

Stretch Reconciliation Action Plan

JULY 2022 - JULY 2025

SVA Social
Ventures
Australia


RECONCILIATION
AUSTRALIA





CYRIL WHYOULTER

Born 1985
Language Kartujarra
Skin Purungu
Place of Birth Port Hedland

ARTWORK

**Wantili (Warntili, Canning Stock
Route Well 25)**

91 x 122cm

Acrylic on Canvas

Martumili 

© Copyright for the artwork remains with the artist. Copyright for the text remains with Shire of East Pilbara (Martumili Artists)

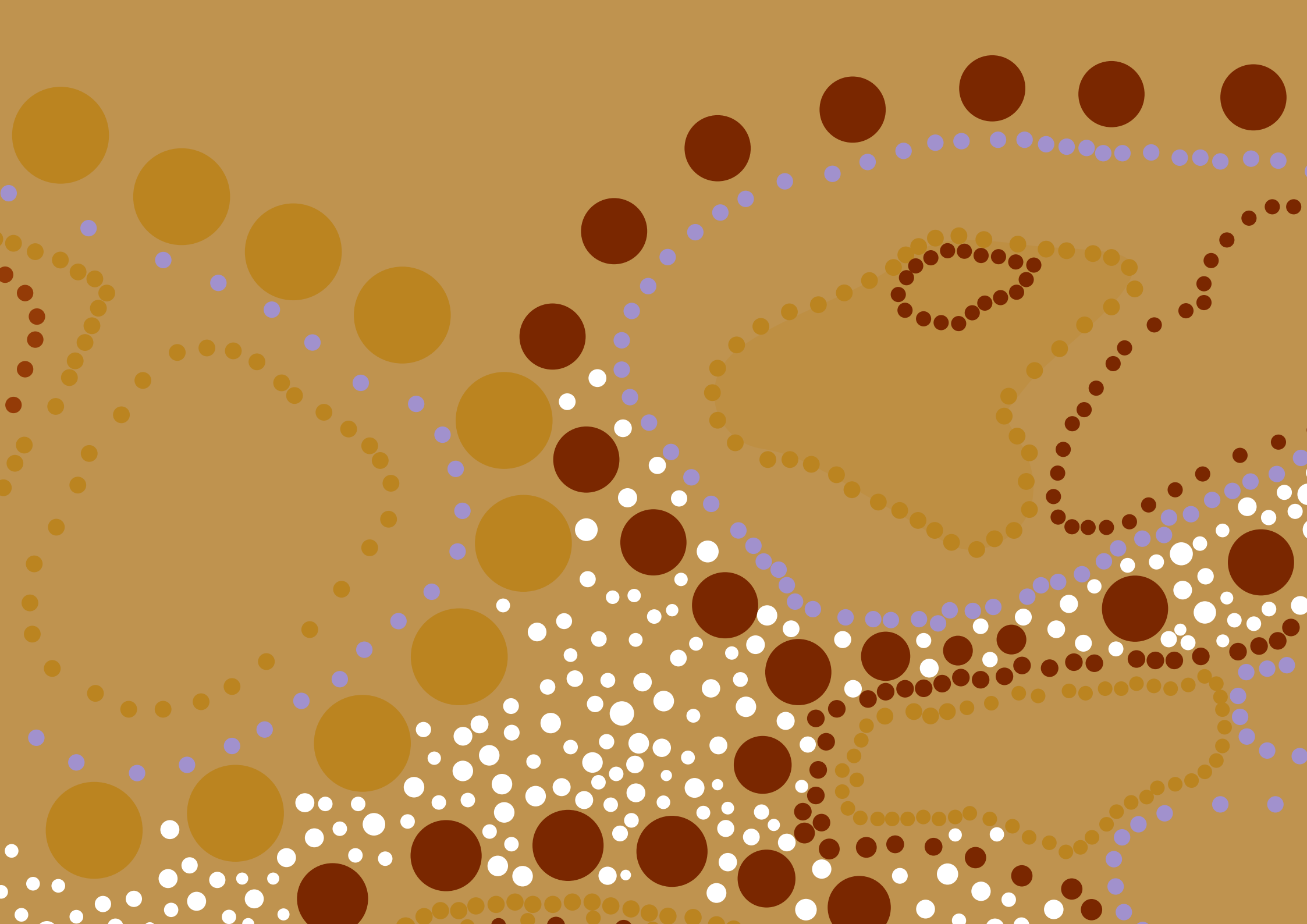
The designs in this report were inspired by the original artwork by Cyril Whyoulter.

"This is my Grandmother's [Bugai Whyoulter's] Country, my Country. Wantili (Warntili, Canning Stock Route Well 25) is old Law Grounds from Dreaming days and very important to Martu people. My grandmother always tells me about Wantili because she grew up around Wantilii. It is close to her birthplace and is her ngurra (home Country, camp). She was a young girl walking around at Wantili. Her family would travel between Wantili, Kaalpa, Juntu-juntu, Raarki, and Wuranu Wells along the Canning Stock Route. Big mob of people they been walking around there. She saw whitefellas there for the first time, Canning mob when they were traveling up and down the stock route with the bullock. They were running away from those whitefellas, watching them from a distance. She was a teenager when she was travelling around there with her four mothers and one daddy. They used to travel around in family groups, Bugai and Jakayu [Biljabu], and Jakayu's nyupa (partner) Phillip Biljabu. They met Kumpaya [Girgirba] coming from Kun Kun (Kuny-Kuny), Kunawarrtiji area. Bugai returned to the Wantili area as a young woman, when she worked driving cattle along the Stock Route.

Wantili is good for painting and telling stories. Our stories are still strong. I wanted to take Bugai back to Wantili. It is an important place; she hadn't been there for a long time. My nana [Pinyirr] Nancy took me there as a young boy. Bugai is the older sister of Nancy. I been... three times going there. It's important that place, out a long way from Newman... Those old people like going to Wantili, where the creation started. Jakayu and Kumpaya... them two aunties told me a story about Dreamtime, and how important Wantili was. People from different tribes...from all over the place could come there for the initiation ceremony. The Jukurrpa (Dreaming) stories from Wantili are just for Martu but the site is open, and anyone can go there.

It's a lovely part of the Country to take the kids for a swim. The place has changed. The water used to be muddy like chocolate, now the water is clear. Maybe from climate change, maybe from mining, maybe from something else. The changes don't have to be bad; the landscape is always changing, same way as Martu people. It's good to make work sitting out in Country, but I can make these paintings anywhere, just like those old people. Wherever I am, painting Country takes me back there in my head, back to Jukurrpa times, back to pujiman (traditional, desert dwelling) days when my grandmother walked around there, and back to days going there for a swim as a kid. I hope this painting carries people there too. I'm proud to be able to share my culture and stories with younger Martu people and whitefellas."

Martumili Artists was established in late 2006 and supports Martu artists in Kunawarrtiji, Punmu, Parnngurr, Jigalong, Warralong, Irrungadji (Nullagine) and Parnpajinya (Newman). Many Martu artists have close relationships with established artists amongst Yulparija, Kukatja and other Western Desert peoples and are now gaining recognition in their own right for their diverse, energetic and unmediated painting styles. Their works reflect the dramatic geography and scale of their homelands in the Great Sandy Desert and Rudall River regions of Western Australia. Martumili Artists represents speakers of Manyjilyjarra, Warnman, Kartujarra, Putijarra and Martu Wangka languages, many of whom experienced first contact with Europeans in the 1960s. The artists include painters, working in acrylics and oils, as well as weavers coiling baskets and sculptors working in wood, grass and wool. Martu artists proudly maintain their creative practices whilst pursuing social and cultural obligations across the Martu homelands.





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LETTER FROM OUR CHIEF EXECUTIVE OFFICER



Social Ventures Australia is committed to a fully reconciled Australia. Our vision is an Australia where all people and communities can thrive. This can only be achieved when our First Nations peoples are flourishing and are celebrated by non-Indigenous Australians.

With this ambition firmly in mind we are pleased to present our next Reconciliation Action Plan (RAP), a Stretch RAP that extends our prioritisation of reconciliation into changes in the way we work as an organisation. This RAP acknowledges where we have previously fallen short and defines the actions we will take to remedy this and go even further. Critical to this is our commitment to strengthening our allyship with First Nations people and organisations by furthering our cultural competency and deepening our understanding of how unconscious bias affects our perspectives and actions.

Alongside the core RAP pillars of Relationships, Respect, Governance and Opportunities, we reaffirm our support for the [Uluru Statement from the Heart](#) and add our voice to those calling for justice reform to end black deaths in custody. This includes the urgent implementation of all the recommendations of the Royal Commission into Aboriginal Deaths in Custody.

We are guided by a belief that First Nations peoples are experts in their own lives. We support the fundamental right to self-determination and self-governance. We will ensure that First Nations voices are embedded in our work and will use our platforms to amplify First Nations voices so they can lead discussions about issues that affect their people and communities.

Since our last RAP we have developed our First Nations Practice Principles, informed by years of research and adoption of First Nations-led frameworks. The Principles ensure our work with First Nations communities and organisations is conducted in true partnership. We're pleased to have these principles to guide our work at SVA, and hope that they may help other organisations seeking to build effective partnerships with First Nations people.

This RAP has been developed in collaboration with the full SVA team, and with the input of many First Nations leaders we've had the privilege of working closely with over many years. I thank them deeply for their wisdom and guidance.

All of us at SVA care deeply about achieving a more just society through reconciliation with First Nations peoples and are committed to doing our part to achieve this through our RAP.

A handwritten signature in black ink that reads "Suzie Riddell". The signature is written in a cursive, flowing style.

SUZIE RIDDELL
Chief Executive Officer

On my mother's side, my Aboriginal heritage connections are the Ngalakan people of Southeast Arnhem Land and my name is Gajok. Our homelands of Wuyagiba and community of Ngukurr have seen many changes over the years, from the ongoing impacts of colonisation to self-determination and empowerment, to self-governance and the delivery of Aboriginal-led services including education, training and employment.

On my father's side, I belong to the Gurindji people of the Southwestern Desert connecting to the Kalkarindji and Daguragu communities and my name is Jangala. Gurindji people hold a significant place in the Aboriginal land rights movement. Many will be familiar with the story of the [Wave Hill walk-off](#) led by Vincent Lingiari, where years of protests led to Gough Whitlam handing a portion of land back to Gurindji in 1975.

There are few similarities between my two family groups. Geographically, they are hundreds of kilometres apart. Each have different flora and fauna, language, and cultural practices. Like all Aboriginal and Torres Strait Islander cultural groups, we experience the ongoing impacts of colonisation and the associated trauma and disadvantage. Yet I am proud of our resilience, maintaining a culture that has been practiced for thousands of years in the face of a contemporary world. When I visit my communities – and many other First Nations communities across Australia – I see people bringing this strength to their work, making a difference across many different sectors. I also see First Nations and non-Indigenous people working together to improve outcomes, forming lasting friendships along the way.

These friendships are fundamental in building a reconciled Australia; but they are just one of many steps to be taken.

I believe that it is critical for non-Indigenous people, corporations and government to actively lead reconciliation. As a non-Indigenous organisation, SVA does so by applying a set of practice principles informed by First Nations-led frameworks.

These practice principles include supporting self-determination and empowerment, supporting the ongoing practice of culture and historical integrity, engaging respectfully and authentically, ensuring reciprocal value and learning, and delivering a trauma-informed practice. They enable SVA to act as a genuine ally, and work alongside First Nations partners towards better outcomes.

The practice principles are just one of the many different mechanisms outlined in this Reconciliation Action Plan that SVA is using to advance reconciliation. Having had close involvement with the RAP Working Group and witnessing their attention to detail and commitment to getting the RAP perfect, I have seen a true commitment to a reconciled Australia.



DESMOND CAMPBELL
First Nations Practice Lead



LETTER FROM OUR FIRST NATIONS PRACTICE LEAD

LETTER FROM FROM RECONCILIATION AUSTRALIA



On behalf of Reconciliation Australia, I congratulate Social Ventures Australia (SVA) on its formal commitment to reconciliation, as it implements its third Stretch Reconciliation Action Plan (RAP), its fourth RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. Through the creation of this Stretch RAP, SVA continues to contribute to the ever-growing community of RAP organisations that have taken this consideration and goodwill and transformed it into action.

SVA has made significant progress on its journey to-date, implementing innovative and thoughtful initiatives for reconciliation over the course of its previous RAPs. Successes include its First Nations Practice Principles, which it uses to guide and steer its relationships with Aboriginal and Torres Strait Islander communities and organisations. SVA's government advocacy and social media campaign on the Uluru Statement from the Heart shows its inclination to engage with braver action for reconciliation, particularly in the realm of self-determination. This is likewise evident in its pilot project with the Secretariat of National Aboriginal and Islander Child Care (SNAICC), which looks to increase agency for Aboriginal and Torres Strait Islander early learning services. These initiatives, among others, signal SVA's willingness to engage on complex issues for reconciliation, as well as leverage its particular skills and area of expertise to create lasting impact.

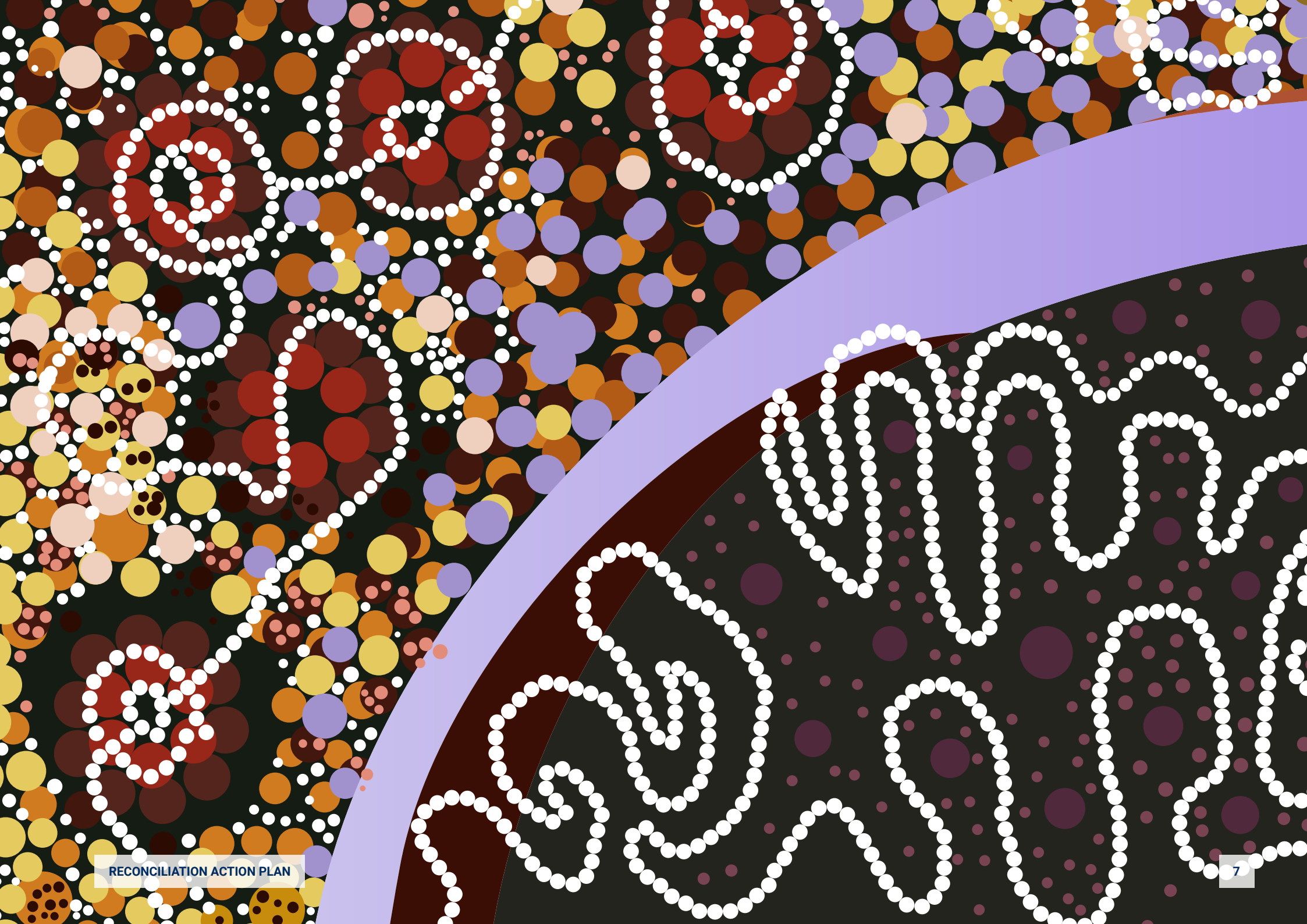
With these learnings, SVA has built solid foundations upon which to continue its impressive trajectory. The organisation

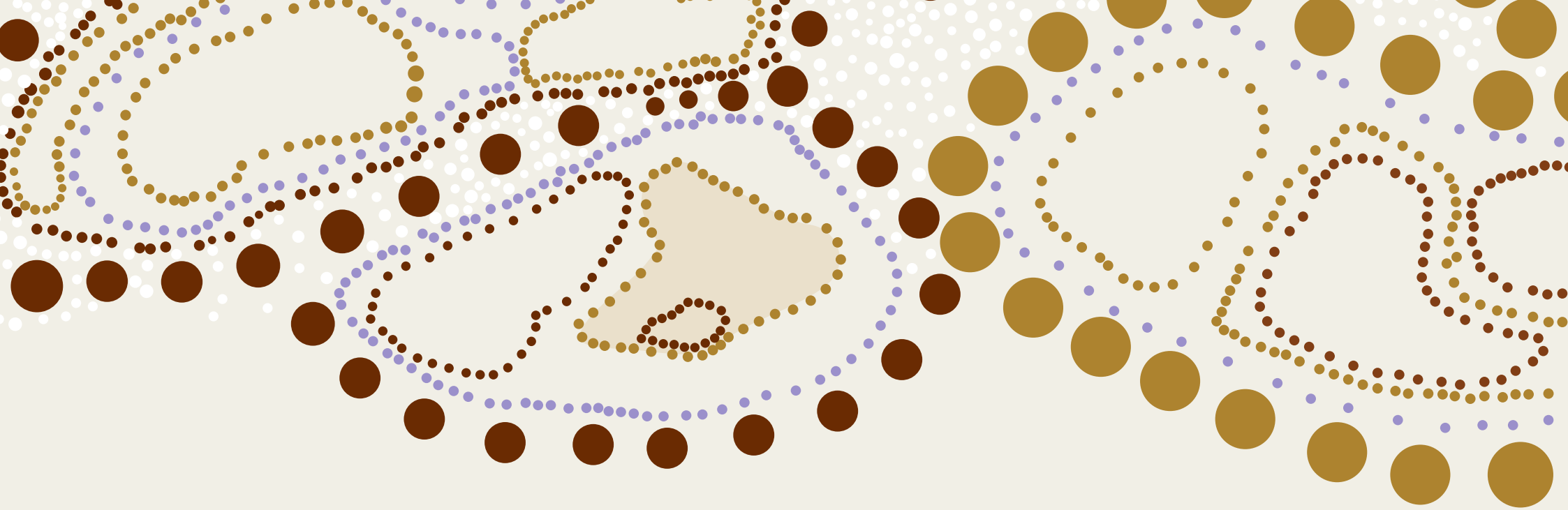
is open and transparent about the challenges it has faced in previous RAPs, and consequently, it is taking the time in this Stretch RAP to look at its internal capabilities. It will review its standardised cultural competency training to tailor it to employees' particular situations, as well as providing ongoing space for discussion and education on the effects of racism and personal biases. It is also looking to develop an Indigenous Cultural and Intellectual Property Policy and plans on promoting its own First Nations Practice Principles to other organisations looking for a benchmark in how to engage with Aboriginal and Torres Strait Islander peoples and communities. These new commitments show SVA embedding reconciliation further into its organisation's practices, so it can continue to create lasting change for Aboriginal and Torres Strait Islander peoples.

On behalf of Reconciliation Australia, I commend SVA on this ambitious and thoughtful Stretch RAP and look forward to following its ongoing reconciliation journey.

KAREN MUNDINE

Chief Executive Officer
Reconciliation Australia





WHO WE ARE **ABOUT SVA**

SVA has a vision for an Australia where all people and communities thrive. We believe this can be achieved when all Australians are empowered, have a voice in decisions that impact them, have a sense of belonging and experience social inclusion. SVA believes that belonging for all Australians requires, and is enabled through, specific recognition and respect of First Nations knowledge, histories and cultures.

We are a not-for-profit organisation that works with partners to overcome disadvantage in Australia, through enabling great education, sustainable jobs, stable housing and appropriate health, disability and community services.

SVA is not a traditional service delivery organisation. We work at the intersection of government, social purpose organisations and the business sector. We seek to influence the way systems operate by providing funding; advising on strategy and evaluation; and making investments in partner organisations to significantly increase their social impact. We advocate for more effective programs and policies, and we convene unlikely coalitions to build support for system wide solutions.

SVA currently employs 114 people, two of whom identify as Aboriginal and/or Torres Strait Islander people. We have four office locations in Melbourne, Sydney, Perth and Darwin, and a remote workforce in Brisbane.

PEOPLE AT THE CENTRE

FAIRNESS AND PASSION

We prioritise people and want everyone in Australia to have a fair opportunity to flourish. This is what gets us up in the morning and drives our purpose in the world. We care about the communities and people we work with and take the time to look after ourselves and each other.

We acknowledge that First Nations peoples are experts in their lives – and that no work should be conducted about them, without them. We recognise and support the fundamental right to self-determination and will continue ensuring that a strong First Nations voice is embedded in our work, particularly when that work impacts on First Nations people and communities.

DIFFERENCE GIVES US STRENGTH

RESPECT AND DIVERSITY

We are at our best when we work with others. SVA'ers respect difference and understand that everyone brings something unique to the table. We seek out diverse perspectives, challenge ideas, not intentions, and strive to be conscious of assumptions and prejudices.

We respect and deeply value the cultures of First Nations peoples and incorporate their knowledge and varied perspectives into our work where relevant. We acknowledge that First Nations peoples are diverse and unique, as is the Country they live on and the history of that Country. We do not presume that the view of one group represents a whole community. We strive to be aware of how our unconscious biases may inform our perspectives.

OPEN AND READY TO LEARN

HUMILITY AND CURIOSITY

We know we don't have all the answers, so we listen more than we talk. At SVA, we are ready to learn from others and challenge our thinking to find innovative solutions. We're prepared to take risks and do things differently, knowing that mistakes teach us just as much as successes.

We are committed to deepening our cultural competency and understanding of the diversity of First Nations cultures and histories, recognising that this journey is never finished. We are aware that our beliefs, unconscious bias, attitudes and behaviours mean that we might see things differently, so are always willing to consider our work from a new perspective. We consistently strive to create reciprocal benefit, value and learning through our work with First Nations peoples.

REAL CHANGE TAKES TIME

TENACITY AND DETERMINATION

Achieving real change is a marathon not a sprint – and we go after it even when the road gets bumpy. Our vision for the future is big, so we set ambitious goals and celebrate the small wins along the way. We apply deep rigour to our thinking and use evidence to deliver a high standard of work.

Where we can we seek to contribute towards capacity building in the pursuit of self-determination, to enable First Nations peoples to have autonomy over their affairs. This means taking the time to get to know unique community and organisational contexts and building relationships that last beyond the end of a project.

OUR FIRST NATIONS PRACTICE PRINCIPLES

We believe that a reconciled Australia is one where substantive rights and opportunities are guaranteed for all. Yet Australia has a long history of failed policy and practice in working to alleviate disadvantage faced by First Nations peoples. This systemic racism has prevented First Nations people and communities from having the chance to thrive.

Throughout our 20 years, we have worked with many First Nations organisations driving change in health, education, employment, out-of-home care, and justice, as well as those creating connections to country and culture. In our Consulting practice alone, around 25% of our engagements are with First Nations organisations, or directly benefit First Nations people and communities. We are proud of the work we've done, and have learnt a great deal from our First Nations clients, partners and stakeholders. We know that it is our responsibility to hold ourselves to the highest level of accountability, ensuring our work is doing no harm while creating positive impact.

There are many frameworks led by First Nations people that provide standards of best practice when working with First Nations people. We have researched and adopted these over many years to explicitly define what best practice means for us. The result is our First Nations Practice Principles.

Not intended as a substitute for working closely with First Nations people, the Principles can be applied at all stages of an engagement, from inception and planning, to measurement, evaluation and learning. Equally importantly to these stages, the Principles are also used to advocate and influence our stakeholders to design and implement better working practices.

Our development and adoption of the First Nations Practice Principles has been driven by three key imperatives:

- 1 Provide our team with a **conceptual basis** as well as **practical, actionable guidance** in how to appropriately engage with First Nations communities and organisations, and to apply best practice in the First Nations space
- 2 Embed a **high standard of practice** into our work, to hold ourselves responsible and accountable to that practice and push our partners to have greater impact
- 3 Create a framework to help **communicate our approach** and values to partners and stakeholders

The First Nations Practice Principles are not a static document. Rather, they are a dynamic representation of current relevant First Nations practice standards as well as experiences, knowledge and approach, managed by our First Nations Practice Lead. As such they are maintained on our website, where they are continually updated as we learn and develop as an organisation.



[EXPLORE OUR FIRST NATIONS PRACTICE PRINCIPLES](#)

OUR VISION FOR RECONCILIATION

At SVA, we acknowledge and pay our respect to the first inhabitants of this land and recognise 65,000+ years of connection to land, community and culture. We have a vision of a reconciled Australia in which First Nations people are valued as the First Peoples of the land and as holders of significant knowledge. We aspire to a nation that not only guarantees equal rights and opportunities for all Australians, but values First Nations peoples as a core part of Australian society.

This requires institutional, policy, service and funding change – guided by First Nations peoples and their pursuit for self-determination and self-governance. As outlined in this Reconciliation Action Plan, SVA will continue to use our voice, brand and influence to support movements for equality, including our ongoing support of the Uluru Statement from the Heart.

SVA is committed to working with First Nations communities, social purpose organisations and government agencies to help drive this change across all parts of our business. We will continue to harness First Nations voice in our work and we will amplify the work of First Nations organisations through our networks.

We appreciate that the traditions, customs and vision of First Nations people are vast and deeply rooted in culture, history and science. We acknowledge that we are still learning. However, we do not want to let this get in the way of our taking action. The theme for [National Reconciliation Week 2022](#) was “Be Brave. Make Change.” We welcome this challenge, and are committed to continue building our understanding while taking purposeful steps towards reconciliation, individually and collectively.



OUR RECONCILIATION ACTION PLAN

This is SVA's fourth RAP. It has been informed by the learnings from our previous three plans, alongside advice from internal and external First Nations stakeholders.

Throughout our short history we have worked with many First Nations organisations that are creating change in out-of-home care, education, employment, justice and beyond, as well as those creating connections to country and culture. As an organisation that recognises the impact of systemic racism in preventing people and communities from having the chance to thrive, we add our voice to those calling for justice reform to end black deaths in custody and the urgent implementation of all the recommendations of the Royal Commission into Aboriginal Deaths in Custody. We reaffirm our earlier support for the recommendations in the Uluru Statement from the Heart including for a Voice to Parliament. SVA will continue to support movements for equality and use our brand, voice and influence with funders and government officials to advance self-determination, including by supporting campaigns run by First Nations people and organisations. (See Relationships Action 4).

We will make space to ensure that the voices of First Nations people can be heard, listened to and acted upon in our work. First Nations peoples know what works in their communities; they are the experts in their own lives and Aboriginal Community Controlled Organisations are the best way to deliver many services to First Nations Peoples.

Through this RAP we seek to strengthen our vision for reconciliation and our role within the sector,

acknowledging our role as an intermediary who works with First Nations communities and organisations, and with influential stakeholders across the business, government and social purpose sectors.

We have engaged all our staff in drafting this RAP, as well as First Nations 'friends of SVA' through a series of consultations. We engaged each SVA team through workshops to collect thoughts and ideas on how our staff wanted to see SVA progress reconciliation and how their team could contribute to this. These findings were collated and used to draft our first iteration of this RAP. Once we had a draft RAP that each team was happy with, we shared this with a variety of external stakeholders including past staff, clients, sector partners and friends to hear feedback from a range of First Nations people and organisations.

Through this consultation process we have been reminded how engaged our staff are in achieving reconciliation and their genuine commitment to learning, understanding and improving our ways of working to achieve this. There is a sense of shared responsibility across the organisation to support our vision for reconciliation.

SVA has a culturally diverse workforce with varying levels of knowledge of First Nations histories, experiences and cultures. [The Black Lives Matter movement](#) provided an opportunity for us to pause and deeply reflect on how we can create a more culturally safe workplace. This RAP outlines the steps we will take to continue building our cultural competency, and collective understanding of

First Nations cultures, peoples and communities to foster a culturally safe workplace and ways of working.

We have embedded RAP targets within each Business Unit plan, allowing staff to tangibly contribute towards them. Across our work we consistently partner with First Nations organisations and consultants where relevant to ensure First Nations voices are at the centre of our engagements, and our work is culturally appropriate. (See Governance Action 3).

We have also developed our First Nations Practice Principles to guide our work with First Nations organisations and communities. The Principles have already been applied in our work to date, and have led to us turning down project work which is not aligned. We are committed to tailoring the Principles to each Business Unit to guide ways of working and ensure we are continuing to place our vision for reconciliation at the centre of our work (see Relationships Action 2).

In recent years we have also taken the following actions towards reconciliation:

- > Appointed a First Nations Practice Lead to help guide our work and vision for reconciliation, which has increased engagement and commitment across the Leadership Team and Board
- > Undertaken research of best-practice First Nations governance models – in partnership with the Australian Indigenous Governance Institute – with a view to designing and implementing a model that is tailored to SVA's needs

- > Maintained First Nations representation on the SVA Board
- > Publicly supported the Uluru Statement from the Heart with a dedicated government advocacy and social media campaign, and committed to ongoing visibility of our support through prominent digital channels
- > Published thought leadership from external First Nations voices about the Uluru Statement and running impactful non-profits for Indigenous Australians, as well as on First Nations issues where SVA has specific expertise such as enabling data sovereignty, evaluation, and justice in child protection
- > Engaged guest speakers to contribute to organisation-wide learning, including Dean Parkin ([From the Heart](#)), Muriel Bamblett ([VACCA](#)), Leanne Townsend ([NASCA](#)) and Megan Davis ([The Uluru Statement](#))
- > Made online cultural competency training compulsory for all staff

RAP HIGHLIGHTS CASE STUDIES

SVA CONSULTING

OVERVIEW OF SVA CONSULTING WORK IN THE FIRST NATIONS SPACE

SVA Consulting is proud to have a long history of working with Aboriginal-controlled organisations, government, funders and other partners towards our vision for a reconciled Australia. On average, 25% of our consulting engagements each year are focused on improving outcomes for First Nations people and communities, with clients including [Aboriginal Resource Development Services](#), the [Anindilyakwa](#), [Barengi Gadjin](#), [Central](#), [Kimberley](#) and [Northern Land Councils](#), [Djirra](#), [Indigenous Desert Alliance](#), [Indigenous Land and Sea Corporation](#), [Karrkad Kanjdji Trust](#), [National Indigenous Australians Agency](#), [Ngarrariyal Aboriginal Corporation](#), [Gunaikurnai Traditional Owner Land Management Board](#), [Victorian Aboriginal Child Care Agency](#), [Victorian Aboriginal Legal Service](#), and the Victorian, NSW and WA State Governments.

All SVA Consulting engagements with First Nations partners are considerate of the fundamental principle of self-determination. This is [evidenced through our work](#) over the past 5 years in north-east Arnhem land and Groote Eylandt, where we have supported Yolju and Anindilyakwa traditional owners to document visions for their future after mining, describing how they will lead transitions that secure improved cultural, social and economic outcomes for their children. Another example is a 2019 [evaluation](#) to document the delivery model and evaluate the impact of Marram-Ngala Ganbu, a Koori-designed program in the

Children's Court of Victoria providing a more effective, culturally appropriate and just response for families.

The principle of self-determination was also fundamental to a [10-year evaluation](#) completed in 2021 with Kanyirrinpa Jukurrpa (KJ), a long-term partner of SVA Consulting. KJ was created by Martu 15 years ago to preserve Martu culture, build a sustainable economy in Martu communities, and build realistic pathways for young Martu to a healthy and prosperous future. This evaluation was an opportunity for KJ to understand its impact on Martu communities over the last decade. The process was co-designed with Martu, whereby Martu selected the outcomes that KJ would be evaluated by. This meant the evaluation focused on what was most important to Martu, rather than criteria picked by non-Martu.

 [LEARN MORE](#)

1 <https://www.socialventures.com.au/assets/Letter-in-response-to-Indigenous-Voice-Interim-Report.pdf>

2 <https://www.socialventures.com.au/sva-quarterly/the-uluru-statement-from-the-heart-what-now/>

3 <https://www.socialventures.com.au/sva-quarterly/developing-sustainable-and-high-impact-nfps-for-indigenous-australians/>

4 <https://www.socialventures.com.au/sva-quarterly/data-sovereignty-community-control-and-better-outcomes/>

5 <https://www.socialventures.com.au/sva-quarterly/how-can-evaluation-better-recognise-indigenous-self-determination/>

6 <https://www.socialventures.com.au/sva-quarterly/a-step-towards-first-nations-justice-in-child-protection/>

IMPACT INVESTING

SIDE BY SIDE SOCIAL IMPACT BOND

The Side by Side Social Impact Bond (SIB) funds the working capital of the Side by Side Program, designed to improve the engagement, attendance and learning outcomes of students in Years 1 to 4. The Program prioritises working with Aboriginal and Torres Strait Islander students, who experience higher than average rates of school absenteeism and lower attainment levels than the rest of the student population. SVA partnered with Berry Street, the Victorian Aboriginal Child Care Agency (VACCA) and the Victorian Government to develop the Program, as well as structure the outcome measurement, contracts and financing that enable the Program to be delivered.

A foundational opportunity presented by Side by Side has been in working with Berry Street and VACCA to combine their separate wisdoms into an integrated program. A key component of this has been to strive to understand how the needs of First Nations families and students can be met in order to provide coherent, culturally respectful and appropriate support through the Program. Another has been to ensure that the negotiations and program design decisions behind the SIB take place in a culturally safe environment with adequate space and authority given to First Nations stakeholders.

It is anticipated that approximately 25% of the students participating in

the Program over five years will be Aboriginal and Torres Strait Islander people. In practice this proportion can vary from school to school and year to year. Covid-19 has created many complexities to navigate, with implications for both the school environment as well as differences in the two organisations' approaches to providing support. Overall, resourcing and delineation of support have emerged as operational intricacies, which have required collaborative and respectful steps to address, leading to learnings for all parties.

As the program grows in scale and the challenges of Covid-19 recede, SVA will strive to continue deepening our understanding of and support for this special 'blended' program, to ensure that it meets the needs of all First Nations stakeholders.



[LEARN MORE](#)

POLICY & ADVOCACY

OVERVIEW OF FIRST NATIONS ADVOCACY

We believe that self-determination, as set out in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), is the foundational driver of better outcomes for Aboriginal and Torres Strait Islander peoples. It is clear from our professional experiences that embedding the voices of First Nations peoples in decision making is a precondition to improving health and wellbeing outcomes. First Nations peoples know what works in their communities, and they are the experts in their own lives.

SVA advocates to government for change on issues where our work has enabled us to develop perspectives that may inform policy and practice for the better. On First Nations issues, our perspectives are shaped by the recommendations and voices of Aboriginal and Torres Strait Islander peoples and organisations with whom we have worked. However, we believe that the views and perspectives of First Nations peoples and organisations must be prioritised. We aspire to be a good ally and seek to amplify those views and voices, rather than seeking to lead debate ourselves.

Where we believe our own perspectives can contribute to thinking and debate, and our involvement can be helpful and impactful, we have advocated for change. For example, in 2020 SVA responded to the Productivity Commission's draft [Indigenous Evaluation Strategy](#). Our observations and recommendations were based on significant expertise in the evaluation space, including our previous work with and for First Nations organisations, and centred around our

recognition of data sovereignty as critical to self-determination.

In 2021, SVA submitted a letter in response to the [Indigenous Voice Interim Report](#), adding our voice to those calling for Constitutional reform. We had previously declared our support for the Uluru Statement of the Heart and the establishment of a First Nations Voice enshrined in the Constitution. Following the release of the Interim Voice Report on the co-design process for a First Nations Voice, we reaffirmed our support, voicing our belief that the Australian Government should create such a Voice and protect it within the Australian Constitution. Our submission also noted that, consistent with the principles of self-determination, the views and perspectives of First Nations peoples and organisations must be prioritised in discussions about the Voice.

In future, SVA will continue to seek to be a strong ally to First Nations people and organisations, listening before we speak, using our platform to elevate the voices of First Nations people and organisations, and adding our own voice in support as appropriate. We also seek to continue to deepen our collective knowledge of First Nations people, communities and culture, including through the actions outlined in this RAP, so that our advocacy on all issues is better informed by First Nations perspectives.



[LEARN MORE](#)

PROGRAMS

YOUNG CHILDREN THRIVING/SNAICC PARTNERSHIP

SVA is working in partnership with [SNAICC](#) (the national peak body for First Nations children) to support a strong and vibrant First Nations early learning sector with the goal of helping children and families to access quality early learning and thrive.

We know that services are more accessible and effective for First Nations children when they are culturally safe, community-led and employ First Nations people. However, early childhood services face a range of operational and system-wide challenges that impact on their capacity to deliver high quality and accessible services. SVA and SNAICC have been working together to pilot and scale an innovative state-wide First Nations community-controlled intermediary service ('emerging peak') model to strengthen the quality, sustainability, reach and agency of First Nations early learning services.

Three such emerging peaks will be trialled over the next 3 years in NSW, WA and Victoria, codesigned with the community-controlled services from each respective jurisdiction. The emerging peaks will provide a range of supports responsive to services' needs, including collective voice and advocacy, workforce development, service integration, First Nations programming

and compliance with the National Quality Standards.

Our vision is to see strong community-controlled infrastructure to support and represent Aboriginal and Torres Strait Islander early years services to deliver high quality, responsive and accessible services to First Nations children and families across Australia and contribute to equality for Aboriginal and Torres Strait Islander peoples.



[LEARN MORE](#)

A PASSIONATE TEAM

At SVA, we believe that reconciliation is everybody's responsibility. As a non-First Nations organisation, our discussions and decision-making around our RAP have been informed and guided by First Nations peoples through engagements with our First Nations staff, Board members, partner organisations and other close stakeholders.

However, we do not want our First Nations team members to carry the burden of encouraging awareness, commitment or activity from our Board, Leadership Team, RAP Working Group and staff.

As such, our RAP Working Group is purposefully driven by our non-First Nations staff members. We are sincerely grateful to everyone who has shared their knowledge and insights with us as we seek to understand our role in reconciliation more deeply, along with the actions we can take to realise it. Our First Nations Practice Lead, Desmond Campbell, who is of the Gurindji (Southern-Western Desert) and the Ngalakan (South-East Arnhem Land) people, leads SVA's First Nations strategy and attends our RAP Working Group meetings to ensure alignment. The First Nations Practice Lead sits on the Leadership Team and reports into SVA's CEO and Board.

Matthew Deeble, Executive Director of Strategic Business Operations is our RAP Sponsor, sitting on the Leadership Team and championing leadership engagement with the RAP.

RAP WORKING GROUP

- > RAP Sponsor: Matthew Deeble, Executive Director, Strategic Business Operations
- > RAP Co-Chair: Simon Crabb, Associate Director, Programs
- > RAP Co-Chair: Annabel Downing, Consultant
- > First Nations Practice Lead: Desmond Campbell
- > Alana Moxon, Office Coordinator
- > Brendan Ferguson, Director, Consulting
- > Chelsea Stanway, Manager, Consulting
- > Doug Hume, Principal, Consulting
- > Emma Sydenham, Director, Early Childhood
- > Harvey Jaques Mitchell, Graduate, Consulting
- > Heather McQuiggin, Director of People and Culture
- > Jessica Daniels, Operations Manager, The Connection
- > Johanna Alpuerto, Office Manager
- > Joseph McHardy, Advisor, People and Culture
- > Kamilie Odilao, Administrative Coordinator, Consulting
- > Karen Prout, Editor, SVA Quarterly
- > Kate Eccles, Manager, Consulting
- > Katherine Sivieng, Director, Finance
- > Lara Drieberg, Consultant
- > Louise Campbell, Director, Consulting
- > Nick Johns, Associate Director, Education – The Connection
- > Patricia Gomez Fernandez, Senior People and Culture Advisor
- > Sally Garis, Manager, Consulting
- > Suzanne Cridge, Director, Education – The Connection
- > Susan Whillas, Employer Engagement Lead
- > Tim Pullen, Manager, Impact Investing

RAP WORKING GROUP GOALS

- > Input RAP targets to each Business Unit plan and track progress against them, sharing back regularly with the team to encourage action and drive progress – **Governance Action 3**
- > Incorporate our First Nations Practice Principles in each Business Unit to guide our ways of working and ensure all engagements with First Nations peoples and communities are centred around our vision for reconciliation – **Relationships Action 2**
- > Provide learning opportunities for all staff, including cultural safety training and reviews of cultural competency requirements for different staff roles – **Respect Action 1**
- > Continue developing two-way, reciprocal partnerships with First Nations people and organisations to strengthen our work by ensuring the voices of First Nations people are kept at the centre of our engagements – **Relationships Action 1**

A SUPPORTIVE LEADERSHIP TEAM

For this RAP we have built deliverables into each Business Unit to increase engagement across teams and tailor our actions to best meet their unique contexts. Responsibility for these deliverables lies with SVA's Leadership Team. Each of them have been directly involved in the preparation of this RAP, pushing us to think deeply about our commitments and helping bring an organisation-wide context to our discussions. They are collectively accountable for progress against our deliverables to ensure the RAP is embedded across the organisation.

- > **Chief Executive Officer:** Suzie Riddell
- > **First Nations Practice Lead:** Desmond Campbell
- > **Executive Director, Strategic Business Operations:** Matthew Deeble
- > **Director, Public Affairs:** Patrick Flynn
- > **Executive Director, Consulting:** Susie King
- > **Executive Director, Impact Investing:** Rebecca Thomas



MEET OUR LEADERSHIP TEAM

The [SVA Board](#) has a strong commitment to supporting the implementation of our First Nations Strategy and RAP. We thank them for their dedication and substantive contributions.

CHALLENGES IN OUR RECONCILIATION JOURNEY

SVA is not a First Nations organisation. We have made mistakes and, in some cases, have fallen short as an ally. However, we continue to learn from past mistakes and are determined to continue adapting and reinforcing our commitment to reconciliation.

We have had challenges in meeting some past RAP targets. We have reviewed the reasons behind these failures, and present new ways to progress those targets in this RAP. For the purpose of transparency, learning and growth, we have included details here on our challenges.

STAFF ENGAGEMENT BEYOND PARTICIPATION IN EVENTS

We will provide more opportunities for staff to engage with RAP targets by embedding them into individual business plans. Each Business Unit will have tailored First Nations Practice Principles that help to align everyday ways of working with our reconciliation vision.

EMPLOYMENT CHALLENGES IN RECRUITMENT AND RETENTION

Specific challenges have centred around the attraction of First Nations candidates to advertised roles. Work is currently underway to establish a panel of First Nations-operated recruitment agencies. Retention has been impacted by our ongoing needs to improve our learning and implementation of cultural safety protocols and training for all staff. We will continue to work on our recruitment pathways for First Nations people, with commitments outlined in this RAP. We will maintain our practice of partnering with First Nations consultants or organisations to ensure we strengthen the First Nations voice in our work.

RESOURCING CONSTRAINTS HINDERING PROGRESSION TO COMMITMENTS AND PLANNING FOR EVENTS

We will look to divide RAP commitments across the Working Group to alleviate strain on individuals and encourage new members to join the group to increase support.

TRACKING PARTNERSHIPS AND PROCUREMENT SPEND

We are embedding new ways to categorise invoices and record data about First Nations businesses we work with. We have also made progress on aligning our procurement strategy across teams and systems.

BUILDING TWO-WAY, RECIPROCAL PARTNERSHIPS WITH FIRST NATIONS ORGANISATIONS

Each business unit will have their own targets and strategies for building partnerships, guided by the First Nations Practice Principles. As an organisation we will continue to seek opportunities to initiate and maintain reciprocal partnerships.

STANDARDISED CULTURAL COMPETENCY MODEL NOT SUITABLE FOR ALL STAFF

Staff feedback has indicated that our standardised cultural competency model is not suitable for all staff, and not always sufficient for those staff working directly with First Nations communities. We will review our cultural competency training for different roles across the organisation to advance our cultural learning, ensuring it is tailored for our diverse organisation and engagements. We will also introduce cultural safety training to ensure the safety of both our workplace and our work engagements.



RELATIONSHIPS

SVA works with partners to help create an Australia where all people and communities thrive.

We put people at the centre, so that everybody has a fair opportunity to flourish. SVA works to identify and support organisations and initiatives to achieve their ambitions. We will ensure all relationships with First Nations organisations and communities are trusting, deep and reciprocal.

Focus area: We will continue to strengthen our relationships with First Nations people, communities and organisations, ensuring they are built on reciprocity. We will learn from these relationships to improve our practice so we can best support the vision of First Nations peoples and a reconciled Australia.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with 4 local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve our First Nations Practice Principles.	Oct 2022, 2023, 2024	First Nations Practice Lead
	Review, update and implement an engagement plan as part of the First Nations Strategy to work with Aboriginal and Torres Strait Islander stakeholders.	May 2023, 2024, 2025	First Nations Practice Lead and Executive Director Consulting
	Formalise and maintain ~6 two-way partnerships ⁷ , built on reciprocity, with Aboriginal and Torres Strait Islander communities or organisations.	Oct 2022, 2023, 2024	Executive Director Consulting and Leadership Team
	Ensure that where feasible, our work that directly impacts First Nations people or communities has a First Nations staff member or advisor involved (internal or external) in the preparation of proposed work, community engagement and final deliverables.	Oct 2022, 2023, 2024	Executive Director Consulting and Leadership Team
2. Embed our First Nations Practice Principles to guide our work across the organisation.	Each Business Unit to tailor the First Nations Practice Principles to their own practice to guide ways of working and to engage all staff to drive reconciliation outcomes	May 2023, 2024, 2025	Executive Director Strategic Business Operations and Leadership Team
	Seek feedback from First Nations communities and organisations we engage with to verify alignment with our First Nations Practice Principles and seek opportunities to improve our engagements.	Oct 2022, 2023, 2024	First Nations Practice Lead and Leadership Team
3. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's annual NRW resources and reconciliation materials to all staff via all staff email.	May 2023, 2024, 2025	RAP Co-Chairs
	RAP Working Group members to participate in 2 external NRW events.	27 May-3 June 2023, 2024, 2025	RAP Co-Chairs
	Encourage and support staff and senior leaders to participate in at least 1 external event to recognise and celebrate NRW.	27 May-3 June 2023, 2024, 2025	RAP Co-Chairs and Leadership Team
	Organise at least 2 internal NRW events, including at least one organisation-wide NRW event each year. <ul style="list-style-type: none"> Invite First Nations groups or individuals into our office to connect and share experiences in line with NRW theme e.g. through all staff learning events. 	27 May-3 June 2023, 2024, 2025	RAP Co-Chairs
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2023, 2024, 2025	RAP Co-Chairs
4. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Dec 2022, 2023, 2024	Executive Director Strategic Business Operations

⁷ As defined in the Impact Report: A partnership is a mutually beneficial relationship where both parties have equal input into goal setting. This does not include a commercial relationship (eg. Service delivery, sub-contracted work, funding relationships, contracting services, or providing pro bono support). Formal partners refer to partnerships that have been formalised with a contract or memorandum of understanding (MOU). An informal partnership may include those where there is an ongoing relationship between organisations however the scope and timeframe for working together has not been defined.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4.	<p>Communicate our commitment to reconciliation publicly through our website and other communication and marketing channels.</p> <p>Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.</p> <p>Collaborate with ~4 RAP or other like-minded organisations to implement ways to advance reconciliation.</p> <p>Share RAP Newsletter regularly via all-staff emails and provide information about important current events, stories and/or history, raising awareness of our RAP and reconciliation.</p> <p>Promote reconciliation through stories and reflections from First Nations people or organisations we have a relationship with, via SVA communication channels.</p> <ul style="list-style-type: none"> Including by sharing learnings and insights from our work with First Nations organisations and communities to contribute to sector knowledge, through at least 2 SVA Quarterly articles per calendar year, as well as other communication channels (SVA eNews, social media) where appropriate and relevant. <p>SVA RAP Working Group Co-Chairs or other Working Group Members to attend Quarterly Reconciliation Australia Leadership Gatherings to learn from and connect with other RAP leaders.</p> <p>SVA Leaders to use our voice and platform to take a strong stance on issues relating to First Nations equality and elevate the voices of First Nations people and organisations e.g. advocacy campaigns and or through public statements.</p> <p>Determine an approach to enhance our current IP policies to include an Indigenous Cultural and Intellectual Property policy.</p>	<p>Oct 2022, 2023, 2024</p> <p>Oct 2022, 2023, 2024</p> <p>Oct 2022, 2023, 2024</p> <p>Oct 2022, 2023, 2024</p> <p>Oct 2022, 2023, 2024</p> <p>Oct 2022, 2023, 2024</p> <p>Oct 2022, 2023, 2024</p> <p>Oct 2023</p>	<p>Director of Public Affairs and Leadership Team</p> <p>Director of Public Affairs and Leadership Team</p> <p>Director of Public Affairs and Leadership Team</p> <p>RAP Co-Chairs and Working Group</p> <p>Director of Public Affairs and Leadership Team</p> <p>RAP Co-Chairs</p> <p>Director of Public Affairs and Leadership Team</p> <p>Director of Public Affairs and Leadership Team</p>
5. Promote positive race relations through anti-discrimination strategies.	<p>Continuously improve HR policies and procedures concerned with anti-discrimination, informed by expert advice and the United Nations Declaration on the Rights of Indigenous Peoples.</p> <p>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy and practices.</p> <p>Implement and communicate an anti-discrimination policy and practice for our organisation.</p> <p>Provide ongoing education opportunities for senior leaders and managers on the effects of racism and personal biases.</p> <p>Provide ongoing space for discussion and education opportunities for all staff on the effects of racism and personal biases, including at least 1 all staff learning and discussion session each year.</p> <p>Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.</p>	<p>Oct 2022, 2023, 2024</p> <p>Oct 2022, 2023, 2024</p> <p>Oct 2022, 2023, 2024</p> <p>Oct 2022, 2023, 2024</p> <p>Oct 2022, 2023, 2024</p> <p>Oct 2022, 2023, 2024</p>	<p>Executive Director Strategic Business Operations</p> <p>Executive Director Strategic Business Operations, Cultural Advisor and Leadership Team</p> <p>Executive Director Strategic Business Operations, Cultural Advisor and Leadership Team</p> <p>Executive Director Strategic Business Operations</p> <p>Executive Director Strategic Business Operations and RAP Co-Chairs and Working Group</p> <p>Director of Public Affairs and Leadership Team</p>

RESPECT

We respect difference and value the experience and expertise of others.

We will continue to respect First Nations peoples, knowledge, histories and cultures through our work. We will embrace opportunities to elevate cultural knowledge and traditions. We will actively seek opportunities to listen, learn and improve our practice to ensure we are working respectfully with First Nations peoples and communities.

Focus area: We will continue to build our knowledge of First Nations peoples, histories and cultures and work towards embedding culturally safe environments in our workplace and practices

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. 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, with support from a First Nations cultural advisor.	Dec 2022	Executive Director Strategic Business Operations
	Determine an approach to measure and evaluate changes in workplace culture and work practice as a result of cultural learning.	May 2023	Executive Director Strategic Business Operations
	Implement and communicate a cultural learning strategy for our staff which engages First Nations communities, with support from a First Nations cultural advisor.	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations and Cultural Advisor
	Commit all staff to undertake formal and structured cultural learning. <ul style="list-style-type: none"> • Within the first six months of starting at SVA all new staff to complete the compulsory online cultural competence training course provided through Centre for Cultural Competence Australia. • Staff to continue to refresh cultural competence each year through structured learning and experiences in the form of online learning, all staff activities or guest speakers, and invite Board members. • All staff to undertake at least one face-to-face cultural learning activity per year, connecting with First Nations People to ensure we have live knowledge, where possible on Country. • All staff who interact regularly through the course of their work with Aboriginal and Torres Strait Islander organisations or people (e.g. Consulting team members who work with First Nations clients) will be required to undertake additional cultural competence training tailored to these interactions. 	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations
	Pilot the engagement of Cultural Mentors on high priority Consulting engagements to support the cultural competence of SVA Consulting staff and the cultural safety of SVA staff, partners and clients.	Oct 2022, 2023, 2023	First Nations Practice Lead and Executive Director Consulting
	Introduce cultural safety training for all staff to ensure First Nations staff and other staff from diverse backgrounds feel safe at work and our clients feel safe working with SVA. <ul style="list-style-type: none"> • Include a Workplace Cultural Diversity Assessment as part of our staff engagement measurement. 	May 2023	Executive Director Strategic Business Operations and Cultural Advisor
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, by providing information on the home page of our intranet and providing desktop cards for our office locations.	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations and RAP Co-Chairs
	Implement and communicate a central cultural protocol resource, including protocols for Welcome to Country, Acknowledgement of Country, partnering with First Nations organisations and meaningfully engaging with communities.	Oct 2022, 2023, 2024	First Nations Practice Lead and Leadership Team
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocols such as smoking ceremonies for at least 4 significant events each year.	Oct 2022-2024	RAP Co-Chairs and Leadership Team
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events including our online platforms.	Oct 2022, 2023, 2024	Director of Public Affairs and Leadership Team
Display an Acknowledgment of Country plaque in each of our 4 offices or on our buildings.	Oct 2022	Director of Public Affairs and RAP Co-Chairs	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other significant cultural and historic events.	RAP Working Group to participate in an external NAIDOC Week event.	July 2022, 2023, 2024	RAP Co-Chairs and Working Groups
	Review HR policies and procedures to remove barriers to staff participating in significant events throughout the year, including NAIDOC Week.	Oct 2022	Executive Director Strategic Business Operations
	Support all staff to participate in significant events throughout the year, including at least one NAIDOC Week event in our local area.	July 2022, 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support an external NAIDOC Week event each year.	July 2022, 2023, 2024	Leadership Team and RAP Co-Chairs

OPPORTUNITIES

SVA recognises the importance of supporting First Nations voices and our role in amplifying these.

We will continue to look for opportunities to embed First Nations voices in our work and amplify the work of First Nations organisations through our networks. We have a unique role to play in supporting First Nations organisations to achieve their goals, as well as holding a platform that can further promote their work.

Focus area: We will focus on developing employment pathways, strategies and partnerships to ensure our work is informed by First Nations voices.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff and partner with a First Nations advisor to consult on our recruitment, retention and professional development strategies to build our value proposition to First Nations professionals.	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
	Review and update an Aboriginal and Torres Strait Islander recruitment and retention strategy. <ul style="list-style-type: none"> • Determine an approach to formalising employment pathways for graduates through partnering with an organisation such as Career Trackers. • Determine an approach to formalising employment pathways for other staff levels. 	Dec 2022, 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
	Develop and implement a professional development strategy for First Nations staff at all levels.	April 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2022, 2023, 2024	Executive Director Strategic Business Operations
	Determine how to best elevate the voices and perspectives of First Nations employees, value them and actively support them.	April 2023, 2024	Executive Director Strategic Business Operations
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions by creating tailored professional development and leadership opportunities e.g. First Nations leadership training, mentoring or shadowing opportunities.	April 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
	Exceed 3% First Nations staff across the organisation.	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
	Continue to support at least two Aboriginal and Torres Strait Islander internships per year.	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
Explore longer-term partnership opportunities with an employment pathway organisation such as Career Trackers.	Oct 2023	Executive Director Strategic Business Operations and Leadership Team	
2. 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, with Business Unit specific targets.	May 2023, 2024, 2025	Director of Finance and Leadership Team
	Investigate Supply Nation membership and other state and Territory relevant Aboriginal and Torres Strait Islander membership base bodies that support the economic development of Aboriginal and Torres Strait Islander business.	Oct 2022	Director of Finance and Leadership Team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2.	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Oct 2023, 2024	Director of Finance, RAP Co-Chairs and Working Group and Leadership Team
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Oct 2022, 2023, 2024	Director of Finance
	Maintain commercial relationships with 5 Aboriginal and/or Torres Strait Islander businesses.	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
	Target \$50,000 annual procurement of Aboriginal and/or Torres Strait Islander businesses and look for opportunities to increase this throughout the RAP period.	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	Oct 2022-2024	Director of Finance and Leadership Team
3.	Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other significant cultural and historic events.	Ensure SVA continues to have at least one active Aboriginal and/or Torres Strait Islander representative on our Board, and a succession plan in place.	June 2022, 2023, 2024, 2025
	SVA Board to participate and endorse a formal First Nations engagement plan as part of the First Nations Strategy.	Oct 2022, 2023, 2024	CEO and SVA Board
	Ensure our Practice Principles reflect the need to include First Nations People in the design, delivery and evaluation of projects, to improve access to, and the use of evidence in implementation.	Oct 2022, 2023, 2024	First Nations Practice Lead and Leadership Team
4.	Use SVA's position and voice to influence other organisations working with First Nations communities	Elevate our First Nations Practice Principles to be the 'benchmark' for how corporate and non-profit organisations should work with First Nations communities.	Oct 2022, 2023, 2024
	Determine an approach to strengthen the First Nations-controlled charity sector with actions detailed in Business Unit Plans.	May 2023, 2024, 2025	Executive Director Strategic Business Operations and Leadership Team

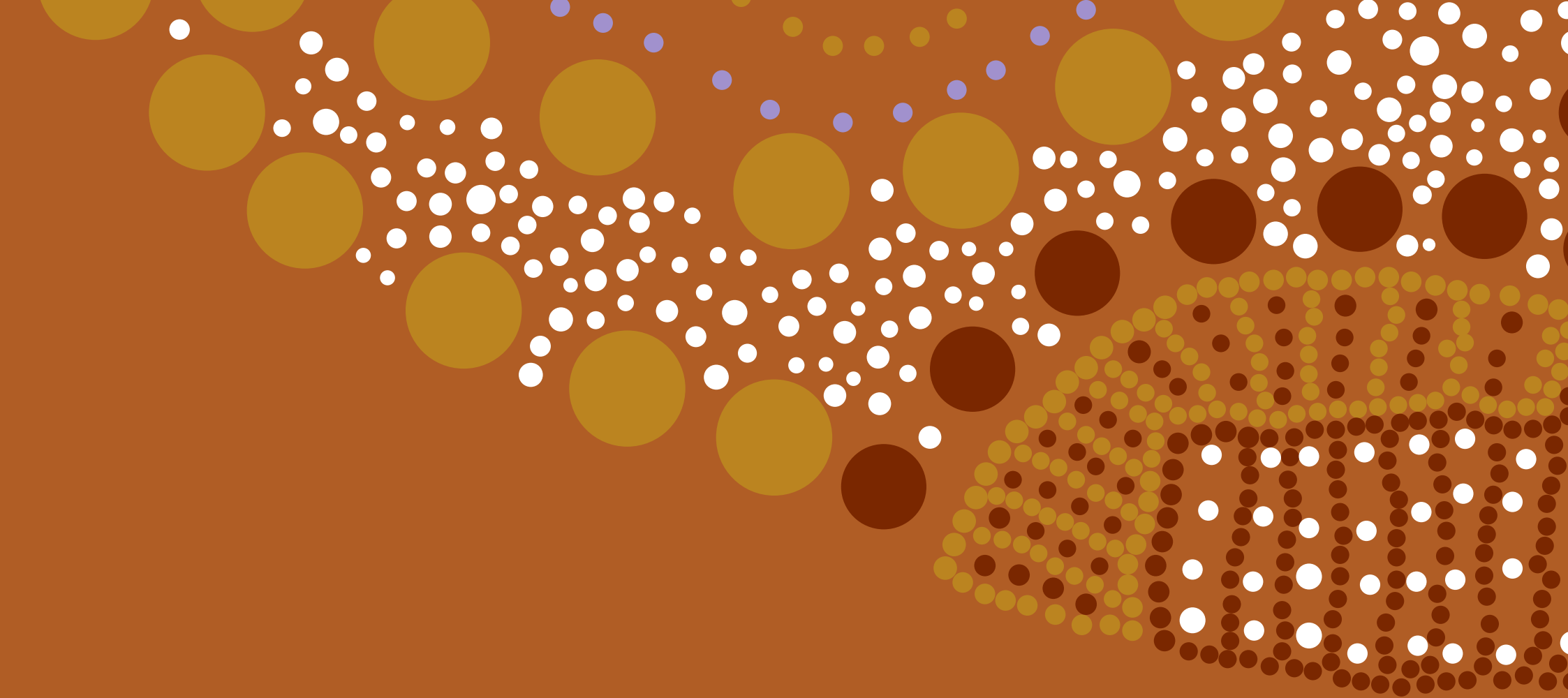
GOVERNANCE

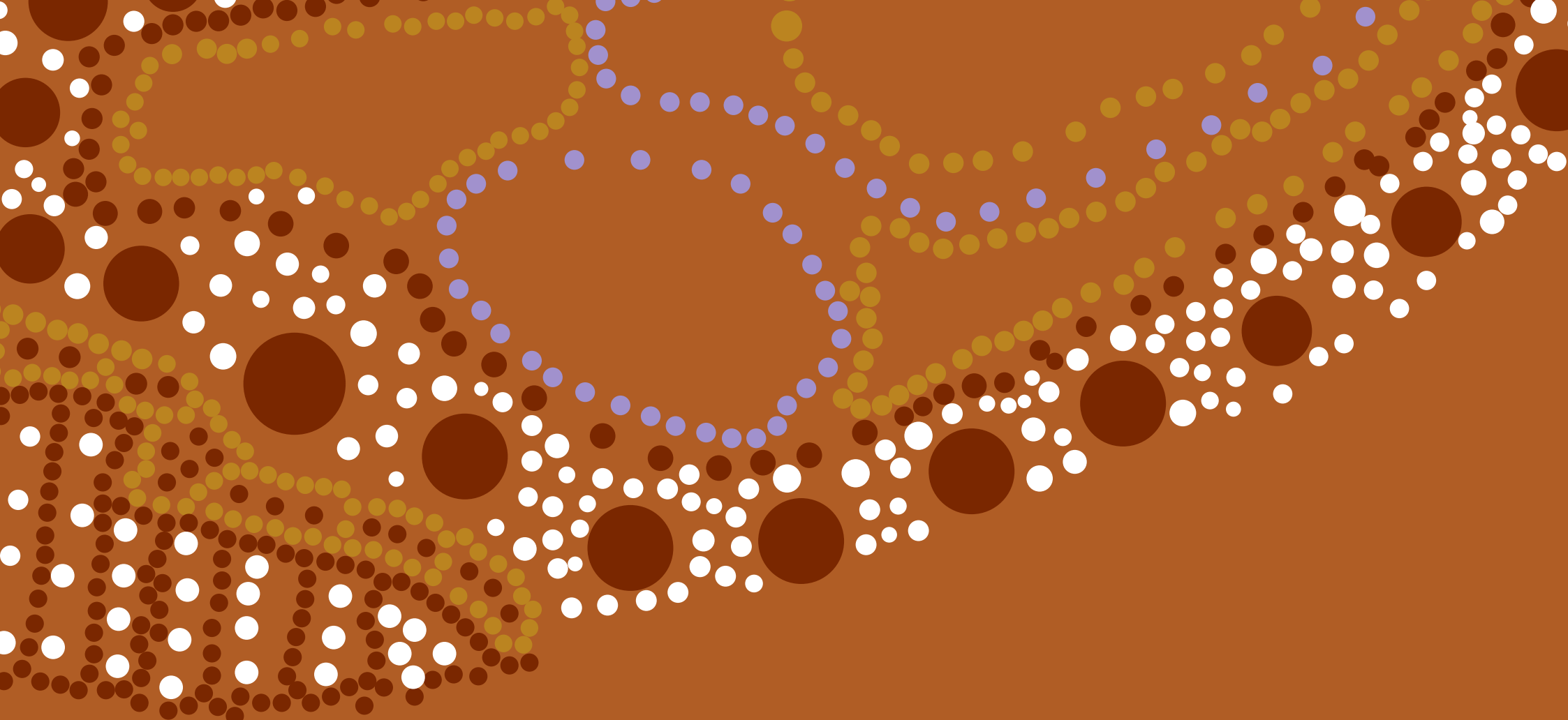
We acknowledge that implementation of this RAP will require embedding actions and goals in existing governance structures for these to be kept accountable and front of mind across the SVA Board, Leadership Team and organisation.

Focus area: Maintain First Nations representation on the Leadership Team and embed RAP deliverables into business plans for each business unit.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish a First Nations advisory and operational sub-committee to the SVA Board.	Research and consult with First Nations-led experts to design a best practice governance model suitable for SVA.	Oct 2022, 2023	First Nations Practice Lead, Leadership Team, SVA Board
	Establish the First Nations advisory and operational sub-committee to provide ongoing advice on SVA's core strategic First Nations priority areas, and support relevant operations.	Oct 2023, 2025	First Nations Practice Lead, Leadership Team, SVA Board
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Oct 2022, 2023, 2024	Leadership Team and RAP Co-chairs
	Continue to apply a Terms of Reference for the RWG.	Oct 2022, 2023, 2024	RAP Co-Chairs
	Meet at least four times per year to drive and monitor RAP implementation.	Feb, May, Sept, Oct 2022, 2023, 2024, 2025	RAP Co-Chairs
3. Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	Oct 2022, 2023, 2024	RAP Co-Chairs and Leadership Team
	Embed key RAP actions in performance expectations of senior management and all staff.	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	Oct 2022, 2023, 2024	RAP Co-Chairs and Leadership Team
	Maintain an internal RAP Champion from senior management.	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
	Include our RAP as a standing agenda item at Leadership Team meetings.	Oct 2022, 2023, 2024	Executive Director Strategic Business Operations and Leadership Team
	RAP targets and resource allocation to be reviewed and included in annual Business Unit planning process.	May 2023, 2024, 2025	Executive Director Strategic Business Operations and Leadership Team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sept 2022, 2023, 2024	Leadership Team and RAP Co-Chairs
	Review progress against Business Unit RAP targets at a team level each quarter, seeking team input on strategies to progress targets.	Feb, May, Sept, Nov 2022, 2023, 2024, 2025	RAP Co-Chairs and Leadership Team
	Report RAP progress to Board quarterly.	Mar, June, Oct, Nov 2022, 2023, 2024, 2025	Executive Director Strategic Business Operations and RAP Co-Chairs
	Report RAP progress and celebrate achievements, sharing with all staff and senior leaders quarterly.	Feb, May, Sept, Nov 2022, 2023, 2024, 2025	Executive Director Strategic Business Operations and RAP Co-Chairs
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Oct 2022, 2023, 2024	Leadership Team, Executive Director Strategic Business Operations and RAP Co-Chairs
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2022, 2024	RAP Co-Chairs
5. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024	RAP Co-Chairs
	Distribute to external stakeholders for review and feedback.	Feb 2025	RAP Co-Chairs





Name: Simon Crabb & Annabel Downing

Position: RAP Co-chairs

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