



sync



Reconciliation Action Plan

REFLECT 2022-23



Artwork

Created by Ngarrindjeri,
Kurna Artist **Sam Gollan**

"I'm a Ngarrindjeri nation and Kurna woman who has been handed down stories and yarns from my elders. To which I am now able to show our stories through art. I also teach my stories through my art to the wider community.

I have been painting for more than 20 years and I enjoy teaching the wider community my culture. I have been blessed to be given many opportunities to display my artwork over the world and all over Australia. I now teach aboriginal art in a therapeutic way for our younger generation.

This story represents SYC working collaboratively with community, to get the best possible outcome for the community, to strive and be the best they can be, and while doing so, being respectful to Kurna country. Working hard to reach people's potentials."

This artwork is proudly displayed at SYC Head Office in Kent Town, Adelaide.

Reconciliation Action Plan

REFLECT 2022-23

Reconciliation Australia	4
Acknowledgement of Country	5
Our Organisation	6-7
Our Business	8
Our Commitment	9
Our Reconciliation Action Plan	10
Our Reconciliation Action Working Group	11
Relationships	12-14
Respect	15-16
Opportunities	17
Governance	18-19

Reconciliation Australia

Reconciliation Australia welcomes SYC to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

SYC joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen

reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

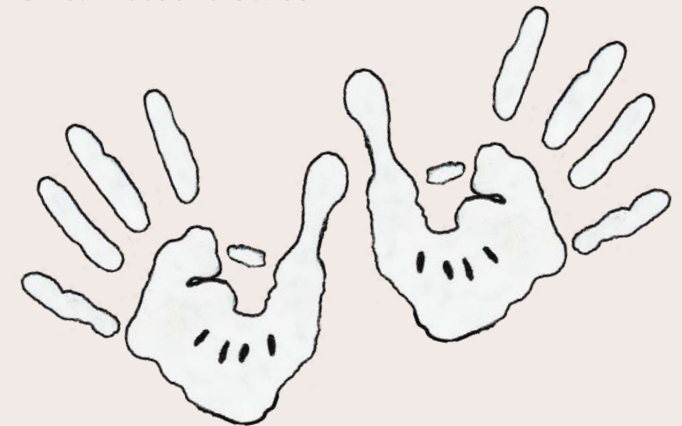
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables SYC to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations SYC, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer



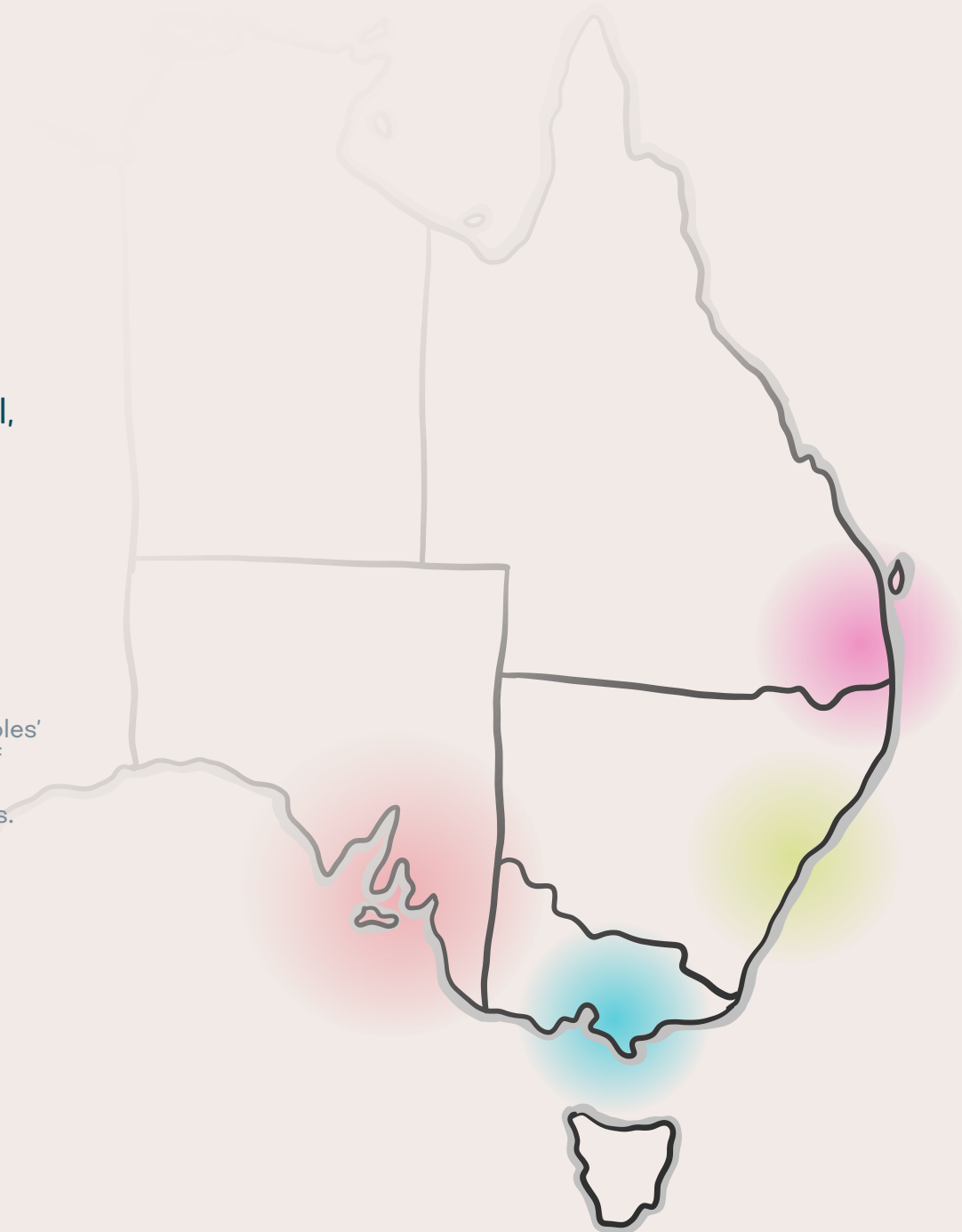
Acknowledgement of Country

We acknowledge the Traditional Custodians of the lands on which SYC and our employees live and work; including the Kurna, Darug, Turrbal, Yagara, Yugambeh, Munujali, Wanjeburra, Yugara & Yugarapul, Eora, Meru, Dharawal, Yuin, Bindjali, Peramangk, Ngarrindjeri, Ngarkat, Yuggera, Yirawirung, Buandig, Woi Wurrung, Wurundjeri, Bunurong, Wadawurrung and the contested lands of Wurundjeri & Bunurong.

We pay our respects to their Ancestors, Elders past, present and emerging, and extend that respect to other Aboriginal and Torres Strait Islander peoples where we live and work.

SYC is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationship with the land, waters and seas of their Country. We demonstrate this commitment by implementing and imbedding cultural understanding training for all SYC staff and volunteers. Through partnerships with local Aboriginal Community Controlled Organisations, and suppliers, we take every opportunity to build cultural competence within SYC and contribute towards a reconciled nation.

SYC believes reconciliation must live in the hearts, minds and actions of all Australians as we move forward, creating a nation strengthened by respectful relationships between the wider Australian community, and Aboriginal and Torres Strait Islander peoples.



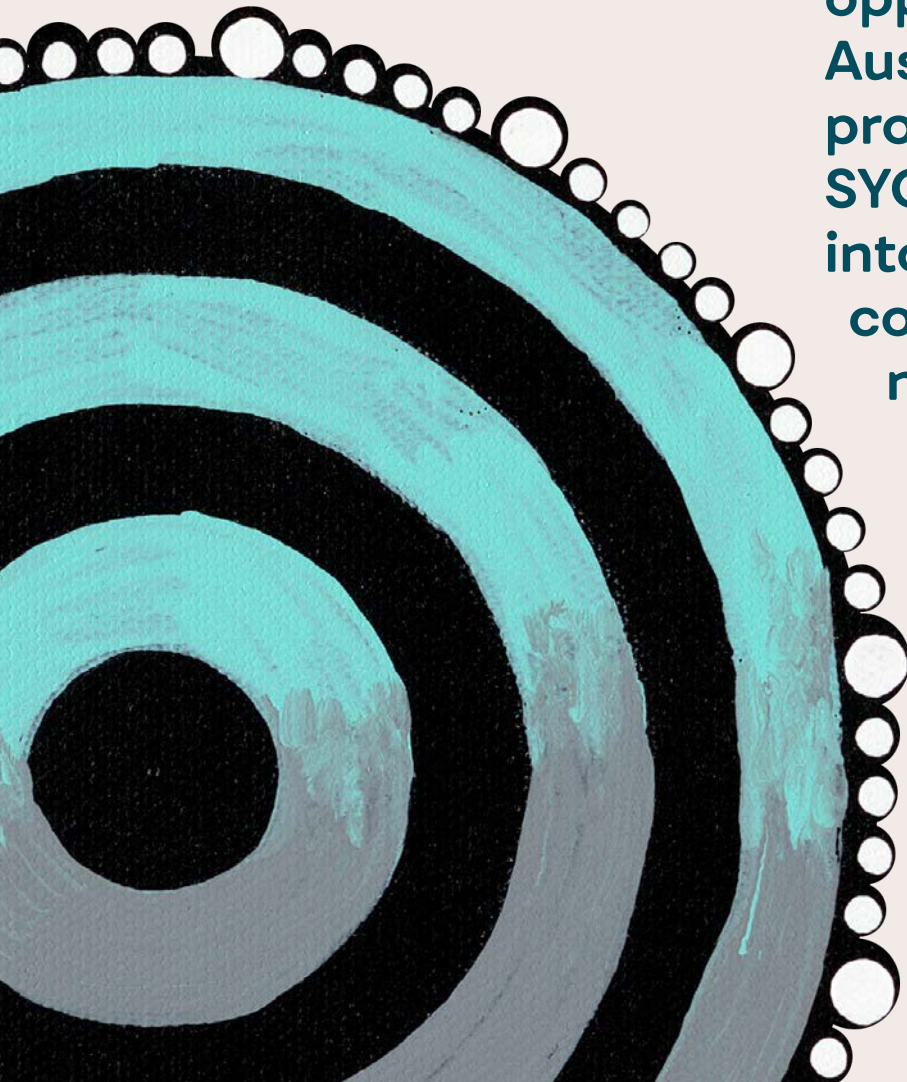
Our Organisation

SYC has a relentless belief in people and their potential.

We provide services that foster wellbeing, independence and opportunity for all Australians. A not-for-profit organisation, SYC invests back into the Australian community, helping more than 50,000 people every year in the areas of Home, Working, Learning, Justice and Health and Disability.

Founded in 1958 to support young people experiencing disadvantage, we now extend this expertise to people of all ages. With more than 600 employees, we now deliver services from over 60 sites across South Australia, Victoria, NSW and Queensland. As we commence this Reflect Reconciliation Action Plan 2.1% 17 of our employees identify as Aboriginal and/or Torres Strait Islander people, which we aim to continually increase within the coming 12 months and over time.

At any one time, around 2% of all people accessing SYC's support identify as Aboriginal and/or Torres Strait Islander people, however in some of our service delivery initiatives this increases to over 30%. It is imperative for SYC to operate in harmony with our vision for reconciliation and take every opportunity to strengthen our cultural competence and contribution towards creating a reconciled nation. SYC is committed to creating workplace environments which promote tolerance, respect for and an appreciation of cultural diversity.



Our Vision

A country of wellbeing, independence and opportunity for everyone.

Our Mission

SYC exists to support people to live a healthy life, in a safe and affordable home, with income to support their needs and the opportunity to realise their potential.

We achieve our Mission by designing, developing and delivering a range of services and by having a deliberate focus on Wellbeing in everything that we do.

What we do:

- Enable people to acquire knowledge, skills and experience that can be retained and applied
- Help people to gain and sustain work in all its forms
- Work with people to have a stable home, a sense of home and to feel safe and secure in their home
- Support people to build pro-social connections and make positive choices
- Empower people to live healthy and fulfilling lives

Our Values and Principles

PASSION

We have a relentless belief in people and their potential

TRUST

We create trust to achieve better results

QUALITY

We strive for the highest standards of service delivery

TEAMWORK

We deliver better outcomes by working together

COURAGE

We recognise, value and reward courage



Our Business

SYC is a not-for-profit organisation that delivers services on behalf of the Commonwealth and State Governments. SYC also utilises social investments from philanthropic donors, corporate sponsors and supportive individuals who provide funds towards increasing the beneficial impact of our services.

SYC works in the areas of employment services, disability support, community housing, training and education. We specialise in working with young people, people transitioning through contact with the justice system, and people with disabilities. We focus on ensuring a common tone of practice that is strengths based and assists individuals and communities to build resilience and generate opportunities for their own success.

SYC applies this framework as we make our contribution towards reconciliation. SYC will take every opportunity to assist in building Aboriginal and Torres Strait Islander community strength and resilience. We will utilise our sphere of influence to bring our partners, contributors and staff along on this journey. We will reflect on our work and make efforts to continuously improve

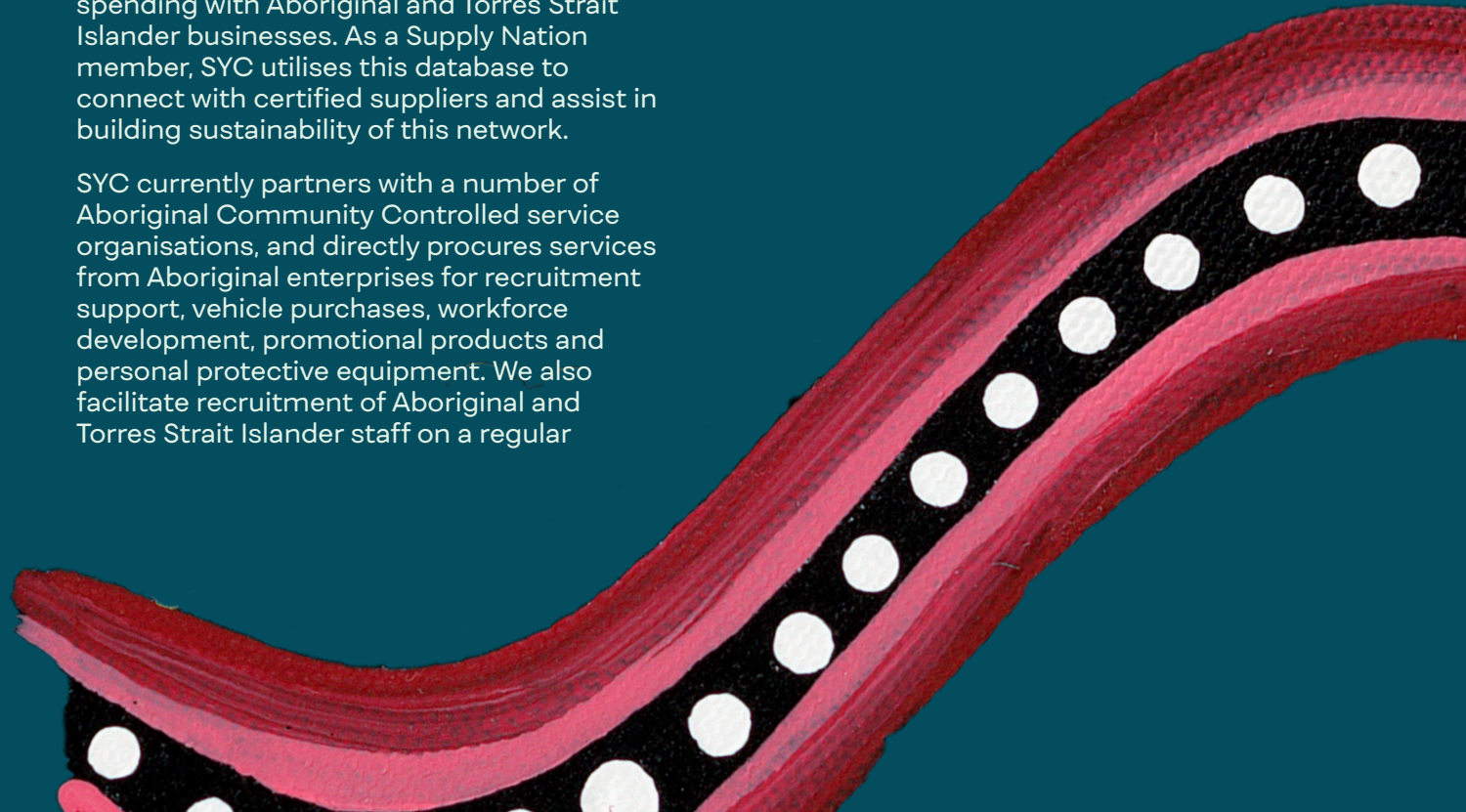
the avenues through which we engage with Aboriginal and Torres Strait Islander peoples and ensure that our engagement strengthens their prospects.

Our work involves partnering with other providers of like services and purchasing from other companies. SYC has well developed partnerships and links to Elders, Aboriginal Communities and Aboriginal and Torres Strait Islander businesses in many areas that we work; we will continue to develop these partnerships and build new linkages as our footprint grows. SYC will also utilise its purchasing power to prioritise spending with Aboriginal and Torres Strait Islander businesses. As a Supply Nation member, SYC utilises this database to connect with certified suppliers and assist in building sustainability of this network.

SYC currently partners with a number of Aboriginal Community Controlled service organisations, and directly procures services from Aboriginal enterprises for recruitment support, vehicle purchases, workforce development, promotional products and personal protective equipment. We also facilitate recruitment of Aboriginal and Torres Strait Islander staff on a regular

basis for large national companies and support their Aboriginal and Torres Strait Islander staff with workplace mentoring.

All our employees undertake Aboriginal and Torres Strait Islander cultural awareness training. We have several dedicated roles including Aboriginal Liaison Officers and Mentors; and deliver a cadetship program with the University of South Australia to empower Aboriginal and Torres Strait Islander students to complete their university degree whilst in paid employment.



Our Commitment

CEO Message

Mark Hoffman-Davis

Chief Executive Officer, SYC



I am pleased to endorse SYC's Reflect Reconciliation Action Plan. I strongly believe that every Australian, and every single person, should have access to the same opportunities in their life and our society should be one that is fair and equitable.

To me, reconciliation is about awareness, understanding and acceptance of the issues in our past. It's about truly creating an environment where everyone can live and work together as one - without the fear and injustice of discrimination. It's about respecting and valuing the cultures of this country's First Nations peoples and committing to bring about the changes we all need to make to have a united Australia.

The process requires genuine effort and action from everyone to bridge the gap in living standards, health, education and employment in order to make the difference we aspire for.

I am committed to the actions outlined in this Reconciliation Action Plan and ensuring SYC prioritises the role we play in providing opportunity for Aboriginal and Torres Strait Islander peoples.

Chair Message

David Hallett

Chair, SYC



On behalf of the SYC Board I am proud to support the organisation's Reflect Reconciliation Action Plan, developed in partnership with Reconciliation Australia, and the State bodies for Reconciliation in each of our places of work.

This Reconciliation Action Plan signifies our commitment to a reconciled Australia, through detailing the steps we will take as an organisation to enhance our understanding and celebration of Aboriginal and Torres Strait Islander cultures, heritage, and Traditional Ownership.

As the Chair of SYC I, along with SYC Board, commit to ensure our organisation, our leaders and all our employees have the resources available to meet the commitments set out in our Reconciliation Action Plan.



Our Reconciliation Action Plan

Our vision for reconciliation is to promote a culture of equity, dignity and respect for Aboriginal and Torres Strait Islander people within our community and our organisation.

We know from our work with people and communities in need, that Aboriginal and Torres Strait Islander people experience a disproportionate level of social and economic disadvantage. This Reflect Reconciliation Action Plan (RAP) is our formal commitment to closing the gap to improve opportunities and life outcomes for Aboriginal and Torres Strait Islander people. We will deliver this by our ability to create employment and education opportunities in all the communities we work in.

We have a dedicated Reconciliation Action Working Group (RAWG) which has representatives from across the organisation and includes members who identify as First Nations people. Through this group, our senior leaders and Aboriginal and Torres Strait Islander staff collective, we intend to build upon the initiatives listed in this plan to continue our reconciliation journey.

We expect our employees and the broader community to take the time to learn the colonisation story of Australia and deeply understand the impact that the events of the past have caused Aboriginal and Torres Strait Islander people in relation to their cultures, connection to the environment, livelihood, community, kinships and families.

We want to move beyond acknowledgement of the traumatic histories and suffering of First Nations peoples to a united Australia that values and respects the cultural connection and generations of connectivity and understanding of our lands. Taking every opportunity to build the capacity and sustainability of Aboriginal and Torres Strait Islander communities.

Our Reconciliation Action Working Group

Our Reconciliation Action Working Group (RAWG) is made up of staff from across the organisation who are passionate about reconciliation, and also includes members from Aboriginal and Torres Strait Islander communities. SYC's Chief Operating Officer, Joe Aylward is our RAP champion for this Reconciliation Action Plan with the support from Leki Mafoe as chair of the RAWG.

Through this group, our senior leaders and Aboriginal and Torres Strait Islander staff collective, we intend to build upon the initiatives listed in this plan to continue our reconciliation journey.

The RAP represents an ambitious commitment to support SYC's Aboriginal and Torres Strait Islander staff and students, and to improve the employment opportunities, health and wellbeing of the Aboriginal and Torres Strait Islander community by doing the important work we do the right way.

Our organisation's commitment to this RAP is supported at the highest levels by the SYC Board and its Senior Executive.

Members of the SYC RAWG are as follows:

Joe Aylward Chief Operating Officer - Community Services SA | NSW | QLD | VIC

Leki Mafoe Chair of RAWG & Sticking Together Project Coaching Manager NSW | QLD | VIC

Candice Swan Sticking Together Project Youth In Work Coach NSW

Crystal Cooper Sticking Together Project Youth In Work Coach QLD

Thalia Hearne Business Development Consultant SA

Trish Hamblin School Leavers Employment Supports Coach SA

Scott Whitmore Business Development Manager SA

Jenna McIntyre Sticking Together Project Youth In Work Coach NSW

Danielle McGoldrick Sticking Together Project Program Manager QLD

Alpha Adato Recruitment and Talent Partner SA

Chanel Panagiotas Communications and Design Officer SA

The SYC RAWG would also like to acknowledge the following people for their contribution:

Maddison Logan, Mandie Stebbing, Stephanie Skinner, Anna Dodd, Liz O'Connell and Nic Jarvis

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2022	Chief Executive Officer
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2022	Chief People Officer
	Continually reflect & review on activities with Aboriginal and Torres Strait Islander peoples and services involved in our work and identify priority areas where additional efforts to support engagement are required.	October 2022	Chief Operating Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2022	Manager, Communications & Marketing
	Reconciliation Action Working Group (RAWG) members to participate in an external NRW event.	27 May-3 June 2022	Chief Operating Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2022	Chief Operating Officer
	Provide opportunities to celebrate and encourage participation across SYC in National Reconciliation Week (NRW).	27 May-3 June 2022	Chief Operating Officer
	Plan and run SYC internal NRW event yearly.	27 May-3 June 2022	Manager, Communications & Marketing





3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation	January 2022	Chief Operating Officer
	Display our Reconciliation Action Plan on the staff intranet	January 2022	Chief Operating Officer
	Communicate our commitment to reconciliation to all staff, community and all stakeholders we engage with.	January 2022	Manager, Communications & Marketing
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	January 2023	Chief Operating Officer
	Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2023	Chief Operating Officer
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2022	Chief People Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2022	Chief People Officer
	Implement the racism Valuing Diversity strategy - recognising and valuing the social and cultural diversity that comes from employing people to provide services to the people we support from a diverse range of backgrounds. This may include those from different ethnic, educational and social backgrounds and/or those with a disability.	September 2022	Chief Operating Officer
	Implement annual educational workshops including the appropriate resources for all Board members and staff, including senior leaders, about the prevalence and effects of racism.	October 2022	Chief Operating Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander Consultants to conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs and in line with the two-year policy review cycle.	October 2022	Chief People Officer



5. Ensure that the voices and perspectives of Aboriginal and Torres Strait Islander peoples help to drive the design and development of our interventions and products and inform our advocacy priorities.	Invite Aboriginal and Torres Strait Islander peoples and services to be involved in SYC advisory groups, in collaboration with the Social Responsibility & People Experience & RAWG Committees.	April 2022	Chief Operating Officer
	<p>Create an initiative whereby our First Nations staff represented in our RAWG form an Aboriginal & Torres Strait Collective. Purpose of our Collective is to:</p> <ul style="list-style-type: none"> • Participate in the onboarding of any new identified First Nations employees or students. • Regularly meet either face to face or virtually through Yarn'n circles, monthly with all First Nations staff to discuss employment, social, health and wellbeing matters important to the Collective. • The Collective to help capture the voice of all identified First Nations staff to help drive the design and delivery of RAP deliverables and inform our advocacy priorities. 	January 2023	Chief Operating Officer
	<p>Ensure First Nations inter-agency community group meetings are attended by selected staff in all areas that SYC has placement. Purpose is to:</p> <ul style="list-style-type: none"> • Connect and strengthen relationships with local community Elders and other key community and specialist stakeholders. • Participate in key community initiatives and events. 	January 2023	Chief Operating Officer
	Periodic Yarn'n circles to be led by Chief Operating Officer, meeting all First Nations employees & students to celebrate achievements, listen to challenges and concerns identified by the Collective and identified First Nations staff and students.	October 2022	Chief Executive Officer

Respect

Action	Deliverable	Timeline	Responsibility
6. Engage staff to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	January 2022	Chief People Officer
	Conduct a review of cultural learning needs within our organisation.	March 2022	Chief People Officer
	Ensure all SYC employees and students attend at least one cultural awareness training session at a minimum annually.	October 2022	Chief People Officer
	Ensure induction training for new staff and volunteers includes information about: <ul style="list-style-type: none"> The social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples. The provision of cultural learning opportunities available for all staff. An overview of engagement resources and factsheets available to staff. 	August 2022	Chief People Officer
	Promote Reconciliation Australia's Share Our Pride online tool to all staff.	July 2022	Manager, Communications & Marketing
	Explore opportunities to work & partner with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants/organisations to develop cultural awareness training and trauma informed care and healing.	July 2022	Chief Operating Officer
	Ensure our Volunteer Information Portal includes cultural safety information.	November 2022	Chief People Officer



7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop, implement and communicate a cultural protocol document that includes: <ul style="list-style-type: none"> Guidance about the importance of Welcome to Country and Acknowledgement of Country. All meetings must start with a Welcome to Country or Acknowledgement of Country A formal statement of Acknowledgment of Country included on the top of all meeting agendas. 	February 2022	Chief People Officer
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2022	Chief People Officer
	Review all SYC meeting agenda templates with information on the delivery of an Acknowledgement of Country at the commencement of all meetings (including national virtual meetings).	April 2022	Chief People Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country at significant internal and external events and public launches each year.	October 2022	Chief People Officer
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander Consultants on a review of HR policies and procedures in line with the two-year policy review cycle to ensure no barriers remain to staff participating in NAIDOC Week.	December 2022	Chief People Officer
	Engage with National NAIDOC Committee and the local NAIDOC Committees in SA, VIC, NSW & QLD.	February 2022	Chief Operating Officer
	Provide opportunities for all staff to participate in NAIDOC Week activities.	July 2022	Chief People Officer

Opportunities

	Introduce our employees to NAIDOC Week by supporting and promoting an external NAIDOC Week community event in our local areas.	July 2022	Chief People Officer
	RAWG to participate in an external NAIDOC Week event.	First week in July 2022	Chief Operating Officer
	Investigate opportunities for community sponsorship including NAIDOC Award and/or Reconciliation Breakfast.	April 2022	Chief Operating Officer
9. Internally and externally promote Aboriginal and Torres Strait Islander dates of significance.	Identify and create a calendar of Aboriginal and Torres Strait Islander dates of significance.	November 2022	Chief Operating Officer
	Promote dates of significance to staff.	November 2022	Chief Operating Officer
	Encourage staff to attend events commemorating significant dates.	October 2022	Chief Operating Officer
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment and retention within our organisation.	June 2022	Chief People Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2022	Chief People Officer
	Establish a mentoring program to support trainees	June 2022	Chief Operating Officer
	Build upon our existing Aboriginal and Torres Strait Islander cadetship program to introduce a new traineeship program, employing a minimum of 1 trainee each year	June 2022	Chief People Officer
	Investigate opportunities for SYC to participate in job fairs in every state SYC has placement to improve employment outcomes.	January 2023	Chief Executive Officer

Governance

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement a procurement plan to increase purchasing from Aboriginal and Torres Strait Islander owned businesses.	June 2022	Chief Financial Officer
	Promote our Supply Nation membership through all possible outlets.	July 2022	Chief Operating Officer
	Work towards the target of 3% of the value of SYC's organisational spend to be with Aboriginal and Torres Strait Islander businesses	July 2022	Chief Financial Officer
12. Maintain an effective Reconciliation Action Working Group (RAWG) to drive governance of the RAP.	Maintain a Reconciliation Action Working Group to govern RAP implementation.	January 2023	Chief Operating Officer
	Draft a Terms of Reference for the RAWG.	January 2022	Chief Executive Officer
	Establish Aboriginal and Torres Strait Islander representation on the RAWG.	January 2023	Chief Executive Officer
	Executive Team & Board Governance Committee to have the RAP as a standing agenda item in their meetings, to oversee development and implementation of the RAP.	February 2022	Chief Executive Officer
	Report annually to the Senior Leadership Team and external stakeholders on progress achieved against actions in the RAP.	December 2022	Chief Operating Officer

13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2022	Chief Operating Officer
	Appoint and maintain an internal RAP Champion from the Executive Team.	January 2022	Chief Operating Officer
	Engage senior leaders in the delivery of RAP commitments.	October 2022	Chief Executive Officer
	Define appropriate systems and capacity to track, measure and report on RAP commitments.	October 2022	Chief Executive Officer
14. 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 2022	Chief Operating Officer
	Explore participation in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Chief Operating Officer
	Continue to maintain the RAP as an endorsed project within SYC in order to track, measure and report on RAP commitments.	July 2022	Chief Operating Officer
15. Evaluate, review, refresh and update RAP.	Evaluate, review, refresh and update RAP based on learnings, challenges and achievements.	June 2022	Chief Operating Officer
	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2022	Chief Operating Officer



Contact

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