



Reconciliation Action Plan

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Innovate

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November 2020 – November 2022

Ngurampaa, by Millmullian

"This painting depicts Wawai the Rainbow Serpent travelling across country creating rivers, streams and waterholes. The animals represent all the different groups of people, their totems and their home country. The lines on the outside represent the different sacred places in each country. The dots in the border represent the eyes of the ancestors that continue to watch over all of country everywhere."

It is upon this history and living culture of today that all homes exist in what is now called 'Australia'."

Reconciliation Action Plan: Innovate

November 2020 – November 2022

Leo Patterson Ross – Chief Executive Officer
leo.patterson.ross@tenantsunion.org.au
(02) 8117 3701

Paul van Reyk – Senior Projects and Resources Officer
paul.vanreyk@tenantsunion.org.au
(02) 8117 3702

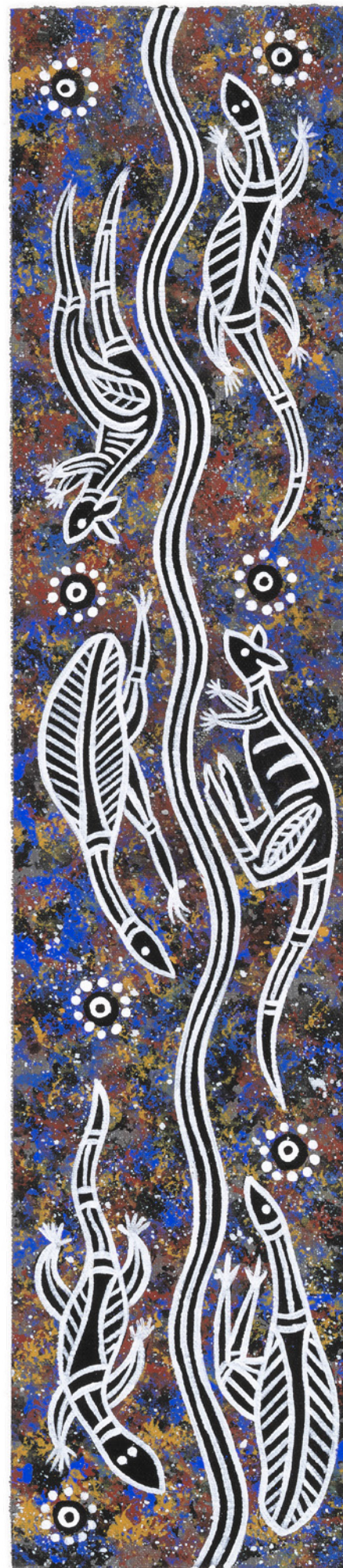
Tenants' Union of NSW

Suite 201, 55 Holt St, Surry Hills NSW 2010

The Tenant's Union acknowledges that our premises are on the traditional lands of the Gadigal people of the Eora Nation. We pay our respects to Elders past, present and emerging. We acknowledge the contributions made by Aboriginal and Torres Strait Islander peoples to the cause of tenants' rights in NSW.

Dhubany, by Millmullian

"Dhubany is our spirit which is here represented by our totem animals. To help our spirit stay strong we need a safe place to live, a safe place to call home. The line in the middle of the animals represents our songlines that connect all our people and all our totems. We sing up our songlines to take care of ourselves, our country and our totems. In our cultural way we take care of our totems making sure our totem animals are safe and well for now and for future generations. In this way we also take care of our spirit."



Aboriginal artists featured in this publication

The Tenants' Union was pleased to commission Aboriginal artists Millmullian and Pauline Coxon to create a number of artworks which we proudly use in our publications (such as this Reconciliation Action Plan) and also display in our office.



Millmullian is a Wailwaan, Ngilyampaa and Yuin man and a proud father of eight children. Millmullian participates in Aboriginal cultural men's business and cultural ceremony regularly. Millmullian is a well-known artist skilled in many areas including painting, tools and weapons making, weaving, emu egg carving and cultural dance and song performance. Millmullian regularly works in schools and in community teaching Aboriginal art, dance and culture.

In his artwork, Millmullian depicts stories of the dreamtime, stories of personal experiences and interactions with the natural environment on country. Millmullian was also taught art, stories and cultural skills by many different Elders over his life whilst growing up among his people at Gingie Mission and Namoi Village near Walgett NSW, where there were people living together from all different tribes.

Together Millmullian and his wife Nyimirr raise their children through cultural ways such as speaking several Aboriginal languages at home, regularly spending time in country with their children and at significant sites, teaching the children about bush foods and medicine, cultural law/lore and cultural ceremony, song and dance.



Pauline Coxon is an Aboriginal Contemporary Artist of the Biripi-Worimi Nations. Her ancestry belongs to the snow-capped mountains of the Barrington and the Great Lakes of the Worimi entering the sea at Seals Rocks. Her art reflects the landscapes of that journey.

Pauline is the descendant of the Aboriginal People of the Barrington Tops – an area which falls into the boundary of Worimi Country. Its nurra is Warringal. The surviving family of the 1835 massacre of the Barrington was the Cooks. Pauline's Great Grandfather Jack Cook, whose traditional name was Mulakut, meaning lightening, was the last initiated man of the area with his partner Jessie Brummie.

Pauline has a deep respect for her ancestors and honors their lives in her art, she believes that their spirit is with her and guides her artistically. Pauline now lives in the snowy mountains (Ngarigo Country) and Pays her respect to the Elders of this Country. She makes regular trips home to her family.

Pauline also reflects on her relationship with her Grandmother Elsa and her German-Jewish roots. Culture, identity and history are favourite topics for her.

Pauline also used to be a Tenant Advocate, so she understands the issues tenants face very well.

Our Organisation

Who we are

The Tenants' Union of New South Wales (TU) is the Statewide peak body representing the interests of all tenants and other renters in NSW.

We are:

- An independent, secular not-for-profit membership-based co-operative under the *Co-operatives (Adoption of National Law) Act 2012 (NSW)*.
- An accredited Community Legal Centre specialising in NSW residential law.
- The main resourcing body for Tenants Advice and Advocacy Services across NSW.
- A registered charity with the Australian Charities and Not-For-Profits Commission.

We currently employ 16 people, including 1 Aboriginal staff member.

Our office is at Suite 201, 55 Holt Street, Surry Hills, New South Wales.

What we do

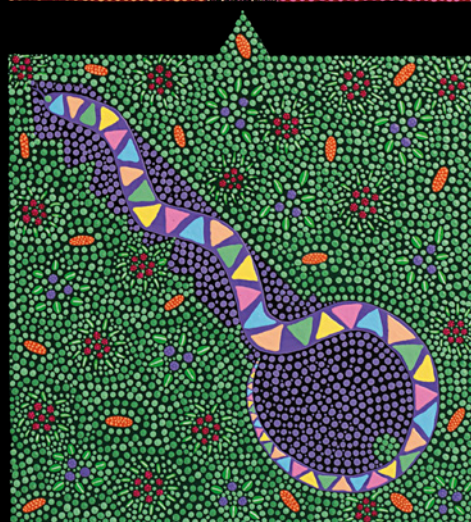
We work to make a positive difference to the lives of residential tenants in NSW, and particularly, tenants who are economically and socially vulnerable.

We work to promote the interests of:

- Aboriginal and Torres Strait Islander tenants
- Boarders, lodgers and other marginal tenants
- Private market tenants
- Social housing tenants
- Residential land lease community residents

We:

- Inform tenants, tenant advocates, and community workers.
- Educate tenant advocates, community agencies and government departments.
- Advise and assist tenants, tenant advocates and community workers.
- Undertake strategic litigation to test legislation affecting tenants
- Advocate for change in law and policy so tenants have more stable, liveable, and affordable homes.



"This painting has been inspired by the logo of the Tenants' Union of NSW but with a Koori design and symbolism. The four squares are (clockwise from upper left) Lending a Helping Hand, Making Tracks to Your Tenancy – Coming Home, Key to Success, and Community.

"I used Australian Aboriginal generic symbols such as the camp ground for community, the rainbow serpent and the bush foods. The tools I used are all commonly used by Aboriginal communities. The tracks and the animals I choose are also found throughout NSW. I did not wish to use symbols, foods or tracks that were

particularly from my country Worimi and Biripi Country, as I really wanted to connect to all Aboriginal communities. I felt that it was culturally appropriate to use universal symbols such as the Rainbow Serpent and the Southern Cross as they are easy recognisable symbols that all Australians connect with including the Aboriginal community.

"I wanted the painting to visually tell a story and that all cultures would be able to interpret. I also wanted the painting to be visually appealing and interesting, so it drew the viewer into the message. I present it with excitement!"

– Pauline Coxon

Our Vision for Reconciliation



Our vision for reconciliation is that all Aboriginal and Torres Strait Islander Peoples living in NSW will have access to safe, secure and affordable housing.

Wawai, by Millmullian

"Wawai travelled our country creating land forms, waterholes and rivers all of which are important to our people for spiritual and physical wellbeing. The concentric circles represent campsites of different family groups across country. The country was created for all people to share so all people deserve a safe place to call home on country."

Our Reconciliation Action Plan



The Tenants' Union recognises that Aboriginal and Torres Strait Islander peoples are the First Peoples of Australia.

We acknowledge that the land in New South Wales is of spiritual, social, cultural and economic importance to Aboriginal Peoples, the Traditional Owners and Custodians of the land. We acknowledge the importance which all land has for Aboriginal and Torres Strait Islander peoples and the need of Aboriginal and Torres Strait Islander peoples for the land. We acknowledge that as a result of past government decisions, Aboriginal and Torres Strait Islander peoples have been dispossessed from their lands without compensation.

Aboriginal and Torres Strait Islander peoples are also over-represented in NSW renter households. 2.6% of households in NSW are Indigenous, yet 5.5% of renting households in NSW are Indigenous. 27% of all residents in NSW are renters, however 57% of all Aboriginal residents are renters (2011 Census). We acknowledge the present and historical disadvantage faced by Aboriginal and Torres Strait Islander peoples and the role of government policies, past and present and racism throughout Australia in creating this disadvantage and the impact of this disadvantage on tenancy and housing issues.

The conditions of rental housing for Aboriginal tenants in Redfern was one of the reasons that drove activists and community workers to form the Tenants' Union in 1976.

Since then, the Tenants' Union has been advocating for NSW tenants and this has always included Aboriginal and Torres Strait Islander tenants.

We acknowledge that a lack of support for non-tenancy issues such as intergenerational trauma, mental health issues, financial hardship, substance dependence, family violence, and disabilities can often lead to an escalation of tenancy issues and result in tenants receiving termination notices and/or suffering other negative outcomes such as accruing large rent arrears.

Our RAP is an important step in recognising this history and its current impact on Aboriginal and Torres Strait Islander peoples as well as an opportunity to work for a reconciled Australia. We recognise, respect and value Aboriginal and Torres Strait Islander peoples and their communities and will work in partnership with them and their advocates to deliver appropriate advice and advocacy for all Aboriginal and Torres Strait Islander tenants.

Our RAP will underpin our work to support, resource and enable strong advocacy for Aboriginal housing justice. The RAP will achieve this by putting in place actions and structures that will:

- Support and amplify the voice of Aboriginal and Torres Strait Islander peoples in the housing policy and legal agenda
- Enable partnerships with Aboriginal and Torres Strait Islander organisations to inform our work for housing justice.
- Enable partnerships with

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Aboriginal and Torres Strait Islander organisations and individuals to bring about positive change in housing security and affordability.

Our RAP Working Group (RWG) has the main role of developing, monitoring, evaluating, and reporting on our RAP. The members of the RWG are the Chief Executive Officer, the Policy and Advocacy Coordinator, the Senior Resources and Project Officer, the Solicitor - Aboriginal Support, the Aboriginal Paralegal Officer, the Administration Officer, the Learning and Development Coordinator, and the Aboriginal Legal Access Program Coordinator of Community Legal Centres NSW. Two of these RWG members are Aboriginal.

Our Aboriginal Advisory Committee (AAC) advises us on strategic directions in law, policy, resources, and training and are active participants in developing and monitoring our RAP.

Our Chief Executive Officer and Senior Project and Resource Officer champion our RAP within the TU assisted by our RAP Working Group and our Aboriginal Advisory Committee.

Achievements, Learnings and Challenges 2017 – 2019

Our first Innovate RAP was launched on 13th September 2017 – the 10th anniversary of the UN Declaration on the Rights of Indigenous Peoples. Since that time there has been a significant strengthening of our work with Aboriginal and Torres Strait Islander renters and organisations. Among our achievements since that time are:

- Developing and distributing Aboriginal-renter specific information in print, online and at community events (e.g. Yabun, Woolloomooloo Community Fair, Redfern-Waterloo Day on the Green).

- Celebrating Aboriginal and Torres Strait Islander days of significance in partnership with other legal centres and raising funds at these events for the Aboriginal Literacy Foundation.
- Supporting the Koori Network of Tenant Advocacy and Advice Services through our Solicitor – Aboriginal Support, and our Aboriginal Paralegal and through partnerships with Dtarrawarra (till-2019) and the Aboriginal Resource Unit (on-going from mid-2019)
- Engaging the Aboriginal Resource Unit to develop an Aboriginal Rental Policy.
- The RAP as a standing item on fortnightly staff meetings to monitor implementation and as a time for staff to reflect on how their work impacts Aboriginal renters.
- The RAP as a standing item on the bimonthly meeting of our Board.
- Developing an Aboriginal Employment Good Practice Guide for Tenants' Advocacy and Advice Services in NSW .
- Ensuring that all staff undertake cultural awareness training annually. All staff also participated in working through the Aboriginal Cultural Awareness training modules produced by Community Legal Centres NSW.
- Including a half-day session on Aboriginal Cultural Awareness particularly on housing and rental issues in our Tenant Advice and Advocacy training in partnership with the Aboriginal Resource Unit.
- Publishing Aboriginal Cultural Awareness resources on the Advocate Resources and Tools page in the TAAS Portal, the online resource for tenant advocates throughout New South Wales.
- Continuing to contract Aboriginal and Torres Strait Islander businesses for provision of equipment, consumables and

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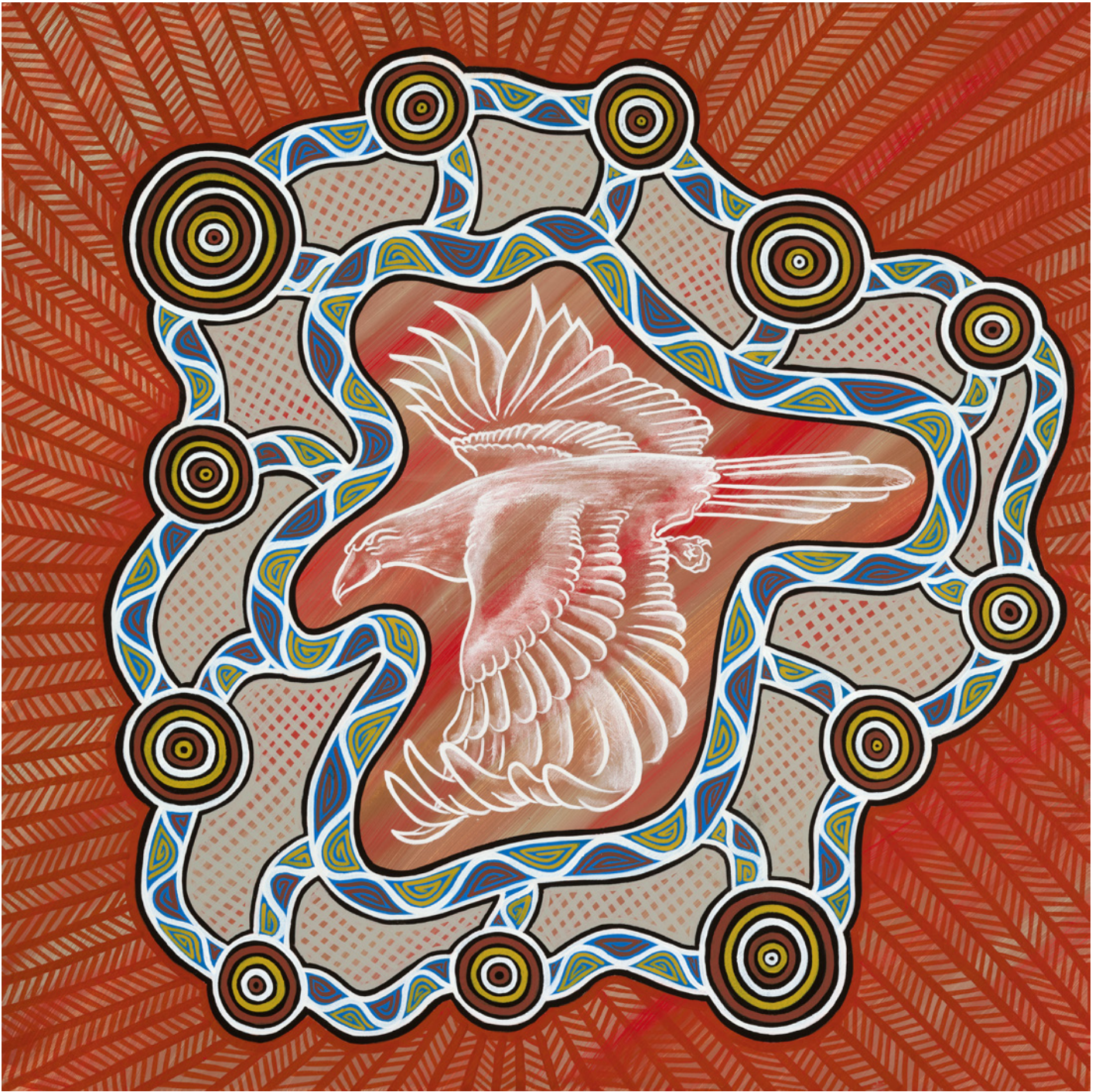
- meeting and training venues, when available and within budget.
- Prioritising Aboriginal renter cases in our litigation work.
 - Publicly supporting the Uluru Statement, including prominently displaying it in our reception area and meeting room.
 - Recognising the work of Aboriginal tenant advocates through our annual Tenants Advice and Advocacy Program Awards.
 - Ensuring that an item relevant to Aboriginal and Torres Strait Islander renters regularly appears in Tenant News, our bimonthly ebuletin.
 - Partnership with Ngalaya – First Nations Lawyers and Law Students NSW. The Tenants' Union will offer Ngalaya members tenancy law training at no cost and facilitate access to the Tenants' Advice and Advocacy Services Network. Ngalaya has already begun assisting the Tenants' Union with recruitment of Aboriginal and Torres Strait Islander staff and will facilitate ongoing mentoring and support for the Tenants' Union Aboriginal Paralegal position.

Implementing the RAP has deepened our organisational understanding of how the history of dispossession and racism continues to impact Aboriginal and Torres Strait Islander renters and communities. We have identified three challenges to work on through our RAP 2020 – 2022:

- Engaging with Aboriginal and Torres Strait Islander stakeholder organisations outside of the Koori Network of Tenants' Advice and Advocacy Services.
- Embedding whole-of-organisation ownership of the RAP, particularly in ensuring that implementing

- the RAP does not only fall to the RAP Working Group, the Solicitor – Aboriginal Support and the Aboriginal Paralegal.
- Managing workload and limited resources in implementing the RAP.





Mullian, by Millmullian

"Mullian is the Wedge Tailed Eagle, the bird in the centre. The larger circles in the painting represent the larger communities of people and the smaller circles represent the smaller communities. The outside wavy lines connecting the communities are the paths which the people travel between the communities. The smaller shorter lines connecting to the central wavy lines represent the knowledge gained from those

communities coming together to create a stronger and more stable world.

The Wedge Tailed Eagle in the centre represents the strength of unity in people coming together through fair and just law. The orange lines on the outside represent the wing feathers of the Wedge Tailed Eagle flying over the communities to oversee and protect the people."



Relationships

Strong relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities are crucial to quality service delivery and advocacy for change. By building trust and strengthening relationships we will improve our effectiveness to defend tenants' rights and create housing justice for Aboriginal and Torres Strait Islander people in NSW.

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.	February 2021.	CEO
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2021.	Senior Projects and Resources Officer
	Engage and support Aboriginal Tenants Advice and Advocacy Services (ATAAS) in the delivery of their work through legal support and consultation on policy issues.	Review in November 2020; May & Nov 2021; May & Nov 2022.	Solicitor – Aboriginal Support; Aboriginal Paralegal; Policy and Advocacy Coordinator
	Work with the Aboriginal Resource Unit to provide capacity building to ATAASs through ongoing training and service visits.	Review in November 2020; May & Nov 2021; May & Nov 2022.	Solicitor – Aboriginal Support; Aboriginal Paralegal; Learning and Development Officer.
	Raise funds for Aboriginal charities at TU events celebrating days of Aboriginal and Torres Strait Islander cultural significance.	Review in November 2020; May & Nov 2021; May & Nov 2022.	CEO; Admin. Officer

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.	27 May - 3 June 2021 & 2022.	Senior Projects and Resources Officer
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2021 & 2022.	Solicitor – Aboriginal Support. Aboriginal Paralegal
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2021 & 2022.	CEO
	Organise at least one NRW event each year.	27 May - 3 June 2021 & 2022.	Admin. Officer
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May - 3 June 2021 & 2022.	Senior Projects and Resources Officer
3. Promote reconciliation through our spheres of influence.	Implement strategies to engage our staff in reconciliation.	Review RAP implementation at fortnightly staff meetings 2020 – 2022	CEO
	Communicate our commitment to reconciliation publicly through our print and online media.	Annual Reports November 2020 – 2022.	Resources Officer, Policy and Advocacy Coordinator
	Continue to take opportunities that present themselves through which to positively influence our external stakeholders to drive reconciliation outcomes, for example, conferences, lobbying for action on Aboriginal housing and rental policies.	Review progress in Nov 2020; May & Nov 2021; May & Nov 2022.	Senior Projects and Resources Officer
	Join with Reconciliation Australia, Reconciliation NSW, RAP partners & other like-minded organisations in activities in addition to NRW and celebrating dates of significance that advance reconciliation.		
	Post on social media about Aboriginal and Torres Strait Islander renters and issues they are facing as detailed in TU's Aboriginal Rental Policy on Aboriginal and Torres Strait Islander days of cultural significance including NAIDOC Week.	Review in Nov 2020; May & Nov 2021; May & Nov 2022.	Policy and Advocacy Coordinator
	Maintain membership of the Law Society's Indigenous issues committee to advocate for housing justice	Review in Nov 2020; May & Nov 2021; May & Nov 2022.	Solicitor – Aboriginal Support
	Encourage and support Aboriginal and Torres Strait Islander staff participation in CLCNSW Aboriginal Advisory Group.	Review in Nov 2020; May & Nov 2021; May & Nov 2022.	Staff Managers – CEO, Principal Legal Officer, Senior Projects & Resources Officer, Policy & Advocacy Coordinator

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Review and communicate the TU Anti-discrimination, Harassment and Bullying Policy	August 2021.	Senior Projects and Resources Officer
	Engage with Aboriginal and Torres Strait Islander staff and the TU Aboriginal Advisory Committee in reviews of Anti-discrimination, Harassment and Bullying Policy and Aboriginal and Torres Strait Islander Cultural Awareness and Safety Policy	August & October 2021.	Senior Projects and Resources Officer
	Educate senior leaders on the effects of racism.	August 2021.	Senior Projects and Resources Officer



Dinewan dhina, by Millmullian

"Dinewan dhina means Emu's tracks. This painting depicts concentric circles linked by four lines which represent different places/homes on country linked by a common Wailwaan law. The large emu footprints in the centre represent the people who carry the Wailwaan law and the smaller emu footprints represent the people who walk in that law. The outer lines represent the strength and security we have within our Wailwaan law."



Respect

The Tenants' Union is committed to respecting Aboriginal and Torres Strait Islander peoples' cultures, lands and histories as we work for tenants' rights in NSW. The Tenants' Union aims to acknowledge and respect the ideas, perspectives and values of its Aboriginal and Torres Strait Islander staff, volunteers, clients and stakeholder organisations. Strategies, policies and procedures are drafted to ensure that respect is practical as well as symbolic.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Ensure TU's Board and staff cultural learning needs are being met through presentation by Aboriginal Resource Unit at Board Annual planning day; all new staff attend cultural awareness training as part of onboarding to TU; all staff attend cultural awareness training at least annually.	Review in November 2020; May & Nov 2021; May & Nov 2022.	Senior Projects and Resources Officer
	Consult TU Aboriginal Advisory Committee on review and ongoing development of the TU cultural learning strategy detailed in the TU Aboriginal and Torres Strait Islander Cultural Awareness and Safety Policy.	March 2021 & 2022.	Senior Projects and Resources Officer
	Implement Aboriginal and Torres Strait Islander Cultural Awareness and Safety Policy	Review in November 2020; May & Nov 2021; May & Nov 2022.	Senior Projects and Resources Officer
	Review the TU Aboriginal and Torres Strait Islander Cultural Awareness and Safety Policy	October 2021.	Senior Projects and Resources Officer
	At each regional network meeting visit a place of significance to the local Aboriginal community as chosen by local Aboriginal TAAS	March / April & October / November 2020, 2021, 2022	Learning and Development Coordinator
	Ensure all staff participate in at least one structured cultural training event each year through monthly supervision and annual appraisal	Review in November 2020; May & Nov 2021; May & Nov 2022.	Staff Managers – CEO, Principal Legal Officer, Senior Projects and Resources Officer, Policy and Advocacy Coordinator

Action**Deliverable****Timeline****Responsibility****6.**

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols via Induction Kit and at each staff meeting	Review in November 2020; May & Nov 2021; May & Nov 2022.	Onboarding Manager, Chair Staff Meetings
Include Acknowledgement of Country at the commencement of important internal and external meetings/events/training as specified in the TU Aboriginal and Torres Strait Islander Cultural Awareness and Safety Policy and the RAP.	Review in November 2020; May & Nov 2021; May & Nov 2022.	Chair or convenor of meetings, Learning and Development Coordinator
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review in November 2020; May & Nov 2021; May & Nov 2022.	Learning and Development Coordinator
Maintain Acknowledgement of Country on TU website and email signatures of all staff	Review in November 2020; May & Nov 2021; May & Nov 2022.	Resources Officer

7.

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2021 & 2022.	CEO
Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2021 & 2022.	CEO
In consultation with Aboriginal and Torres Strait Islander stakeholders, hold an internal or external NAIDOC Week event. Options could include hosting screenings of documentaries from the Reconciliation Film Club, forum on Aboriginal and Torres Strait Islander rental issues as identified in TU's Aboriginal Rental Policy.	First week in July 2021 & 2022.	Senior Projects and Resources Officer
Ensure all Aboriginal and Torres Strait Islander staff are aware they have one day of cultural leave to participate in a NAIDOC Week event in their community as per the TU Aboriginal and Torres Strait Islander Cultural Awareness and Safety Policy.	Review in November 2020; May & Nov 2021; May & Nov 2022.	Staff Managers – CEO, Principal Legal Officer, Senior Projects and Resources Officer, Policy and Advocacy Coordinator



Burralgaa Walaay,
by Millmullian

"This painting Burralgaa Walaay (Brolga's Camp/Nest/Home) shows two Brolgas caring for their eggs in a nest that they built together. The Brolgas are celebrating the security and love in which they will nurture their future young. The five concentric circles represent the different locations where the Brolga's may nest given the right conditions. The red arched lines represent the water and giver of life they need to provide for their young."



Opportunities

The Tenants' Union is committed to improving employment and professional development opportunities for Aboriginal and Torres Strait Islander peoples across all levels of our organisation. We are committed to offering positions identified for Aboriginal and Torres Strait Islander peoples in order to utilise the knowledge, values, and skills that Aboriginal and Torres Strait Islander people bring to an organisation. We are committed to offering an inclusive and culturally appropriate community legal service, and with the help of Aboriginal and Torres Strait Islander peoples, we strive to improve the situation for all tenants in NSW.

Action	Deliverable	Timeline	Responsibility
8. Ensure our core business is reflective of the needs of Aboriginal and Torres Strait Islander client base and stakeholders	Report biannually to the TU Board and funders on the operation of the TU legal practice dedicated to assisting Aboriginal and Torres Strait Islander tenants and their advocates in NSW.	Mar & Sept 2021; Mar & Sept 2022.	CEO
	Maintain and update Aboriginal and Torres Strait Islander culturally specific resources	Review in November 2020; May & Nov 2021; May & Nov 2022.	Aboriginal Legal Team, Resources Officer
	Report annually publicly on the progress of our work for Aboriginal and Torres Strait Islander housing justice.	TU Annual Report November 2020, 2021 & 2022	CEO
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Review in November 2020; May & Nov 2021; May & Nov 2022.	Staff Managers - CEO, Principal Legal Officer, Senior Projects and Resources Officer, Policy and Advocacy Coordinator
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.		
	Develop and implement an Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development Strategy.	February 2021	Senior Projects and Resources Officer
	Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply'.	Review in November 2020; May & Nov 2021; May & Nov 2022.	CEO

continued...

Action	Deliverable	Timeline	Responsibility
9. continued... Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review in November 2020; May & Nov 2021; May & Nov 2022.	Senior Projects and Resources Officer
	Increase the number of Aboriginal and Torres Strait Islander staff employed in our workforce.	Review in November 2020; May & Nov 2021; May & Nov 2022.	CEO
	Support Aboriginal and Torres Strait Islander staff to attend conferences, training and meetings and any other activity that supports their professional development.	Review in November 2020; May & Nov 2021; May & Nov 2022.	Staff Managers – CEO, Principal Legal Officer, Senior Projects and Resources Officer, Policy and Advocacy Coordinator
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Implement TU procurement policy inclusive of supporting Aboriginal and Torres Strait Islander suppliers e.g. Supply Nation	Review in November 2020; May & Nov 2021; May & Nov 2022.	CEO & Admin. Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Review in November 2020; May & Nov 2021; May & Nov 2022.	CEO & Admin. Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Review in November 2020; May & Nov 2021; May & Nov 2022.	CEO & Admin. Officer



Governance



Action	Deliverable	Timeline	Responsibility
11. 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 in November 2020; May & Nov 2021; May & Nov 2022.	CEO
	Annually review Terms of Reference for the RWG.	March 2021 & 2022.	CEO
	RAP Working Group meets monthly to monitor implementation	Monthly in 2020, 2021 & 2022.	Senior Projects and Resources Officer
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	In Budget forecasting June 2021 & 2022.	CEO
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Review in November 2020; May & Nov 2021; May & Nov 2022.	CEO
	Monitor implementation against RAP deliverables.	Monthly and review March 2021 & 2022	Senior Projects and Resources Officer
	Maintain internal RAP Champion(s) from senior management.	Review in November 2020; May & Nov 2021; May & Nov 2022.	CEO & Senior Projects and Resources Officer
13. Increase Aboriginal and Torres Strait Islander representation in leadership positions within the organisation.	Promote and encourage Aboriginal and Torres Strait Islander participation on our Board including providing assistance with transport.	Review in November 2020; May & Nov 2021; May & Nov 2022.	TU Chair and CEO

Action	Deliverable	Timeline	Responsibility
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 2021 & 2022.	CEO & Senior Projects and Resources Officer
	Report RAP progress to all staff and senior leaders at every staff meeting.	Fortnightly 2020, 2021 & 2022.	CEO & Senior Projects and Resources Officer
	Report RAP progress to all TU Board.	Bi-monthly 2020, 2021 & 2022.	CEO
	Report to the TU Aboriginal Advisory Committee.	Bi-monthly 2020, 2021 & 2022.	CEO
	Publicly report our RAP achievements, challenges and learnings annually via the TU Annual Report in print and online.	November 2020, 2021 & 2022.	Senior Projects and Resources Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022.	CEO & Senior Projects and Resources Officer
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2022	Senior Projects and Resources Officer

