

*Innovate*  
**Reconciliation  
Action Plan**

July 2024 – July 2026







so you can

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# Acknowledgement of Country

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

We pay our respects to their Ancestors, Ancestral Spirits, and Elders that have gone before us, those Elders still present with us today and the young Elders of the future. We 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 lands, waters and seas of their Country. We also want to thank and acknowledge our staff who continue to represent their Countries, mobs and ancestors.

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



Artwork created by Ngarrindjeri and Kurna artist Sam Gollan

## Artwork History

### Reflect RAP 2022-2023



At the centrepiece of the artwork is the meeting place. Instead of the usual/traditional look where people sit outside the circle, as shown in the green circle, I wanted this to be different, as it's about SYC being hands-on. No matter the situation, challenges or experiences the staff or clients are going through, we are hands-on as an organisation. We can facilitate or outsource their needs. Assisting the clients, their families, whoever it may be.

In the bottom left corner is the green circle. This circle symbolises another meeting place, which is about SYC coming together through our work to consult on the best outcomes for our work with supporting clients and staff. Because we're on Kurna land, the lake and river are essential to the Traditional Landowners because this is where they have a lot of meetings, gatherings, and festivals around there, too. These waterways signify SYC working alongside the local community and Kurna community in these areas of significance, too.

The footprints in the artwork signify SYC walking alongside the client's journey. In the top right corner, there are four circles. These circles symbolise the significant issues and challenges, the small and everything in between. Indicating that no matter the situation or circumstance, SYC will always come together to the centre, in the meeting place, to handle any situation collectively. In the top left section, the big hands symbolise working together as an organisation. These hands illustrate SYC being hands-on; regardless of the state or territory and Country we have placement, we work together to serve the community irrespective of our sector.

The three sun symbols signify SYC celebrating our achievements and successes, illustrating SYC and clients being happy, engaged and satisfied with their journeys, challenges, and outcomes. They feel valued to return to SYC for support and working together. The trails in the artwork signify connectedness. The dot points throughout the artwork signify the connection to Country, land, culture, and reconciliation. They are using these powerful gifts as a gift to the community."

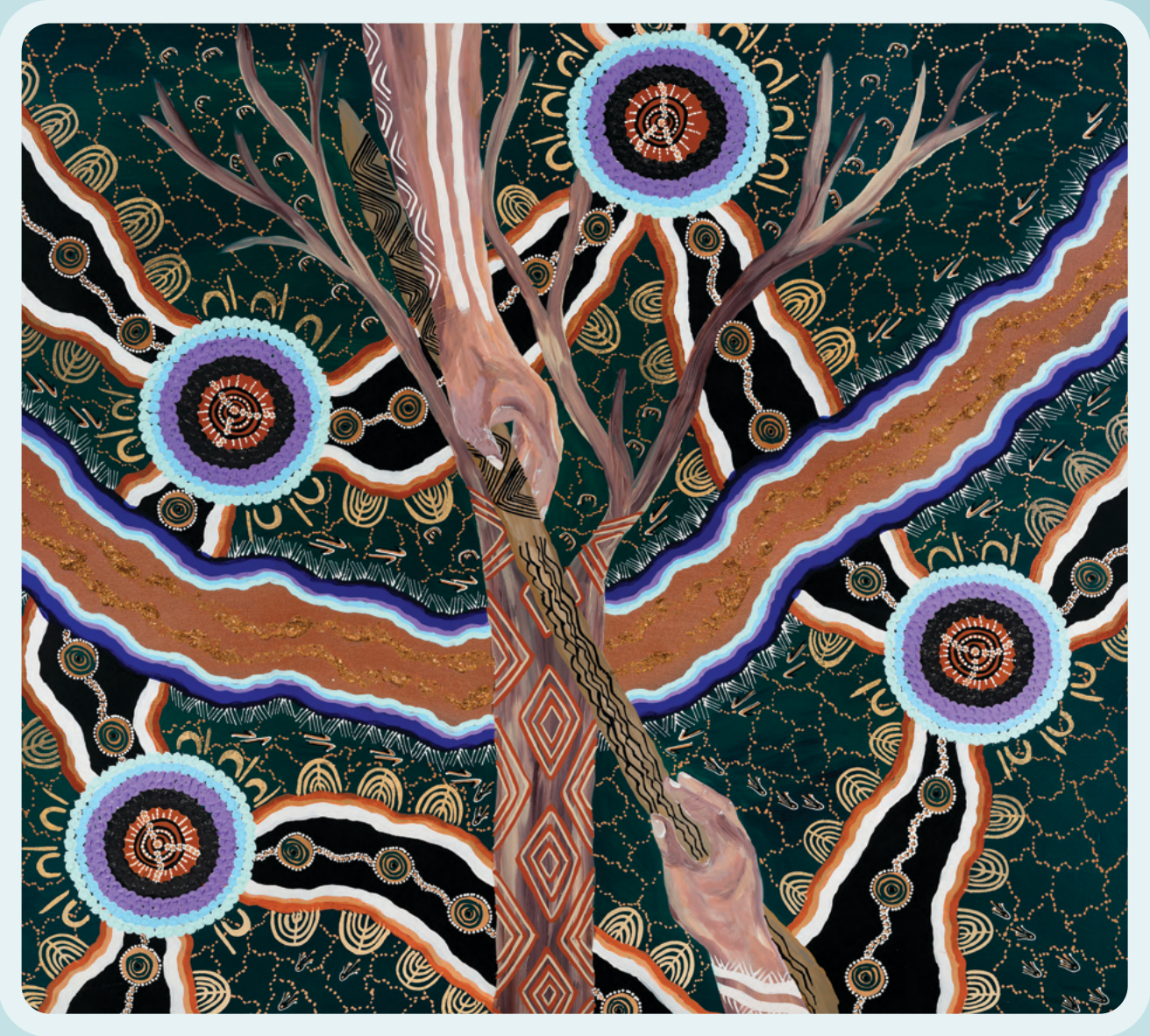
**Sam Gollan**

*Ngarrindjeri and Kurna Aboriginal artist*



# Artwork Story

Innovate RAP 2024-2026



Artwork created by Woi-Wurrung Wurundjeri and Yorta-Yorta artist Simone Thomson

“

## ‘Moondani Embrace’

In the Aboriginal way, a person is represented by the ‘U’ or ‘N’ symbol. From the bird’s eye view – this is the shape a person makes when sitting on the ground, knees crossed. ‘U’ symbols gather around each Meeting Place, representing the people of SYC and them sitting facing one another with respect, building relationships with the Aboriginal Community. Each ‘U’ is accompanied by an ‘I’ symbol. These figures signify the spear or shield for males and the digging stick or coolamon dish for females.

The shield is a symbol of courage and represents SYC recognising value in strength and resilience. The Coolamon dish is a carved wooden vessel used for both carrying young children and food collecting. This represents creativity, symbolising SYC embracing innovative thinking and open-mindedness in how they conduct work. Each of the Meeting Places represents SYC’s community and national services in South Australia, Victoria, New South Wales and Queensland. They are all connected by common journey tracks to one another throughout the country and represent collaborating and delivering better outcomes in an environment that brings out the best in people.

Arc shaped mounds line each side of the journey tracks. In the Aboriginal way, these symbols represent campsites and homes, signifying SYC’s investment back to community, and them helping people create a life without disadvantage. Each campsite signifies their core beliefs of valuing wellbeing, independence and opportunity for everyone by addressing youth homelessness and housing to at-risk persons.

Small animal tracks come from each corner of the sky, representing the wide range of people who use SYC’s services. Emu, wombat and kangaroo – they are all different creatures with their own personalities, languages, ages and social backgrounds. Though they travel to the common meeting place to the central tree, the animal tracks symbolise the diverse community of users to SYC and represent disability services, employment services, housing, youth homelessness and youth justice – each as important as the other – ‘We exist so everyone can succeed’.

The gentle flowing river winds across Country. For thousands of years, Aboriginal People have cared for our sacred waterways, which have provided us with vital food sources and water. Our rivers were also used for travel on bark canoes and were common places for trade and hunting. The river represents SYC’s immersion on Country and their experience dealing with wellbeing in all areas of their community’s lives. The sacred water symbolises SYC’s values with excellence and striving for the highest standards of safe, effective, ethical and compliant service delivery.

We are the oldest living surviving culture on Earth. Our stories are in the land and in the water, moon and stars. They are all around us, passed down over thousands of generations through our art and oral history. The proud grandfather gum tree bears the scars of history. It is the picture book of knowledge left to us from our ancestors. The scar tree symbolises SYC’s commitment to reconciliation with the Aboriginal and Torres Strait Islander community and signifies their relentless belief in people and their potential. Each branch represents building sustainable independence.

One hand reaches from the sky towards the other, an etched digging stick extended. The digging stick was used for hunting and gathering food, representing positive impact and upskilling, supporting one another. The markings on the stick symbolise truth telling – SYC’s commitment to the reconciliation journey. The hand from above symbolises motivation and the relentless belief in the receiving hand representing empowerment and equality – to embrace ‘moondani’.

### Simone Thomson

Woi-Wurrung Wurundjeri and Yorta-Yorta  
Aboriginal artist



# About The Artist

Simone Thomson

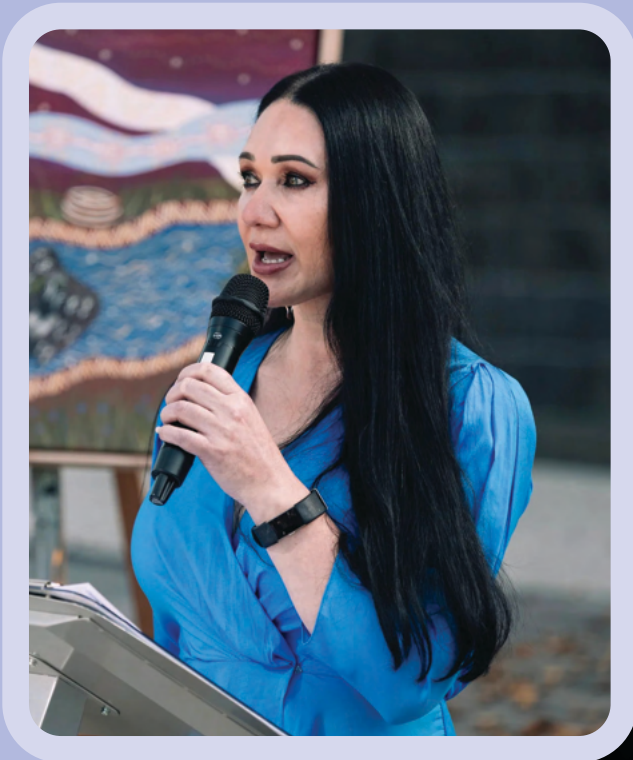
**Simone Thomson is a Melbourne-based fine art artist, muralist and creative and is a Woi-Wurrung Wurundjeri and Yorta-Yorta Traditional Owner through her mother.**

She draws inspiration for her art through her spiritual connection to Country and the rich colours and textures of earth and sky. Simone attributes much of her cultural education to her early years in which she performed traditional song and dance in cultural dance troupes along with Worawa Aboriginal College.

It's here she started painting, later becoming the school's first graduating student. She would go on to continue this sacred art of storytelling well into her adult years, remaining strongly connected to her culture through the ancestral knowledge and oral history as passed down through her mother and grandmother.

## The Practice

Simone's artistic practice stems from her deep spiritual connection to culture and Country and a creative urge to produce evocative works which connect people of all walks of life and cultural backgrounds to Aboriginal storytelling. This is demonstrated through her culturally safe holistic art practice, which includes traditional Smoking and Welcome Ceremonies conducted by her mother, herself and her sister, along with regularly delivered Cultural Presentations.



# Reconciliation Australia

## CEO Message

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

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

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

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

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. SYC is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.



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

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

Congratulations SYC on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# Our Commitment



**Chief Executive Officer**  
**Mark Hoffman-Davis**

I take great pride in endorsing SYC's Innovate Reconciliation Action Plan. Since initiating our Reflect Reconciliation Action Plan, I have witnessed a permeable increase in awareness, understanding and commitment to reconciliation throughout our organisation. Through the objectives outlined in this plan, we will continue this journey to ensure we achieve tangible outcomes for Aboriginal and Torres Strait Islander communities embedded in the core pillars of relationships, respect, governance and opportunities.

I recognise the invaluable guidance and consultation of both SYC's Reconciliation Action Plan Working Group and the Aboriginal and Torres Strait Islander Advisory Group. Their time and counsel have been and will continue to be instrumental to our endeavours. I also acknowledge the role of our dedicated staff, Executive, and Board in championing reconciliation throughout the organisation, enabling us to seek every opportunity to implement innovative strategies for strengthening relationships with Aboriginal and Torres Strait Islander communities.

SYC is a diverse organisation, working with people across different states, with clients from all walks of life, and employing a team of experienced, dedicated, and passionate individuals committed to making a meaningful impact. We are committed to listening, learning, respecting and celebrating First Nation's cultures as we pursue our vision of wellbeing, independence and opportunity for all Australians.



**Chairperson**  
**David Hallett**

On behalf of the SYC Board, I am pleased to endorse the organisation's Innovate Reconciliation Action Plan. I would like to extend my appreciation to all the individuals who have played such an integral role in developing this plan and recognise their relentless belief and commitment to reconciliation. The progression of SYC's reconciliation journey is clearly reflected in the accomplishments and initiatives carried out over the last year. These efforts contribute significantly to our intentions to further enhance our relationships with Aboriginal and Torres Strait Islander communities through education, collaboration, and celebration.

With the support and active engagement from the SYC Board, Executive and our extensive community of partners and stakeholders, we are determined to ensure that this commitment continues to be reflected in the decisions we make, the partnerships we build and the opportunities we pursue.

# Our Organisation

*At SYC, our purpose is clear: to enable everyone to succeed. As a non-profit organisation, we are dedicated to investing back into the Australian community, changing the lives of tens of thousands of individuals annually.*

Established in 1958 in Adelaide, South Australia, our services were initially focused on supporting young people experiencing disadvantage. Over the past three decades, we have extended our expertise to people of all ages. SYC's reach now spans across the nation, impacting over 46,000 people each year through our housing, education, employment, justice, and disability services.

With a team of over 500 dedicated staff spanning diverse operational domains, we know that when we come together as an organisation with a relentless belief in people and their potential, we can positively impact our clients and community. Our united commitment to our 'so you can' philosophy empowers us to make a difference.

As an organisation that supports people from diverse backgrounds, we acknowledge the significance of cultivating safe spaces that foster understanding and respect for the cultures, histories, and perspectives of Aboriginal and Torres Strait Islander communities. We are committed to shaping a future where equal opportunities and resources are available to Aboriginal and Torres Strait Islander peoples. We value Aboriginal and Torres Strait Islander cultural heritage and are committed to both respecting and celebrating their contributions to society.

SYC's Innovate Reconciliation Action Plan reflects our dedication to creating lasting positive change. It outlines our steps towards fostering reconciliation, unity, and cultural sensitivity within our organisation and the wider community. By implementing this Reconciliation Action Plan, we aim to actively contribute to the national reconciliation journey while ensuring these actions align with our core values.

## Our Vision

Wellbeing, independence and opportunity for everyone.

## Our Mission

We exist so everyone can succeed.

SYC invests back into the Australian community, helping tens of thousands of people every year to create a life without disadvantage, to build sustainable independence and to experience wellbeing in all areas of their lives.

## Our Values

- Relentless Belief**  
We have a relentless belief in people and their potential
- Excellence**  
We strive for the highest standards of safe, effective, ethical and compliant service delivery
- Collaboration**  
We deliver better outcomes by working together, in an environment that brings out the best in people
- Courage**  
We recognise and value strength and resilience
- Creativity**  
We embrace innovative thinking and open-mindedness in how we conduct our work



# Our Business

*Embedded within our 2023–2026 Strategic Plan, the progression of reconciliation within SYC is guided by our commitment to social responsibility and desire to be a diverse, inclusive and sustainable organisation.*

In this pursuit, we actively seize opportunities to uplift and strengthen Aboriginal and Torres Strait Islander communities. We look to their unwavering strength and resilience as essential to guiding our path forward.

Across our areas of work, we are guided by the self-determination of individuals and communities. We know that access to opportunities coupled with the support to pursue them paves the way to success and independence. Whether that be by access to a safe home, sustainable employment, attaining new knowledge and skills, or being empowered to participate and connect with the community.

SYC has steadfastly embraced our commitment to support Aboriginal and Torres Strait Islander-owned and operated businesses. In line with our overarching mission of empowerment and inclusivity, SYC remains committed to not just voicing our support for Aboriginal and Torres Strait Islander businesses but actively nurturing and investing in these relationships to enhance their community impact.

SYC is proud to work with several Supply Nation–certified enterprises and continues to grow their engagement throughout our supply chain.

Reconciliation is not a process that exists in isolation; on this journey, we will continue to look to our sphere of influence in building genuine partnerships and connections. We are committed to working towards a future where everyone can thrive and build a united, just and equitable Australia together. We will reflect on our work and innovate our practice and processes to ensure we engage with Aboriginal and Torres Strait Islander communities to promote further respect, collaboration and partnerships that benefit and strengthen our relationships.

# Our Vision for Reconciliation

*SYC's vision for reconciliation is to create a society where all Australians have equal opportunities and resources in employment, education, housing, justice, and disability services .*

We pledge to work alongside Aboriginal and Torres Strait Islander communities towards this vision to build a more inclusive, respectful, and understanding society for all. This means listening to and working with Aboriginal and Torres Strait Islander peoples, supporting self-determination and empowerment, and taking concrete steps towards addressing past injustices.

We are committed to working towards a future where everyone can thrive and build a united, just and equitable Australia together. We believe in a future where all Australians have equal access to opportunities, resources, and support regardless of their cultural background. We envision a community where Aboriginal and Torres Strait Islander peoples are recognised and valued as the Traditional Owners of this land, and their cultures, histories and contributions are celebrated and respected.

We strive to create an inclusive and safe environment where all members, including Aboriginal and Torres Strait Islander people, can participate and contribute actively and where their views are heard and valued. We believe reconciliation is a journey that requires continuous learning, listening, and reflecting. We commit to ongoing efforts to build trust, respect and understanding between all members of our community.

We aim to work collaboratively with Aboriginal and Torres Strait Islander communities to support their self-determination and empowerment and to promote social justice and equality. We will engage with these communities meaningfully to develop mutually beneficial partnerships and programs that foster community-led solutions.

We recognise that reconciliation is not a one-off event but a long-term process that requires dedication and action. We are committed to embedding reconciliation principles and practices into all aspects of our organisation, including governance, recruitment, and service delivery.



# Our Journey from Reflect to Innovate

*In 2022, SYC launched its Reflect Reconciliation Action Plan. Since then, we have taken an in-depth look at our journey and how it could benefit from the genuine desire of our Board, staff, and community to make more significant progress towards reconciliation and our role within it.*

SYC undertook a significant engagement process with surveys, workshops and interviews with staff, leadership, clients, external partners, and Aboriginal and Torres Strait Islander communities across Australia.

**From these engagements, several common findings were made, including:**

- o An appreciation for a considered and meaningful approach to reconciliation and inclusion of Aboriginal and Torres Strait Islander people.
- o The positive and caring engagement of SYC staff towards Aboriginal and Torres Strait Islander customers and stakeholders.
- o The need to increase awareness about the organisation's Reconciliation Action Plan and its commitments among our staff and stakeholders nationwide.
- o The importance of ensuring people, both internal and external to SYC, have more opportunities to be directly involved in reconciliation activities and deliverables.
- o The desire to promote more significant opportunities to connect with the positive things being done in relation to reconciliation and how everyone can contribute.
- o The importance of having a workplace that maintains a zero-tolerance approach to racism and discrimination towards Aboriginal and Torres Strait Islander communities.
- o The need to continue to exercise our sphere of influence across our clients, external stakeholders, and host employers' networks.

In developing this Reconciliation Action Plan, we have sought to involve SYC staff, stakeholders and key influencers engaged in our services to inform the Reconciliation Action Working Group, thus ensuring ownership and participation in creating our approach and commitment to reconciliation.

SYC understands that the successful delivery of its Reconciliation Action Plan can only be achieved by creating genuine and meaningful partnerships with Aboriginal and Torres Strait Islander staff, stakeholders, and communities.

We are excited by the opportunity to further our work in the reconciliation movement nationally by building upon our Reconciliation Action Plan, working closely with Aboriginal and Torres Strait Islander communities, and ensuring the work we do will improve our cultural competency and inclusivity .

# “A Message from the Aboriginal and Torres Strait Islander Advisory Group

*This Innovate Reconciliation Action Plan represents a commitment to supporting Aboriginal and Torres Strait Islander staff and students while improving the health and wellbeing of their communities through our vital work, done the right way.*

In adopting a Reconciliation Action Plan, SYC commits itself to fostering an inclusive environment for Aboriginal and Torres Strait Islander staff and students while supporting the next generation of Aboriginal and Torres Strait Islander leaders.

This Reconciliation Action Plan signifies SYC's continued commitment to meaningful and appropriate work to provide sustainable outcomes to Aboriginal and Torres Strait Islander peoples. SYC's Aboriginal and Torres Strait Islander Advisory Group commends SYC for its leadership in adopting a Reconciliation Action Plan and trusts that its actions will inspire other organisations across Australia.

We look forward to working with the SYC community to achieve the actions of this Reconciliation Action Plan as we continue SYC's reconciliation journey.

- Aboriginal and Torres Strait Islander Advisory Group Members:**
- Jedda Edwards:** Aboriginal Employment Mentor- VIC / Wurundjeri
- Tara Rogers:** Employment Coach – SA / Wirangu
- Thalia Hearne:** Convenor, Apprenticeship Support Officer- SA / Gunggari



# Aboriginal and Torres Strait Islander Advisory Group Members

**Crystal Cooper** – Senior Youth in Work Coach and QLD Convenor

I have been working for SYC since 2019 and living and working on Yugembah Country. I am a proud Wiradjuri woman. Wiradjuri nation holds a special place in my heart as there were so many childhood memories growing up with family and friends.

The joy of working with young people is that it is always different. Each young person is unique; they bring their own life experience, needs and expectations, and for me to be a part of that, there is nothing more rewarding.

I am in the Reconciliation Action Plan Working Group to be part of a team passionate about closing the gap, learning and understanding Aboriginal and Torres Strait Islander cultures and building connections within the community.

**Thalia Hearne** – Aboriginal Employment Mentor and Business Development Consultant and SA Convenor

I am a proud Gunggari woman. I have been working with SYC since 2019. I am living on Kurna Country, although I am privileged to work on Kurna, Ngarrindjeri, Meru and Buandig Countries.

Working with participants and young people who also identify as Aboriginal and Torres Strait Islander gives me great pride and joy in helping others around me achieve their potential in life.

I joined the Reconciliation Action Plan Working Group to help SYC make a difference in reconciliation and be a voice for other Aboriginal and Torres Strait Islander staff and communities that cross our paths daily. Being able to execute the deliverables that the dedicated and passionate team worked hard together in collaborating and bringing together is very important to me.

**Tara Rogers** – Employment Coach

I am a proud Wirangu woman. I have been employed with SYC since 2021 and worked across employment services as a receptionist at our Marion site. I then relocated to our Mount Barker site as an employment coach and have now moved closer to home, working at our Christies Beach site. I am currently living on Kurna Country; however, I was privileged to grow up in Ceduna, on the land of the Wirangu people, with generations of farming history.

Working with participants, assisting them with overcoming barriers, and working towards gaining and maintaining employment brings me great pride and joy daily. I joined the Aboriginal and Torres Strait Islander Advisory Group to be a voice for other Aboriginal and Torres Strait Islander staff and participants and to educate others on our culture.

# “A message from our Reconciliation Action Working Group

*Our Reconciliation Action Working Group represents the passion and commitment of its members, who contribute their time and energy to guide SYC's reconciliation journey.*

Their consultation and representation from Aboriginal and Torres Strait Islander communities, their generosity in sharing resources and information to further our organisation's knowledge of First Nation's cultures and their leadership within their respective teams and areas of work to enhance this awareness is invaluable to SYC in guiding our vision for reconciliation.

Through our Reconciliation Action Working Group, the leadership of its Chairs, Leki Mafoe, Nic Jarvis and Scott Whitmore and our Reconciliation Action Plan Champion, Mark Hoffman-Davis, we intend to continue to work alongside the Aboriginal and Torres Strait Islander Advisory Group, First Nation's suppliers and senior leaders to deliver upon the initiatives listed in this plan.

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

## Reconciliation Action Working Group Members

- Mark Hoffman-Davis: RAP Champion**, Chief Executive Officer – National
- Leki Mafoe: Co-Chair**, Head of Practice (Quality of Practice and Clinical Governance) – National
- Nic Jarvis: Co-Chair**, State Operations Manager – VIC
- Scott Whitmore: Co-Chair**, National Partnerships Manager – National
- Alpha Adato**: Recruitment and Talent Partner – SA
- Amanda Givven**: Field Operations Manager – QLD
- Carmel Kneepkens**: Apprenticeship Field Officer- QLD
- Jedda Edwards**: Aboriginal Employment Mentor- VIC
- Lee Matthews**: Regional Manager – VIC
- Minh Nguyen**: Business Development Consultant – VIC
- Thalia Hearne**: Apprenticeship Support Officer- SA

**We thank and acknowledge staff who have contributed as previous Reconciliation Action Working Group members:**  
Candice Swan, Chanel Panagiotis, Crystal Cooper, James Mickelo, Joe Aylward and Rebecca Wilson.





# Relationships

SYC knows that to deliver our purpose and increase consumer impact, we must work across traditional sectors, beyond our current locations, and in deep collaboration with like-minded and values-aligned organisations.

We recognise and appreciate the diversity of Aboriginal and Torres Strait Islander cultures. We aim to build open and inclusive relationships at all our sites, strengthening connections with individuals, families, communities, and leaders. By listening, learning, and working together, we hope to foster cultural belonging and contribute to a shared vision for healing and reconciliation.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Sep 2024	Leads: Chief People Operating Officers  Supports: Head of Practice and General Manager – Employment and Education
	Develop, communicate, and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Nov 2024	Leads: Chief Operating Officers  Supports: General Manager – Employment and Education and Chief People Officer
	Consistently invite external Aboriginal and Torres Strait Islander peoples to be involved in the development of our Innovate RAP, and to take part in ongoing RAWG meetings.	Nov 2024	Leads: Chief Operating Officers  Supports: General Manager – Employment and Education and Head of Practice
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025, 2026	Lead: Chief Risk and Information Officer  Support: Marketing and Communications Manager
	Reconciliation Action Working Group (RAWG) members to participate in an external NRW event.	27 May – 3 Jun 2025, 2026	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 Jun 2025, 2026	Leads: Chief Operating Officers  Supports: General Manager – Employment and Education and Chief People Officer
	Organise at least one NRW event each year.	April 2025, 2026	Leads: Chief Operating Officers  Supports: General Manager – Employment and Education and Head of Practice
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	Leads: Chief Operating Officers  Supports: General Manager – Employment and Education and Head of Practice

3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Dec 2024	Lead: Chief People Officer  Support: Marketing and Communications Manager
	Communicate our commitment to reconciliation publicly.	Jul 2024	Lead: Chief Executive Officer  Support: Marketing and Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Jan 2026	Lead: Chief Executive Officer  Support: Executive Assistant
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Jun 2025	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Organise for managers to provide access to and explain the importance of our RAP to new SYC staff members as part of the induction process.	Sep 2024	Lead: Chief Operating Officers  Support: Chief People Officer
	Distribute a quarterly Reconciliation Action Working Group Newsletter to ensure all staff are updated on progress and achieved deliverables of the RAP.	Sep 2024 Dec 2024 Mar 2025 Jun 2025 Sep 2025 Dec 2025 Mar 2026 Jun 2026	Lead: Chief Risk and Information Officer  Support: Marketing and Communications Manager
4. Promote positive race relations through anti-discrimination strategies.	Conduct periodic reviews of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Jul 2024 Jul 2025, Jun 2026	Lead: Chief People Officer  Support: Chief Operating Officers
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	Jul 2026	Lead: Chief People Officer  Support: Chief Operating Officers
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Sep 2024 Sep 2025, Mar 2026	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Educate senior leaders on the effects of racism.	Sep 2024	Lead: Chief People Officer  Support: Training Manager
5. Advocate for equality and reconciliation between Aboriginal and Torres Strait Islander people and other Australians.	Acknowledge the Uluru Statement from the Heart and provide opportunities (such as morning and afternoon teas, lunches, team meetings, and through online resources) for employees to learn more about the Uluru Statement from the Heart, including through information and internal communications.	Feb 2025	Lead: Chief Executive Officer  Support: Marketing and Communications Manager
	Investigate opportunities to support social justice and advocacy efforts related to Aboriginal and Torres Strait Islander peoples and cultures.	Apr 2026	Lead: Chief Executive Officer  Supports: Chief Operating Officers



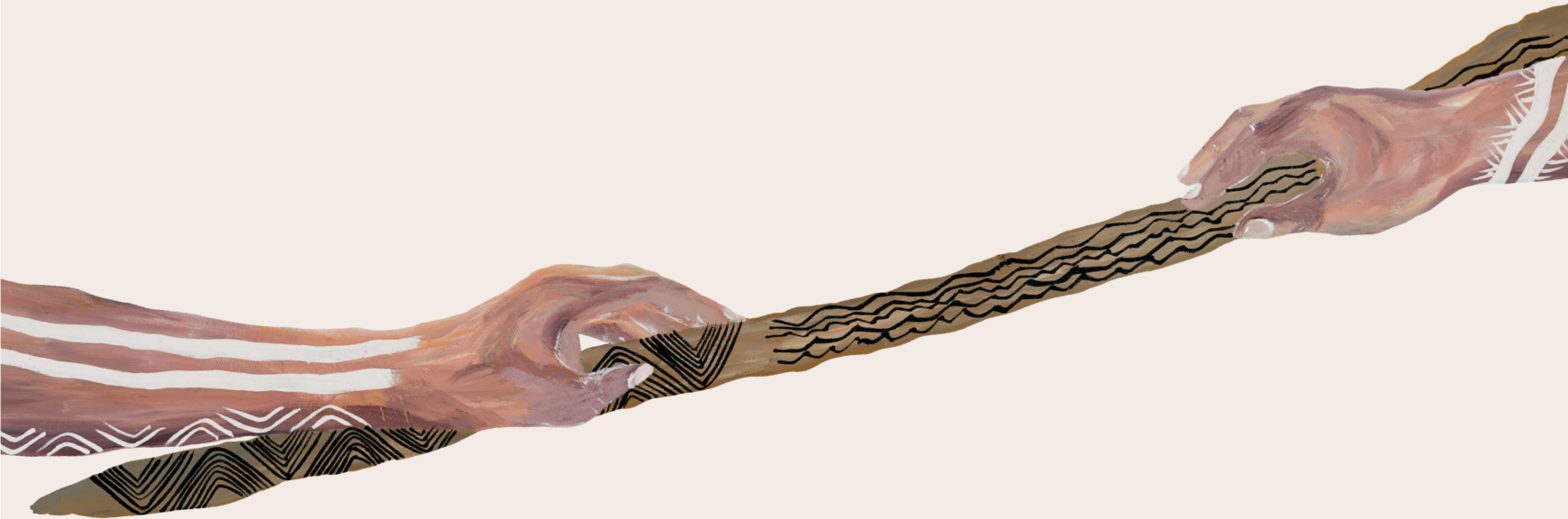
# Respect

SYC will be grounded and flexible in demonstrating inclusivity, partnerships, and collaboration with all consumers. We value consumers as partners by listening to their expertise, knowledge, and experiences and actively involving them in designing, delivering, and evaluating our services.

We understand that social and emotional well-being is influenced by historical events like colonisation. We aim to honour this history and diverse experiences through active listening, continuous learning, purposeful action, and providing cultural safety in all our services and workplaces

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.	Jun 2025	Lead: Chief People Officer  Support: Training Manager and Head of Practice
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Mar 2025	Leads: Chief People Officer  Supports: General Manager – Employment and Education and Head of Practice
	Develop, implement, and communicate a cultural learning strategy document for our staff.	Dec 2025	Lead: Chief People Officer  Supports: Training Manager and Head of Practice
	Provide opportunities for Reconciliation Action Working Group members and other key leadership staff to participate in formal and structured cultural learning.	Mar 2026	Lead: Chief People Officer  Support: Training Manager and Head of Practice
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.	Sep 2024	Lead: Chief People Officer  Supports: Training Manager and Head of Practice
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Mar 2025	Chief People Officer  Supports: Training Manager and Head of Practice
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	May 2026	Lead: Chief Executive Officer  Supports: Chief Operating Officers
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Aug 2024	Lead: Chief Executive Officer  Support: Chief People Officer
	Ask the views and opinions from Aboriginal and Torres Islander staff to ensure SYC are observing cultural protocols.	Jan 2026	Lead: Chief Executive Officer  Support: Chief People Officer

8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Reconciliation Action Working Group to participate in an external NAIDOC Week event.	First week in Jul 2024, 2025	Lead: Chief Executive Officer  Supports: RAWG Co-Chairs
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Apr 2025, 2026	Lead: Chief People Officer  Support: Marketing and Communications Manager
	Promote and encourage participation in external NAIDOC events for all staff.	Jun 2025, 2026	Lead: Chief Risk and Information Officer  Support: Marketing and Communications Manager
9. Sharing pride in Aboriginal and Torres Strait Islander cultures, good news stories and successful engagements across all states.	Executive staff / Chairs of Reconciliation Action Working Group and the Aboriginal and Torres Strait Islander Staff Advisory Group to meet periodically and face to face, when possible, to:		
	Share stories of successes and strengths of Aboriginal and Torres Strait Islander-led social and emotional wellbeing programs through SYC channels for internal and external audiences – such as through social media and on SYC's intranet.	Sep 2024	Lead: Chief Executive Officer  Support: Marketing and Communications Manager
	Consistently deliver communication from RAWG members during dates of significance to all SYC staff.	Aug 2024	Lead: Chief Risk and Information Officer  Support: Marketing and Communications Manager
	Address any challenges that exist that relate to Aboriginal and Torres Strait Islander workforce and community engagement.	Jan 2026	Lead: Chief People Officer  Support: Chief Operating Officers
	Facilitate 'two-way' reporting on progress of the RAP and key Aboriginal and Torres Strait Islander Initiatives.	Mar 2026	Lead: Chief Executive Officer  Support: RAWG Co-Chairs





# Opportunities

SYC is guided by strong connections in service delivery, solid data, and partnerships. We're committed to ensuring equal social, economic, and employment opportunities for Aboriginal and Torres Strait Islander people in our work.

We acknowledge that our organisation and the broader community will strengthen and deepen because Aboriginal and Torres Strait Islander voices lead our journey together. SYC is dedicated to increasing employment, training, leadership, and influence opportunities for the Aboriginal and Torres Strait Islander communities within our organisation and where SYC has placement.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Mar 2025	Lead: Chief People Officer  Support: Chief Operating Officers
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	Mar 2025	Lead: Chief People Officer  Support: Chief Operating Officers
	Develop Career Plan Pathway specific for Aboriginal and Torres Strait Islander staff to increase retention.	Sept 2025	Lead: Chief People Officer  Support: Chief Operating Officers
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	Jan 2026	Lead: Chief People Officer  Support: Chief Operating Officers
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Aug 2024	Lead: Chief People Officer  Support: Chief Operating Officers
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Mar 2025	Lead: Chief People Officer  Support: Chief Operating Officers
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Drive capacity-building activities, including training, coaching and customised support to enable greater personal development for Aboriginal and Torres Strait Islander staff.	Dec 2025	Lead: Chief People Officer  Support: Chief Operating Officers
	Include the Aboriginal and Torres Strait Islander procurement strategy within the SYC Procurement Policy.	Dec 2024	Lead: Chief Finance Officer  Support: Head of Finance
	Maintain Supply Nation membership.	May 2026	Lead: Chief Finance Officer  Support: Head of Finance
	Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Dec 2024, 2025	Lead: Chief Finance Officer  Support: Head of Finance
	Review and update procurement practices to remove barriers within SYC to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Sep 2024	Lead: Chief Finance Officer  Support: Head of Finance

	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2025	Lead: Chief Executive Officer  Supports: Chief Finance Officer, Chief People Officer, Chief Operating Officers, Chief Risk and Information Officer
	Explore opportunities to increase Aboriginal and Torres Strait Islander artwork across all SYC publications and branding.	Dec 2024	Lead: Chief Risk and Information Officer  Support: Marketing and Communications Manager
	Maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2026	Lead: Chief Executive Officer  Supports: Chief Finance Officer, Chief People Officer, Chief Operating Officers, Chief Risk and Information Officer



Governance

Action	Deliverable	Timeline	Responsibility
12. Maintain an effective Reconciliation Action Working Group (RAWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Action Working Group.	May 2026	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Establish and apply a Terms of Reference for the Reconciliation Action Working Group.	Jul 2024	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Meet at least monthly to drive and monitor RAP implementation.	Jul, Sep, Oct, Nov 2024 Mar, Jun, Sep, Nov 2025 Feb, Mar, Apr, May 2026	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Provide an annual opportunity for Reconciliation Action Working Group members to present to the Exec team and Board.	Sep 2024, 2025, Mar 2026	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Continue to expand membership of Aboriginal and Torres Strait Islander Advisory Group, formerly known as SYC's Yarning Circle.	May 2026	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Jul 2024	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Jul 2024	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jul 2024	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Appoint and maintain an internal RAP Champion from executive management.	Jul 2024	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Report RAP progress to all staff and senior leaders quarterly.	Oct, Dec 2024 Mar, Jun, Sep, Dec 2025, Mar, Jun 2026	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Publicly report our RAP achievements, challenges, and learnings annually	Jan 2025, 2026	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	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.	Jun annually	Lead: Chief Executive Officer  Support: RAWG Co-Chairs

	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1st Aug annually	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30th Sep annually	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2026	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2026	Lead: Chief Executive Officer  Support: RAWG Co-Chairs
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Mar 2026	Lead: Chief Executive Officer  Support: RAWG Co-Chairs







#### Contact us

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