

Reconciliation Action Plan

July 2022 – July 2024

Hutt St Centre

end homelessness



RECONCILIATION
ACTION PLAN

INNOVATE



Acknowledgement of Country

Hutt St Centre acknowledges the Kaurua people as the custodians of the land and waterways of the Kaurua Plains upon which our services are located. We acknowledge the Kaurua people's cultural, spiritual, physical, and emotional relationship with their land, waters and community. We pay respect to Elders, past, present and emerging.

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Our RAP Artwork

The Vision, Initiative, and Pathway to Homefulness

By Matty Moore (Kokatha, Pitjanjatjara)

The artwork depicts the overall vision of the Hutt St Centre who collaborate and work closely with other outreach agencies. These agencies focus on the most important objective for people who are experiencing homelessness, to secure housing for them. They also aim not only to support these individuals, and families, but also those who are at risk of becoming homeless. They achieve attainable goals by surpassing their basic human needs, and to empower their clients. The individuals and families are also assisted to follow the pathways offered through the Hutt St Centre and its collaboration with the services they work with.

The artwork has been designed to reflect the Hutt St Centre's Manifesto. The circles represent meeting places, where individuals, and families utilise the outreach organisations who work closely with Hutt St Centre. The three circles in the centre of the painting represent the Hutt St Centre's base of operations. The people inside the larger circle are receiving information from two workers, while the other smaller gatherings represent eating a meal, or being assessed by staff from the Hutt St Centre. The circles are all interconnected to represent how the services are linked, and work together to secure housing and change the lives of their clients. The footprints and shoe prints represent the clients, and staff whom assist them on their journey. The humpy that the footprints lead to is known as a 'Wiltja' to Anangu people and represents the ultimate goal of securing housing for the clients of the Hutt St Centre.

The inclusion of the gum leaves and gum nuts in blossom relates to the stained-glass window which is found within the Hutt St Centre's office and was designed by one of the sisters who used to work for the Hutt St Centre. The green dots to the left and bottom of this design represents the gum trees found in the parklands not far from the Hutt St Centre, where some of their clients sleep at times under the stars. This gives the viewer of the artwork insight into the meanings of the symbols and why it was created.



Message from our CEO



I would like to take this opportunity to acknowledge the Aboriginal and Torres Strait Islander peoples as the traditional owners of this land and pay respect to Elders past, present and future. The spiritual connection that they hold as custodians of this land and their cultural heritage and beliefs are as important today as they were in the past.

Our Innovate Reconciliation Action Plan provides the opportunity to strengthen relationships with Aboriginal and Torres Strait Islander peoples, and for Hutt St Centre to affirm our commitment to building respectful relationships and opportunities for reconciliation between Aboriginal peoples and the broader community.

I thank all of the staff and volunteers at Hutt St Centre who have contributed to the development of our Innovate Reconciliation Action Plan. It has been a long journey, but we are very pleased that we now have a plan that articulates our commitment to strengthen our relationships with Aboriginal and Torres Strait Islander peoples, clients, communities and other agencies.

The process of developing this Innovate Reconciliation Action Plan has provided the opportunity for all of our staff to come together, strengthen and commit to a common goal which is, ultimately, to achieve justice and equity for all Australians.

This Innovate Reconciliation Action Plan outlines the actions Hutt St Centre will take to achieve our vision for reconciliation and a future where First Nations peoples are able to equitably access education and employment, housing, culture, healthcare and fair standards of living.

The commitments we have made in our Innovate Reconciliation Action Plan will allow us to gain a deeper understanding of our sphere of influence, and establish the best approach to advance reconciliation.

The focus of our Innovate Reconciliation Action Plan is on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, and developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

It is important that this Innovate Reconciliation Action Plan is not perceived to be the end of our reconciliation journey – it is, in fact, just the beginning. In the future, we need to strive to develop the next levels of planning that include Stretch and Elevate Reconciliation Action Plans

I look forward to seeing the implementation of our Innovate Reconciliation Action Plan and the timely delivery of the milestones we have set ourselves.

I commend the Plan to all those associated with Hutt St Centre and strongly encourage everyone to embrace the ethos it embodies and the sentiment it portrays.

Chris Burns
Chief Executive Officer
Hutt St Centre

Message from Reconciliation Australia CEO



Reconciliation Australia commends Hutt St Centre on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Hutt St Centre to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Hutt St Centre will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Hutt St Centre is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Hutt St Centre's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Hutt St Centre on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Our vision for reconciliation is for First Nations peoples to equitably access education and employment, housing, culture, healthcare and fair standards of living.

Our vision is an end to homelessness.

Hutt St Centre will contribute to our vision for reconciliation by supporting our staff to be culturally safe and responsive to First Nations peoples at risk of or experiencing homelessness; by supporting our staff and volunteers with professional development opportunities, and to continue to advocate for the rights of First Nations peoples.

Our business

Hutt St Centre was established by the Daughters of Charity in 1954 to care for people at risk of or experiencing homelessness in Adelaide, South Australia.

We work to help end homelessness for every person who walks through our doors, with care and without judgement. For almost 70 years we have been supporting people on their way to homefulness as they rebuild their lives, rediscover their identity and reconnect with those who love them.

Hutt St Centre has 5 Strategic Directions that sit under our Vision and Mission. These are **Advocacy**, **Wellbeing**, **Homefulness**, **Culture** and **Sustainability**.

Advocacy relates to the actions we take to advocate for an individual client, Hutt St Centre or the homelessness sector as a whole for the achievement of our vision and mission. **Wellbeing** relates to the actions we take to improve the wellbeing of our clients in preparation for them to enter long-term housing and a home. This primarily relates to the services provided within the Wellbeing Centre. **Homefulness** relates to the actions we take to support our clients into long-term housing and homefulness. We seek to end homelessness for our clients and primarily relates to the case management services we deliver. **Culture** reflects the character and personality of Hutt St Centre. It's what makes us unique and is the sum of our values, traditions, beliefs, interactions, behaviours, and attitudes. **Sustainability** relates to the actions we take to ensure the viable and ethical longevity of Hutt St Centre.

Hutt St Centre opens our doors to people at risk of or experiencing homelessness, but we don't just sustain them – we empower them. Through case management, assistance with finding housing, engaging with more than 20 visiting services within our Wellbeing Centre, pathways to education, and employment and community engagement, we create opportunities for individuals to look after themselves and change their circumstances for good.

We also provide essential amenities such as showers, laundry and locker facilities and a dining room serving up to 40,000 meals each year. But we're not just about one meal or one shower. We go beyond the basics of immediate human needs to provide pathways out of homelessness.

Importantly about 25% of our clients identify as being Aboriginal and Torres Strait Islander people.

Our passionate workforce consists of over 60 employees including social workers, allied health professionals, employment and education workers, and support workers. Our employees are assisted by more than 230 dedicated volunteers. Currently, 1.2% of Hutt St Centre's employee workforce identify as being Aboriginal or Torres Strait Islander people, and we seek to increase the number of Aboriginal and Torres Strait Islander peoples employed through the actions outlined in this Reconciliation Action Plan.

Hutt St Centre will promote our commitment to reconciliation and achieve our RAP objectives through the support and influence of:

- Our Patron, Her Excellency the Honourable Frances Adamson AC, Governor of South Australia;
- Our Ambassadors who represent a broad range of backgrounds from sport and entertainment to politics and business;
- And a generous community of donors, volunteers, and partners who share our steadfast commitment to helping people rebuild their lives.

Our sphere of influence starts with our staff group and volunteers. Our actions within this plan will educate, support and develop a meaningful response from all of our people.

Our sphere of influence also encompasses our ability to influence individuals. We have an effect upon our individual donors and supporters through our communications and public positions around homelessness, including homelessness of Aboriginal and Torres Strait Islander peoples. We have an educative role with individual homeless (non -Aboriginal and Torres Strait Islander) people, in relation to how we, as an organisation, value and respect Aboriginal and Torres Strait Islander peoples: an example is the no tolerance position we take on racism within our services.

Hutt St Centre has an influence upon our partner agencies within the homelessness sector. We demonstrate to them our commitment to change, through the way we operate as an organisation. Some examples include:

- Many agencies attend our Wellbeing Centre, enabling them to see and be engaged in the ways we work and model our commitment to the vision.
- External partners are exposed to language through the use of Kaurna language signage within the Wellbeing Centre, (Permission and translation from KWK / Tauondi College).
- Our subcontracted service (staff employed by us and co working with a sector/Alliance group) can demonstrate our actions within that regional team, in supervision with leaders at those services and in team meetings with colleagues.

Our participation at a broader level (for example: liaison with Adelaide City Council, political parties, sector and community (e.g., Hutt St precinct) groups, Adelaide Zero Project, Toward Home Alliance etc.) as well as interactions with corporate donors, enables us to work to support and advocate for the actions within this plan, to speak out and advocate for changes and improvements. This level of influence is carried by the CEO and delegated executive managers. An example of this can be seen in our advocacy for better return to home responses for rough sleepers, and in housing options for rough sleepers during COVID-19 lockdowns.





Our RAP

Hutt St Centre is committed to advocating with and empowering people at risk of or experiencing homelessness, supporting them to rebuild their lives on their pathway to homefulness. Hutt St Centre's RAP shows our dedication to improve equity and outcomes for the 25% of individuals accessing our services who identify as Aboriginal and/or Torres Strait Islander peoples. Our Innovate Reconciliation Action Plan demonstrates our commitment and responsibility towards reconciliation through the provision of a culturally competent service and workplace, which acknowledges and celebrates the unique cultures of the First Peoples of Australia.

The Reconciliation Action Plan is championed by Chris Burns CSC, Chief Executive Officer of Hutt St Centre.

Our Reconciliation Action Working Group consists of passionate employees from all levels of the organisation including senior leadership. In addition, Hutt St Centre worked with two external First Nations advisors as we developed actions for this plan.

Our Reconciliation Action Working Group consists of the following people from across our organisation:

Danni, Eloise, Chris, Carolyn, Pree, Tom, Tristan, Andy and Donna.

and with thanks to prior Reconciliation Action Working Group members and Aboriginal representatives who contributed to the development of this plan.

Our Reconciliation Journey

Hutt St Centre has developed strong relationships with a number of Aboriginal and Torres Strait Islander partner agencies including Nunkawarrin Yunti, KWAY, Bookabee Australia, Emu Consulting, Turkindi, Aboriginal Family Support Services, Aboriginal Sobriety Group, Kurlana Tampawardli and Tauondi College. We are members of Reconciliation SA and participate in activities organised by them, and we work closely with AFSS through the Toward Home Alliance.

We have identified other opportunities to extend cultural learning, particularly for individuals in management roles, or who work directly with clients seeking Hutt St Centre services, in consultation with an Aboriginal and Torres Strait Islander Advisor. We have established and applied Terms of Reference for the RAPWG. We include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings. We have reviewed HR policies and procedures to remove barriers to staff participating in NAIDOC Week, including the provision of Cultural and Ceremonial Leave for Aboriginal and Torres Strait Islander peoples. Further, the RAPWG is currently seeking ideas from the staff teams and clients for our National Reconciliation week activities. We have in previous years attended and participated in events (as a Reconciliation SA member – the events held under that banner) and other smaller activities based around client participation, such as art projects.





Relationships

We will develop respectful, meaningful and sustainable relationships with Aboriginal and Torres Strait Islander communities to walk alongside them in our work together. This will be achieved in collaboration with First Nation Peoples to promote the need for, and understanding of, the importance of reconciliation to all Australians. Through these relationships and partnerships, we aim to foster reconciliation and improve race relations in our local community, South Australia, and the broader Australian community.

Hutt St Centre will advocate with integrity and transparency to pursue impactful changes to policy, drive systemic change and improved outcomes for people at risk of or experiencing homelessness. Relationships with key stakeholders are central to each of the five strategic directions of our strategic plan.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2022	Chairperson, Reconciliation Working Group
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2022	Lead: Chairperson, Reconciliation Working Group Support: Executive team
	Identify opportunities for partnerships, consultancy advice and services for our clients.	August 2022	Lead: Chairperson, Reconciliation Working Group Support: Executive team
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and volunteers and stakeholders through newsletters, intranet, and staff meetings.	May 2023, 2024	Lead: Executive Officer Support: Advocacy team
	Reconciliation Action Working Group members to participate in an external NRW event each year, promoting our attendance internally and externally.	27 May - 3 June 2023, 2024	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023, 2024	Lead: Chairperson, Reconciliation Working Group Support: Executive team
	Organise at least one NRW event each year that can be held in, or near, Hutt St Centre, that can be attended by clients, employees and volunteers.	May 2023, 2024	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Register all our NRW events on Reconciliation Australia's NRW website and promote these through our external communication channels.	April 2023, 2024	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Host a reflection meeting each year for staff on the theme of NRW and share stories to grow cultural understanding.	May 2023, 2024	Lead: Executive Officer Support: RAPWG

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	August 2022	People and Culture Manager
	Host a lunch and learn session to educate staff on the aims of the Uluru Statement from the Heart.	September 2022	People and Culture Manager
	Invite Aboriginal and Torres Strait Islander peoples to share stories and, with permission, publish these on our intranet and external communications channels.	August 2022	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Consult with local First Nations communities/advisors about how Hutt St Centre can be a stronger ally in advocating for First Nations rights	September 2022	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Communicate our commitment to reconciliation publicly through appropriate communication channels to a variety of our stakeholders.	September 2022	General Manager Advocacy
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2022	General Manager Advocacy
	Engage employees, volunteers, Ambassadors and clients in the RAP delivery by seeking their input and ideas.	July 2022	Lead Chairperson, Reconciliation Working Group Support: RAPWG
	Collaborate with the RAP network, Reconciliation SA and other like-minded organisations to develop ways to advance reconciliation.	August 2022	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Continue to promote the viewing of the Share Our Pride website in our on-boarding procedures.	September 2022	People and Culture Manager
	Include an induction/orientation module which outlines HSC's support of reconciliation, and the elements and the deliverables of our RAP for all employees and volunteers.	July 2022	People and Culture Manager
4. Promote positive race relations through anti-discrimination strategies.	Review and communicate our anti-discrimination policy for our organisation on an annual basis.	March 2023	People and Culture Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2022	People and Culture Manager
	Educate senior leaders on the effects of racism by having them attend training that addresses racism within 6 months of employment and undertaking 3 yearly refreshers.	November 2022	People and Culture Manager



At Hutt St Centre, 'Respect all People' is one of our core values and drives the way we engage with our clients, colleagues, volunteers, donors, business partners, and other service providers. In our Homefulness and Wellbeing strategic directions, an emphasis on improving the wellbeing of all individuals in the community through hearing the stories of lived experiences, and incorporating their voices and skills into our philosophy and practice frameworks is key to achieving our strategic objectives. We are committed to increasing our knowledge of Aboriginal and Torres Strait Islander cultures and histories to ensure their experiences and voices are heard and incorporated into our ways of working. Respect is paramount to our values and strategy.

Hutt St Centre will deliver contemporary, person-centred, evidence-based, data-informed and innovative wellbeing services. Hutt St Centre is committed to work in ways that are respectful of the individual and provide dignity in the provision of the support given. We work relentlessly with people at risk of or experiencing homelessness in order to fulfil their right to live somewhere peacefully, securely and with dignity in a suitable home.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
5. Strengthen the culturally safety of our service provision for Aboriginal and Torres Strait Islander peoples	Conduct an assessment of all programs with a First Nations advisor to ensure our programs are culturally safe	January 2023	Lead: People and Culture Manager Support: Client Service Managers
	Based on cultural safety assessment, develop a plan to update our programs in line with recommendations	March 2023	Lead: People and Culture Manager Support: Client Service Managers
	Review all Hutt St promotional materials to ensure they are culturally safe and respectful of First Nations peoples and communities	February 2023	General Manager Advocacy
	Design a culturally safe mechanism for First Nations staff and clients to provide feedback of service provision	April 2023	Lead: People and Culture Manager Support: Client Service Managers
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation, ensuring all employees undergo Cultural Competency training within the first 12 month of employment.	November 2022	People and Culture Manager
	Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	January 2023	People and Culture Manager
	Continue to monitor and update (as needed) and communicate the cultural learning strategy for our staff.	February 2023	People and Culture Manager
	Ensure all employees undertake a face to face Cultural Competency training every 3 years	February 2023	People and Culture Manager
	Provide opportunities for Reconciliation Action Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning and which is recommended by Aboriginal and Torres Strait Islander peoples.	March 2023	People and Culture Manager

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing and increasing awareness around cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country, Welcome to Country, and traditional Smoking Ceremonies, by having an Aboriginal and/or Torres Strait Islander person discuss these practices with all staff.	August 2022	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country, including a directory of Traditional Owners who can provide Welcome to Country and Smoking Ceremonies.	October 2022	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at all significant events each year in exchange for a suitable fee paid to the Aboriginal and Torres Strait Islander person performing the protocol.	July 2022	General Manager Advocacy
	Review HR policies and procedures to ensure that the provision of Cultural and Ceremonial Leave for Aboriginal and Torres Strait Islander peoples is operating effectively.	May 2023 May 2023	People and Culture Manager
	Ensure there is broader internal understanding of Ceremonial Leave by educating all staff on the purpose and significance of this leave through providing information through internal communication channels.	July 2022	Lead: Chairperson, Reconciliation Working Group Support: People and Culture team
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2022	Executive Officer
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Reconciliation Action Working Group to participate in an external NAIDOC Week event.	First week in July 2022, 2023	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Sponsor Aboriginal and Torres Strait Islander clients to attend a NAIDOC event	First week in July 2022, 2023	Lead: Manager Wellbeing Centre Support: RAPWG
	Continue to review HR policies and procedures annually to ensure barriers to staff participating in NAIDOC Week are operating effectively	May 2023, 2024	People and Culture Manager
	Promote and encourage participation in external NAIDOC events to all staff through internal communication channels.	First week in July, 2022, 2023	Lead: Executive Officer Support: RAPWG
	Provide opportunities for clients of Hutt St Centre to participate in NAIDOC Week celebrations through the promotion of external events and internally-facilitated cultural activities.	First week in July, 2022, 2023	Lead: Manager Wellbeing Centre Support: RAPWG



Opportunities

The creation of opportunities for Aboriginal and Torres Strait Islander peoples is outlined in the Culture and Sustainability strategic directions of our organisational strategy. Hutt St Centre recognises the resilience and successes of Aboriginal and Torres Strait Islander peoples and is committed to supporting the career development and employment opportunities for the First Peoples of Australia.

Hutt St Centre provides a safe and supportive workplace where employees, volunteers and visitors are accepted for the diversity of experiences, skills and knowledge they bring. This will be achieved by increasing employment outcomes in our employee group, and through the identification and use of Aboriginal and Torres Strait Islander peoples' businesses and services.

Our Culture and Sustainability strategic directions supports career development opportunities for our workforce and seeks to work in a socially responsible and caring manner with other organisations in the community. Hutt St Centre will empower a high performing, accountable and supportive workplace culture, where all employees and volunteers are valued for their diversity of skills, experience and knowledge. We are committed to ethically attracting and managing its resources in order to sustain Hutt St Centre's ongoing viability and success.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities through measuring demographics via our engagement survey.	July 2022	People and Culture Manager
	Continue to engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Review March 2023	People and Culture Manager
	Continuously review and update our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2023	People and Culture Manager
	Ensure all advertised positions continue to include the words "Aboriginal and Torres Strait Islander peoples are strongly encouraged to apply" and identified Aboriginal and Torres Strait Islander positions must be advertised in Aboriginal and Torres Strait Islander publications.	June 2023	People and Culture Manager
	Where a position is an identified Aboriginal and Torres Strait Islander position, at least one member of the panel must identify as an Aboriginal and/or Torres Strait Islander person. Where a suitably qualified member of staff is not available, a management or recruitment consultant should be engaged.	July 2022	People and Culture Manager
	Provide Aboriginal and Torres Strait Islander employees with the opportunity to access a mentor to support them in career development and to allow for general support for matters that arise in their work.	July 2022	People and Culture Manager
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce to 3% by the end of this plan.	June 2024	People and Culture Manager

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Build professional development pathways for Aboriginal and Torres Strait Islander students and volunteers.	Provide Aboriginal and Torres Strait Islander volunteers with the opportunity to access a mentor to support them in career development and to allow for general support for matters that arise in their work.	July 2022	People and Culture Manager
	Continue to foster partnerships with Aboriginal and Torres Strait Islander students and educational institutions to support student placements, apprenticeships and traineeships to increase access to employment opportunities both within Hutt St Centre and in the broader community.	November 2022	People and Culture Manager
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	February 2023	Lead: General Manager Sustainability Support: RAPWG
	Investigate Supply Nation membership.	February 2023	Lead: General Manager Sustainability Support: RAPWG
	Use Aboriginal and Torres Strait Islander providers from the Supply Nation website where possible.	February 2023	Lead: General Manager Sustainability Support: RAPWG
	Create a directory of Aboriginal and Torres Strait Islander suppliers of goods and services that employees and volunteers are encouraged to use.	February 2023	Lead: General Manager Sustainability Support: RAPWG
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses for a variety of services including partnerships to support clients.	February 2023	Lead: General Manager Sustainability Support: RAPWG
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2023	General Manager Sustainability



Governance

Our Innovate Reconciliation Action Plan is embedded in all areas of our organisation and we have structures in place to implement and monitor our delivery of measurable actions throughout Hutt St Centre, including directing of resources to deliver within timeframes. Awareness and adoption of the Innovate RAP from board level throughout the organisation ensures the document actively drives action focused on improving outcomes for the Aboriginal and Torres Strait Islander clients we support, contributing to the national movement towards reconciliation and a fairer future for all.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working group (RAPWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Action Working Group.	July 2022	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Extend an open invitation to volunteers or employees who identify as being Aboriginal and Torres Strait Islander to share their personal and cultural insights to help guide the Working Group.	July 2022	Lead: People and Culture Manager Support: RAPWG
	The Reconciliation Action Working Group will regularly review the Terms of Reference for the group.	November 2022	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Create a succession plan for the Reconciliation Action Working Group to maximise participation in RAP related activities and plans from employees and volunteers who would like to participate.	November 2022	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	The Reconciliation Action Working Group will meet monthly to implement, monitor and evaluate actions in the plan.	Monthly, Review June 2023	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	The RAP Champion will attend a minimum of four times per year to monitor and evaluate the RAP Working Group.	September 2022 December 2022 March 2023 June 2023 September 2023 December 2023 March 2024 June 2024	Executive Officer

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Define resource needs for RAP implementation.	July 2022	Chairperson, Reconciliation Working Group
	Engage our senior leaders and other staff in the delivery of RAP commitments, with our Champions to attend one meeting per quarter	September 2022 December 2022 March 2023 June 2023 September 2023 December 2023 March 2024 June 2024	Lead: CEO Support: RAPWG
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2022	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Maintain an internal RAP Champion from senior management.	July 2022	CEO
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023, 2024	Chairperson, Reconciliation Working Group
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2022, 2023	Chairperson, Reconciliation Working Group
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Report RAP progress to all staff and senior leaders quarterly.	September 2022 December 2022 March 2023 June 2023 September 2023 December 2023 March 2024 June 2024	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Publicly report our RAP achievements, challenges and learnings, annually in our Annual Report.	November 2023, 2024	General manager Advocacy
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Lead: Chairperson, Reconciliation Working Group Support: RAPWG
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2023	Chairperson, Reconciliation Working Group
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2023	People and Culture Manager



Contact

Chairperson Reconciliation
Action Plan Working Group

8418 2500

RAPCommittee@huttstcentre.org.au