedding reconciliation principles in Uniting quality assurance and project reporting systems.

Deliverable	Timeline	Responsibility
16.1. Recruit an Aboriginal RAP Manager	March 2023	Director of Mission

Deliverable	Timeline	Responsibility
16.2. Review Uniting strategic planning, quality assurance and project reporting systems and communications processes to ensure our RAP principles and outcomes are reflected in our: <ul style="list-style-type: none"> • strategic and business planning processes • approach to innovation • program design and evaluation • Human Resources systems • project planning and reporting systems 	June 2021, 2022	Executive General Manager Performance and Integration
<ul style="list-style-type: none"> • policies and procedures • quality accreditation and statutory compliance reviews • internal and external communications and representation. 	June 2021, 2022	General Manager Quality and Compliance

Action 17

Review, refresh and update our RAP.

Deliverable	Timeline	Responsibility
17.1. Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges, and achievements from our Innovate RAP.	August 2022	Director of Mission

Standing **together**
to create culturally
safe relationships.



For inquiries contact: Project Manager Reconciliation
and Inclusion, Mission and Equity Division.

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The future is bright.



When we respect our history, unite toward achieving a common purpose and share common values, a collective spirit is born.

This gives us the foundation to dare to reach further than ever before and be informed by the voice of our consumers and communities to drive real, positive social change.

Learn more

unitingvictas.org.au

Uniting (Victoria and Tasmania) Limited
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