



INNOVATE

RECONCILIATION ACTION PLAN *2.0*

MAY 2023 – MAY 2025





ACKNOWLEDGEMENT OF COUNTRY

We acknowledge that we walk, live and work on traditional Aboriginal lands, and we pay our respects to Elders past, present, and emerging.

Junction celebrates the diversity, strength and resilience of Aboriginal and Torres Strait Islander peoples. We acknowledge the grief, trauma and loss of past and present harm and are committed to working together to create opportunities for healing, learning, growth and a brighter future.



OUR VISION

We recognise Aboriginal and Torres Strait Islander peoples as our nation's First Peoples. We also know Aboriginal peoples continue to be over-represented in the proportion of South Australians seeking homelessness and housing services, and within the child protection system. These outcomes result from the lasting impacts of colonisation, traumas suffered through the stolen generations as well as current injustices such as over representation in child protection and corrections, unemployment, low education levels and poor health.

Our vision for reconciliation is for an Australia which embraces unity, equality, and equity – where negative race relations and inequality no longer obstruct the lives of Aboriginal and Torres Strait Islander peoples and their living cultures, identities, and stories are celebrated as part of Australia's national story.

As an organisation, we seek to foster a culturally proud, safe, and inclusive environment for all – including for our staff, children in our care, those who live in our housing, and the communities we serve. This means embedding robust systems to identify and overcome challenges which prevent reconciliation at all levels.



"Reconciliation Australia commends Junction on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP)."

Karen Mundine
Chief Executive Officer, Reconciliation Australia



OUR BUSINESS

Junction is in the business of positive change.

We support over 10,000 South Australians each year – helping them to not just survive but thrive in life. Our ethos, *Freedom to Thrive*, is about effecting long-term positive change for those we work with, and the communities we work in.

Established in 1979, we have grown from a one-site emergency youth accommodation service to a leading social enterprise servicing 33 local government areas, predominantly located on Kaurna and Ngarrindjeri country in South Australia.

We provide safe and stable housing for around 4,500 people across the State through our social housing program, along with affordable housing options for South Australian home buyers. With a strong focus on community development, we also work to empower people and create safe, connected and resilient neighbourhoods contributing to strong communities.

Currently, Junction employs over 300 staff, including students and volunteers across three main sites –

Parkside, Marion and Goolwa, in addition to our community centres at Hackham and on Kangaroo Island. As of 2022, six of our staff currently identify as Aboriginal and/or Torres Strait Islander people and we are committed to growing this in our future.

Our reach and impact is supported by Government and the generosity of stakeholders, supporters, industry and service partners, and community. Within this sphere of influence, we seek to engage and share knowledge with the goal of inspiring or affecting cultural and procedural change across our networks. Specifically, this will include:

- other community housing providers
- organisations associated with child protection
- community service providers
- advocacy organisations
- partners in development and property
- contractors and consultants

Outside our immediate sphere of influence, we also seek to publicly promote our support of Reconciliation.

Our Services Include:



Housing and Urban Development



Residential Care
including therapeutic support for children in State care who can't be placed with foster families



Foster Care



Homelessness Services



Domestic Violence Services



Community Centres – Hackham and Kangaroo Island



OUR RAP

Junction acknowledges the positive contribution that culture can have on our workplace and the lives of the people we work with. We are committed to our Reconciliation Action Plan.

Our reconciliation journey aims to support greater opportunities for and with Aboriginal and Torres Strait Islander staff, improve service delivery for Aboriginal and Torres Strait Islander clients and tenants, and build connections with Aboriginal and Torres Strait Islander communities, stakeholders and other businesses or organisations that share our vision for reconciliation.

Positions in the action group are voluntary and open to all staff who are passionate about reconciliation. Staff are encouraged to engage and this is considered to be part of their core role in the organisation.

There is a strong belief in the organisation that reconciliation is everybody's responsibility. Reconciliation requires non-Aboriginal and Torres Strait Islander Australians to recognise the difficult and racist past Aboriginal and Torres Strait Islander peoples have and still endure, and understand the complex, inter-related and inter-generational issues facing them today.

Understanding Aboriginal and Torres Strait Islander cultures and histories will help gain and maintain respectful relationships now and in the future. Junction is on a journey to move beyond just 'awareness' toward a culture of true allyship actively seeking to remove both overt and covert racism from our business. It is expected that all staff work together to deliver inclusive and sustainable outcomes for Aboriginal and Torres Strait Islander staff, clients and communities, and intends to implement commitment statements, actions and initiatives that will reflect this to Aboriginal and Torres Strait Islander peoples.



RECONCILIATION SO FAR

Junction has been providing services to Aboriginal and Torres Strait Islander peoples for many years. Currently about 9% of Junction's social housing tenants and around 3.5% of our community services clients identify as Aboriginal and/or Torres Strait Islander peoples.

With the completion of our first Innovate RAP, we have laid the foundations for meaningful action across our organisation. This includes developing and adopting policies and plans for advancing reconciliation in four key areas – led by four respective working groups:



Cultural Learning and Employment



Communications and Events



Procurement



External Partnerships

Developing the cultural competency of our staff was an area of focus during Innovate, to ensure we can provide services which are culturally

respectful and safe. With the appointment of an Aboriginal Cultural Advisor in 2021, we have seen an acceleration in cultural learning within the organisation – highlighted by the development and adoption of a Cultural Learning Plan and the introduction of the CUBE (Cultural Understanding, Better Engagement) Training for 100% of staff.

Junction has held several events to celebrate significant cultural dates, including staff-focused events across our worksites and events within community. The action group has also actively engaged with staff across the organisation to raise awareness of the RAP process and Junction's commitment to reconciliation. We have also created and adopted plans which focus on Aboriginal and Torres Strait Islander employment, traineeship and procurement.

While there has been great progress, we have also faced significant challenges. Our most substantial challenge continues to be generating and maintaining 'buy-in' across the organisation. This means having support for reconciliation from a management level to staff on the ground. While we have now garnered a good amount of support, especially at a senior level, there are still areas within the business yet to be addressed. Our challenge now, will be to maintain momentum to reach these areas and utilise innovative approaches to target them. Continued proliferation of our mandatory cultural training will also ensure all new staff are brought into the journey from when they join the organisation.

A comparison of Culture Surveys across 2017-2021 has seen an increase in understanding and empathy for Aboriginal and Torres Strait Islander peoples:

2017: 87%

2022: 97%

of respondents feel the relationship between Aboriginal and Torres Strait Islander peoples and other Australians is very important.

2017: 67%

2022: 89%

of respondents strongly support celebrating key reconciliation dates.

2017: 42%

2022: 64%

of respondents would describe their knowledge of the histories of Aboriginal and Torres Strait Islander peoples as high or very high.

2017: 58%

2022: 83%

of respondents strongly support specifically trying to recruit more Aboriginal and/or Torres Strait Islander people as staff into the organisation.



RECONCILIATION ACTION GROUP

An action group was established in 2017 and all initial action group members undertook a two-day cultural respect and safety training workshop with Sharon Gollan and Kathleen Stacey from the Cultural Respect Training & Consultancy. Since then, the action group has been meeting monthly to discuss and build on the RAP.

The action group operates with the advice of our Aboriginal Cultural Advisor and includes representatives from across Junction's business units and levels of governance. The group serves as a central governing body for the four Reconciliation Working Groups - Cultural Learning and Employment; Communications and Events; Procurement; and External Partnerships. Each working group also comprises a cross section of staff from a range of business units and is championed by a member of Junction's Executive Team. Currently, two members of the Group identify as Aboriginal people.

The current members of the Reconciliation Action Group as of April 2023 are:

Name	Position
Tiana Hume (Chair)	Business Analyst – Assets
Douglas Clinch	Aboriginal Cultural Advisor
Alisa Willis (RAP Champion)	Head of Service Impact
Kirsty Wallman (RAP Champion)	Executive Manager, Children and Youth Services
Bonnie Trinh	Senior Marketing and Communications Advisor
Katrina Goodwin	Executive Assistant
Jennifer Langusch	Human Resources Advisor
Kylie Degenhardt	Manager Operations, Child and Youth Services
Tarek Shammaa	Contracts and Procurement Manager
Adele O'Brien	Case Manager, Family Based Care
Katie Cook	Accounts Officer



We are proud to present Innovate 2.0 – our second Innovate Reconciliation Action Plan. Developed by our staff, Innovate 2.0 builds on the achievements, actions and key learnings of Innovate. This Plan reinforces our commitment to enact meaningful change to improve outcomes for Aboriginal and Torres Strait Islander Peoples – both within our organisation and beyond. As an organisation, and as leaders, we are committed to leading reconciliation in our organisation and in our sector.

(L-R) Tony Cole - Head of Property and Finance, Maria Palumbo – Chief Executive and Alisa Willis – Head of Service Impact (RAP Champion)



Top (L-R): Kylie Degenhardt, Sarah Jachmann, Douglas Clinch and Tarek Shammas.
 Bottom (L-R): Bonnie Trinh, Tiana Hume (Chair), Kirsty Wallman (RAP Champion) and Jennifer Langusch.

RELATIONSHIPS



Reflection

Effective reconciliation requires building respectful, trusting relationships between Aboriginal and Torres Strait Islander and non-Indigenous Australians. This involves listening to and understanding the perspectives and experiences of Aboriginal and Torres Strait Islander peoples, acknowledging and addressing the impacts of colonisation and intergenerational trauma, and working together to create meaningful change.

Relationships are key to Junction's work. Strong relationships enable Junction to engage with Aboriginal communities and organisations across SA, collaborate on shared goals, and learn from each other. By building strong relationships, Junction can develop more effective strategies and actions that are informed by the needs and perspectives of Aboriginal and/or Torres Strait Islander people leading to more positive outcomes. Without the support of our service, industry and community partners, creating positive, successful and, importantly, sustainable outcomes for our clients is impossible. We recognise the cultural expertise of Aboriginal and Torres Strait Islander peoples in regard to Aboriginal and Torres Strait Islander peoples, communities and beyond – and seek to build respectful, mutual and productive partnerships to help strengthen outcomes for our clients, collectively.

With the introduction of our Stakeholder Engagement Plan as part of our previous Innovate RAP, we have begun establishing a 'village' of relationships with key Aboriginal organisations across both our child protection and community services spaces. As the value of cultural voice(s) becomes more recognised across the organisation, these relationships have had a natural 'roll on' effect and, outside of formal agreements, organic interactions have also led to partnerships forming in smaller ways. This community-led approach has meant relationship building and engagement at a grass-roots level.

Maintaining momentum and focus on meaningful relationship building for reconciliation will be challenging within an ever-changing and expanding workforce.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>Commit to building, creating and strengthening relationships with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement. This includes forming partnership and undertaking business development activities. Specifically in relation to building cultural knowledge in service delivery and engagement with other Child and Youth Services and community housing providers.</p>	<p>June 2024</p>	<p>Executive Manager, Children and Young People</p>
	<p>Embed Junction’s Stakeholder Engagement Plan to ensure ongoing ‘mutually beneficial’ relationships through MoU’s with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>June 2024</p>	<p>Executive Manager, Children and Young People</p>
	<p>Hold an annual cultural immersion event, starting with a Leader-to-Leader event commissioned by Cultural consultants Ochre Dawn. This event will be attended by Junction Board Directors and Executive Managers as well as key Aboriginal Leaders within the community.</p>	<p>March 2024</p>	<p>Executive Manager, Children and Young People</p>
	<p>Strengthen internal measurement tools and set targets that measure and report the number of formal two-way partnerships with Aboriginal Torres Strait Islander communities and organisations.</p>	<p>August 2023</p>	<p>Executive Manager, Children and Young People</p>
	<p>Develop genuine and authentic relationships with like-minded organisations (including local government) that are built on knowledge and resource-sharing, mutual respect and trust – which amplify collective impact. This will include partnering with the Australasian Housing Institute to develop a network of community housing providers to share good practice models of Reconciliation strategies.</p>	<p>June 2024</p>	<p>Executive Manager, Children and Young People</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and across the business units.	May 2023, 2024	Chair, Reconciliation Action Group
	RAP Working Group members to participate in at least one external NRW event.	May, June 2023, 2024	Chair, Reconciliation Action Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May, June 2023, 2024	Senior Marketing and Communications Advisor
	Organise at least two NRW events each year, including one organisation wide NRW event, each year.	May, June 2023, 2024	Senior Marketing and Communications Advisor
	Register all our NRW events on Reconciliation Australia's NRW website.	March 2023, 2024	Senior Marketing and Communications Advisor
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2024	Senior Marketing and Communications Advisor
	Communicate our commitment to reconciliation publicly through social media channels and website.	June 2024	Senior Marketing and Communications Advisor
	Develop strategies to positively influence our external stakeholders to drive reconciliation outcomes through shared knowledge and experiences.	March 2024	Executive Manager, Children and Youth Services
	Collaborate with external stakeholders to develop innovative strategies that advance reconciliation outcomes through shared knowledge and experiences. An example being establishing Communities of Practice with other organisations in our industry sector.	February 2024	Executive Manager, Children and Youth Services
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.	June 2023	Senior Marketing and Communications Advisor
	Develop resources utilising the artwork commissioned for our RAP to highlight Junction's commitment at events.	May 2023	Senior Marketing and Communications Advisor

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>4. Promote positive race relations through anti-discrimination strategies.</p>	<p>Consult with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisor to development, implement, and communicate an anti-discrimination policy for our organisation.</p>	<p>June 2023</p>	<p>Executive Manager, People & Culture</p>
	<p>Continuously improve HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</p>	<p>December 2024</p>	<p>Executive Manager, People & Culture</p>
	<p>Provide ongoing education for senior leaders and managers on the effects of racism, through sourcing appropriate anti-discrimination learnings.</p>	<p>May 2025</p>	<p>Executive Manager, People & Culture</p>
	<p>Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.</p>	<p>June 2024</p>	<p>Head of Service Impact</p>
<p>5. Improve cultural appropriateness of systems for program and service delivery.</p>	<p>Develop a plan for ongoing consultation and engagement with Aboriginal and Torres Strait Islander Community leaders to enshrine a cultural voice for all strategic planning, program development and decision making.</p>	<p>December 2023</p>	<p>Executive Manager, Children and Young People</p>
	<p>Review existing feedback systems for cultural appropriateness. This includes continual improvement of internal tracking and reporting systems to ensure we can monitor progress and that our RAP commitments are met.</p>	<p>July 2024</p>	<p>Head of Service Impact</p>
	<p>Incorporate reconciliation initiatives into strategic and operational plans, where relevant, to ensure Aboriginal and Torres Strait Islander matters are considered in all our plans.</p>	<p>July 2024</p>	<p>Head of Service Impact</p>

RESPECT



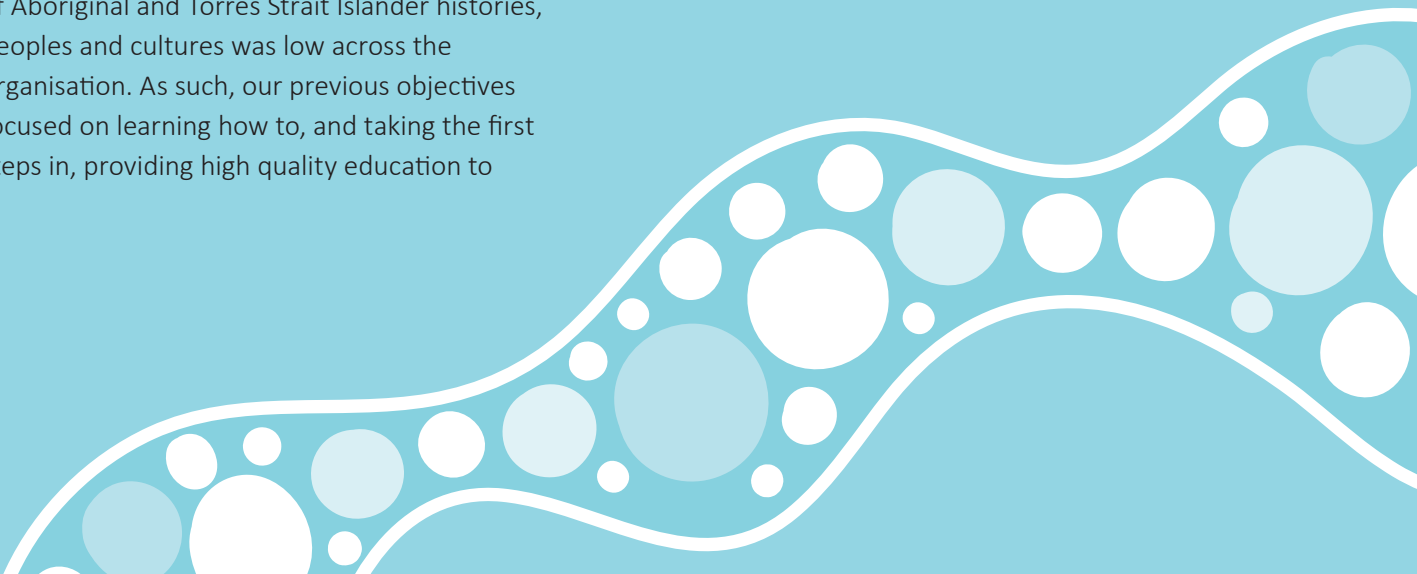
Reflection

Respect involves acknowledging the historical and ongoing impacts of colonisation, which have resulted in the marginalisation and oppression of Aboriginal and Torres Strait Islander peoples. It involves listening to and valuing Aboriginal voices, knowledge, and perspectives, as well as recognising the unique rights and responsibilities that Aboriginal peoples of SA have as the Original Custodians of this land. Junction commits to creating a culturally safe and inclusive environment for Aboriginal and Torres Strait Islander employees, service users, and stakeholders. This includes acknowledging and addressing our nation's shared history, promoting cultural awareness and understanding, and providing opportunities for Aboriginal peoples to contribute to decision-making processes. Junction acknowledges that respect is foundational to building trust, fostering mutual understanding, and creating a more equitable and just society for all.

Upon embarking on our reconciliation journey, we discovered that knowledge and understanding of Aboriginal and Torres Strait Islander histories, peoples and cultures was low across the organisation. As such, our previous objectives focused on learning how to, and taking the first steps in, providing high quality education to

staff, and creating a culture of inclusivity and cultural safety. Along the way, we developed and implemented a cultural learning strategy in consultation with the Aboriginal Cultural Advisor, explored online cultural awareness programs to provide more accessible learning opportunities, established relationships with key Aboriginal service and community organisations, among others. Committing to 100% of our staff undertaking cultural awareness training has meant we have since seen great success in both knowledge and attitudes toward Aboriginal and Torres Strait Islander topics.

Looking ahead, we seek to make our culture of respect more robust, with cultural safety at the forefront of every conversation and business decision. The below deliverables will act as 'checkpoints', as we move toward integrating Respect into the daily operations of our business.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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.	June 2023	Executive Manager, People & Culture
	Evaluate the effectiveness of our cultural learning strategy in consultation with local Traditional Owners and/or Aboriginal and Torres Strait Islander leaders and advisors.	December 2023	Executive Manager, People & Culture
	Embed and continually improve cultural learning strategy document and promote internally and externally.	June 2024	Executive Manager, People & Culture
	Educate and encourage staff to actively engage with the referendum for constitutional change 2023.	December 2023	Chair, Reconciliation Action Group
	100% of staff undertaking formal and structured cultural learning within 12 months of commencement	July 2024	Executive Manager, People & Culture
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023	Senior Marketing and Communications Advisor
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2023	Senior Marketing and Communications Advisor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review May 2023, 2024	Senior Marketing and Communications Advisor
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and public events.	Review May 2023, 2024	Senior Marketing and Communications Advisor
	Display appropriate protocols in our office/s or on our buildings.	August 2023	Senior Marketing and Communications Advisor

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in external NAIDOC Week events.	July 2023	Chair, Reconciliation Action Group
	Embed and monitor HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2023	Executive Manager, People & Culture
	Promote and encourage all staff to participate in at least 1 external NAIDOC event.	July 2023	Senior Marketing and Communications Advisor
	Organise, in consultation with Aboriginal and Torres Strait Islander stakeholders, at least one NAIDOC event each year.	July 2023	Senior Marketing and Communications Advisor
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year.	July 2023	Senior Marketing and Communications Advisor
9. Celebrate Aboriginal and Torres Strait Islander cultures across the organisation.	Publish at least 12 new articles on the Junction website and social media relating to Aboriginal/Torres Strait Islander peoples on an annual basis.	Review May 2023, 2024	Senior Marketing and Communications Advisor
	Celebrate and communicate Aboriginal and Torres Strait Islander days of significance by publishing on the staff Intranet.	Review May 2023, 2024	Senior Marketing and Communications Advisor
	Promote local community events recognising Aboriginal and Torres Strait Islander dates of significance to all staff.	Review May 2023, 2024	Senior Marketing and Communications Advisor
	Seek feedback from all staff on the impact of the visual presence of Aboriginal and Torres Strait Islander cultures, such as flags, artwork and maps in foyers of main buildings.	August 2023	Senior Marketing and Communications Advisor



*Artist Emmarita delivering a workshop
at our Hackham Community Centre*

OPPORTUNITIES



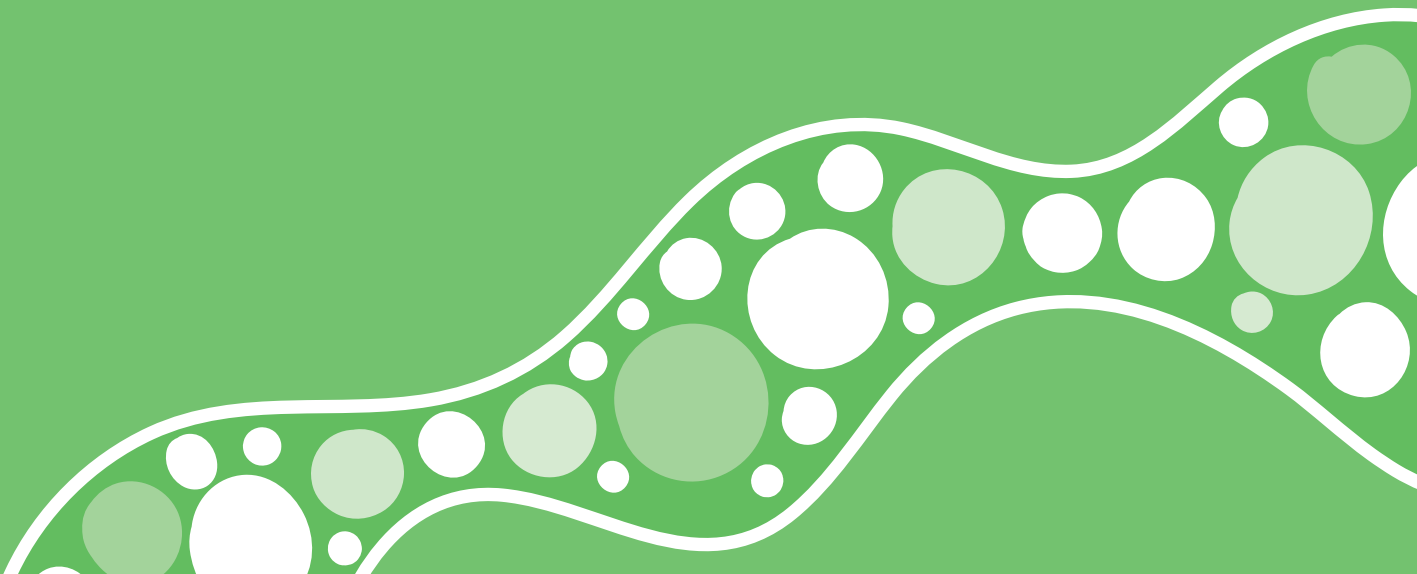
Reflection

Junction recognises the economic and social value Aboriginal and or Torres Strait Islander individuals, services and businesses can bring to Junction's service delivery both in housing and social services.

In exploring opportunities to further involve Aboriginal and Torres Strait Islander peoples and organisations in our services, we initially identified several policies and work practices that limited opportunities for meaningful engagement. A review of several policies and work practices for cultural appropriateness have removed barriers preventing Aboriginal and Torres Strait Islander participation. We have since had the opportunity to build key

relationships with linking organisations to 'Close the Gap' and start Junction on more inclusive processes in procurement, employment and community services. The procurement from local Aboriginal businesses has seen an increase in business participation and the overall percentage of organisational spend with these businesses.

The following deliverables will strengthen these results and help explore opportunities within other, untouched areas of the business.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Continuously improve our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy through engaging with Aboriginal and Torres Strait Islander staff.	June 2024	Executive Manager, People & Culture
	Work with networks to grow our understanding of other agencies' experiences, and share Junction's learnings on how to generate positive employment outcomes.	June 2024	Executive Manager, People & Culture
	Advertise job vacancies through targeted networks (ie. Aboriginal Employment SA) to increase reach to Aboriginal and/or Torres Strait Islander people and communities.	May 2025	Executive Manager, People & Culture
	Commit to recruit Aboriginal and/or Torres Strait Islander representation on Board.	December 2023	Chief Executive
	Engage with Aboriginal and Torres Strait Islander staff to consult on and improve recruitment, retention and professional development strategies.	June 2024	Executive Manager, People & Culture
	Continuously improve HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2024	Executive Manager, People & Culture
	Establish and support an "Aboriginal Employee Network" to provide peer support for Junction Aboriginal and Torres Strait Islander employees.	May 2023	Executive Manager, People & Culture
	Seek feedback through the Aboriginal Employee Network, regarding their experiences and professional development opportunities eg Aboriginal networks, surveys, evaluation and other (formal and informal).	June 2024	Executive Manager, People & Culture
	Provide professional development pathways to remove barriers for Aboriginal and Torres Strait Islander employees to take on management and senior level positions.	June 2024	Executive Manager, People & Culture

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. <i>Cont.</i>	Provide professional pathway opportunities eg. internships, student placements, scholarships, and traineeships.	June 2024	Executive Manager, People & Culture
	Explore sustainable mechanisms to embed Aboriginal/Torres Strait mentoring program.	June 2024	Executive Manager, People & Culture
	Measure and report (appropriately) the percentage of Aboriginal and Torres Strait Islander staff.	Sept 2023	Executive Manager, People & Culture
	Conduct exit interviews with Aboriginal and Torres Strait Islander staff including questions about retention and professional development improvements.	May 2025	Executive Manager, People & Culture
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Establish feedback systems to monitor effectiveness of Junction's updated procurement policies and procedures. Feedback received will be utilised to revise efficiencies in those policies.	June 2024	Executive Manager, Property Services
	Establish relationships with Aboriginal business advocates and owners to ensure that Junction can identify appropriate businesses that align with our services.	June 2024	Executive Manager, Property Services
	Communicate and embed opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2023	Executive Manager, Property Services
	Establish and foster positive commercial relationships with Aboriginal and/or Torres Strait Islander businesses to become recognised as a 'vendor of choice'.	June 2024	Executive Manager, Property Services
	Measure, report and communicate, internally and externally, the number of commercial relationships and overall spend on goods and services purchased each year with Aboriginal and Torres Strait Islander owned businesses.	Sept 2024	Executive Manager, Property Services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Increase Aboriginal and Torres Strait Islander consultancy to support Environmental and Social Guidelines.	Investigate opportunities to incorporate Aboriginal and Torres Strait Islander knowledge to strengthen Junction’s commitment to improving the environment and social impact of our services.	Sept 2023	Executive Manager Information, Risk and Compliance
13. Ensure culturally appropriate services are offered to Aboriginal and Torres Strait Islander children and young people.	Develop and implement a Cultural Governance Framework which includes Aboriginal representation and a voice at all levels. This will include building cultural practice guidance and cultural protocols to better inform organisational practices and policies. Given the work of Junction we will have a strong focus and commitment towards Aboriginal Children and Young People in Out of Home Care and Aboriginal people in Community Housing and homelessness.	December 2023	Head of Service Impact
	Continuously improve the cultural safety of our Therapeutic Support Services.	December 2023	Executive Manager, Children and Youth Services
	Ensure that all Aboriginal and/or Torres Strait Islander children in Therapeutic Support Services have a cultural plan within six weeks of entering our service.	December 2023	TSS Operational Managers, Lead Practitioner



Children attending one of our recent NAIDOC Events.

GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review June 2024	Chair, Reconciliation Action Group
	Review and update, where appropriate the Terms of Reference for the RWG.	June 2024	Chair, Reconciliation Action Group
	Meet at least four times per year to drive and monitor RAP implementation.	April, July, Oct & Jan 2023, 2024, 2025	Chair, Reconciliation Action Group
15. Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation, eg. budget and reporting systems.	May 2023	Head of Service Impact
	Monitor the impact of senior leaders and other staff in the delivery of RAP commitments.	Review June 2023	Chair, Reconciliation Action Group
	Encourage staff and volunteers to actively participate in reconciliation through our organisational culture (actions, behaviours, policies and processes).	June 2024	Chief Executive
	Encourage and facilitate staff to participate in reconciliation activities with the view to increase numbers involved in RAG working groups.	June 2024	Chair, Reconciliation Action Group
	Board members are invited to participate in workshops and reconciliation events arranged by Junction.	June 2024	Head of Service Impact
	Actively supervise progress of our plan and provide feedback to Reconciliation Australia.	June 2024	Chair, Reconciliation Action Group
	Define and improve appropriate systems to track, measure and report on RAP commitments.	Review June 2023	Chair, Reconciliation Action Group
	Maintain an internal RAP Champion from senior management.	Review June 2023	Chief Executive
	Include our RAP as standing agenda item at senior management meetings.	Review June 2023	Head of Service Impact

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
16. 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.	30 September annually	Chair, Reconciliation Action Group
	Report RAP progress to all staff and senior leaders annually.	July 2023	Chair, Reconciliation Action Group
	Publicly report our RAP commitments annually, outlining achievements, challenges and learnings.	December 2022	Senior Marketing and Communications Advisor
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Chair, Reconciliation Action Group
	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 and annually	Chair, Reconciliation Action Group
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023, 2024 and annually	Chair, Reconciliation Action Group
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2025	Chair, Reconciliation Action Group
17. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website – rap.reconciliation.org.au/s/registration – to begin developing our next RAP.	February 2025	Chair, Reconciliation Action Group

For more information on this Reconciliation Action Plan, please email reconciliation@junctionaustralia.org.au with Attn: Reconciliation Action Group Chair.



Naomi Hicks (L) and Maureen Humes (R) performing a smoking ceremony at one of our events



WILTARNINTHI

"Becoming determined and strong". Artwork by Ngarrindjeri, Kurna, Yankunytjatjara artist, Allan Sumner.



This artwork is a reflection of Junction and the community it serves. The Kurna word 'Wiltarninithi' means to become self-determined or becoming strong. Junction strives to bring about positive change to help people not just survive but thrive. The artwork shows how Junction creates opportunities to enable people to achieve self-determined independence.





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