



Innovate Reconciliation Action Plan

June 2026 – May 2028





Acknowledgement of Country

SSI Group acknowledges the Aboriginal and Torres Strait Islander peoples as the First and Traditional Custodians of the lands where we live, learn and work. SSI Group remains committed to reconciliation and to working with First Nations peoples to realise “Makarrata” – a Yolngu word meaning the coming together after a struggle.

Aboriginal and Torres Strait Islander readers are advised that this content may contain the names or images of people who have passed away to the dreaming.

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Our reconciliation artwork

SSI commissioned this artwork from **Charmaine Mumbulla** to reflect who we are as an organisation and how reconciliation is woven into our work.

About the artist

Charmaine Mumbulla is a Kurna and Narungga woman from South Australia's Yorke Peninsula with family ties to the Gumbaynggirr peoples of the New South Wales (NSW) Mid-North Coast. Together, she and her partner Jason run an Aboriginal creative agency on Gadigal and Wangal land called Mumbulla Creative. Charmaine is passionate about working on projects that support social justice and works closely with organisations to tell their stories through art.



About the artwork

SSI's values feature at the heart of this artwork, with three large circles representing accountability, inclusion and respect in the centre.



staff in offices growing throughout NSW to nationally, serving and supporting people from marginalised communities. Several pathways lead off the circles showing that clients don't always stay on the single path during their journey.



A circular pathway of weaving, dotted lines around the central circle represents SSI itself, which strives to uphold these values.

U-symbols surround this weaving pathway and represent First Nations communities who provide cultural knowledge, support and guidance to SSI on issues relating to Aboriginal and Torres Strait Islander peoples and communities. The U-symbols are two-tiered, with one tier representing First Nations staff, and the other tier representing community, who give a voice to the work of SSI.



Six smaller white and teal dotted circles represent SSI's key outcome areas: safety and stability, learning and growth, economic participation, health and wellbeing, society and systems capacity.



Circles surrounded by small U-symbols represent the many partners, stakeholders and communities that work with SSI.

The artwork is set on a midnight sky background with a spattering of stars. The star-filled sky unites every part of Australia and remind us that SSI does work on land that always was, and always will be, Aboriginal land.

Message from our CEO

Violet Roumeliotis AM
RAP Champion

SSI holds a unique role in welcoming newcomers to this country, and we do so with deep awareness that this land is sacred to First Nations peoples who are the traditional owners who have cared for it for over 65,000 years.

In recent years, we have made great strides towards reconciliation with First Nations peoples, including through our first Innovate Reconciliation Action Plan (RAP), our support of the Yes campaign in the Voice referendum and our joint leadership of the Allies for Uluru coalition.

I am now proud to present our second Innovate RAP, which represents the next step in our journey, as we continue to learn, advocate, and act side by side with First Nations communities to realise a more unified and inclusive nation.

Our new RAP reflects our enduring commitment to reconciliation and a shared future built on respect and equity. It outlines our ambitions for the next two years and sets a vision for how we will build on our progress towards realising makarrata, the coming together after a struggle.

We believe SSI has a key role to play in a more unified, equal and respectful nation. We have a deep commitment to knowing and understanding more about Aboriginal and Torres Strait Islander peoples' wide-ranging cultures, beliefs and kinship systems across this beautiful country. We have a dedicated team informing our work and leading sector insights, as we advocate alongside First Nations communities for social justice.



I want to recognise the valuable contributions of our First Nations team members and First Nations communities in both their everyday work, along with their contributions to setting and progressing our shared vision for reconciliation at SSI. Their collective impact has shown us firsthand what is possible when First Nations voices are empowered and elevated to inform topics and policies that affect First Nations communities.

Together, we reaffirm our commitment to reconciliation as a shared responsibility and a shared journey. By listening deeply, learning continuously, and acting with purpose, SSI will continue to walk alongside Aboriginal and Torres Strait Islander peoples to create a future grounded in truth, respect and equality.

Thank you to our First Nations colleagues, partners, and communities for guiding us and shaping this vision. We look forward to building this future together.



Message from the CEO of Reconciliation Australia

Karen Mundine

Reconciliation Australia commends Settlement Services International on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Settlement Services International continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Settlement Services International will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Settlement Services International using the lens of reconciliation to better understand its core

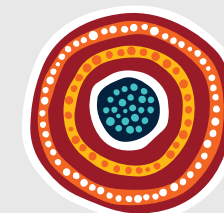
business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Settlement Services International to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Settlement Services International will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Settlement Services International's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Settlement Services International on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.





Community members with SSI staff after Tribal Warrior cultural cruise experience.

Our vision for reconciliation at SSI

At SSI, equality is at the heart of what we do. We realise that there can be no equality in Australia until we achieve equality for First Nations peoples. Our aim with this RAP is to create space where multicultural communities and Aboriginal and Torres Strait Islander peoples walk together, grounded in truth-telling, listening, and mutual respect. Truth-telling and deep listening will guide SSI to achieve the actions we have outlined in our RAP, and we will incorporate these lessons into our services for the communities we support throughout this great land.



Who we are

SSI is a national not-for-profit (NFP) organisation whose purpose is to help create a more inclusive society in which everyone can meaningfully contribute to social, cultural, civic and economic life. We work towards this goal by delivering life-changing human and social services on behalf of governments and other nongovernment organisations and also using our own funding channels.

The organisation was founded in Sydney in 2000 when Settlement Services Australia, then the NSW Migrant Resource Centre Association, was founded by 11 member organisations with the aim of helping newly arrived refugees settle in Australia. Over time, our expertise working with people from diverse cultural and linguistic backgrounds enabled us to expand into delivering other social services, including a significant focus on supporting people living with disability. We have also expanded into Victoria, Queensland and most recently Western Australia, with offices and co-location sites across Melbourne, Perth, Sydney and southwest Sydney, Newcastle, Logan, Gold Coast and regional areas such as Armidale, Coffs Harbour and Ipswich. We continue to engage internationally, and in recent years our membership base has grown to 16 organisations.

Our approach to our work and to achieving social change has been firmly anchored in the belief that strength comes from collaboration. We partner with federal and state government departments and agencies, community-minded businesses and individuals. We build relationships with domestic and global human-service-led organisations and NFPs.

Each year SSI supports tens of thousands of people through a wide range of services and programs, alongside a growing portfolio of social enterprises that create pathways to employment and participation. These include settlement support, family services, foster care, disability support, employment pathways, domestic and family violence services, and community capacity building. SSI works with refugees, people seeking asylum and culturally and linguistically diverse (CALD) communities, people living with disability, First Nations communities, women, youth, families and children and LGBTIQ+ communities.

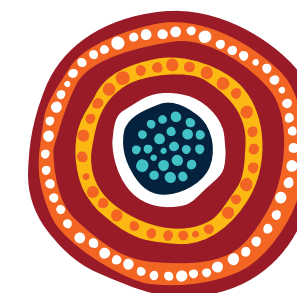
Community is at the heart of what we do. Our committed and diverse workforce reflects — and serves as an extension of — the extremely varied communities we work alongside.

Our values



Respect

We accept people for who they are, and treat everyone fairly and empathetically.



Accountability

We take responsibility for our actions, act with integrity and honour our commitments.



Inclusion

We foster belonging and value the diversity of people's lived experiences, identity, knowledge and talents

Vision. Our hope

An inclusive and equitable Australia where every person can thrive, participate and belong.

Purpose. Our why

To advance equity by supporting people and communities to achieve safety, inclusion and participation. To shape the systems, services and settings that enable them to thrive.

Role. Our work

SSI draws on deep multicultural expertise and strong relationships to support people, strengthen communities and shape fairer systems. SSI brings together excellent services, inclusive practice and national influence to improve outcomes across Australia.

In FY25, we supported:

53,000⁺

people*

57

programs and services in
34 locations

12,000⁺

refugees, people seeking
asylum and migrants
to settle in Australia

27,000⁺

people living with
disability to access
services and supports

5,000⁺

people with training,
employment and
self-employment

300⁺

people to access domestic,
family and sexual violence
support services

**people supported by SSI in a year.*

Thanks to the work of:

800⁺

staff

170⁺

Multicultural
Support Officers

86

volunteers

+ in collaboration with our valued lived experience advisors, 16 members and
government, community and service delivery partners



Community member and Uncle Terry at a cultural tour of Redfern during traditional smoking.

SSI RAP Design Working Group

The development of this RAP draws on the ideas, lived experience and expertise of employees from across SSI's many divisions and programs. We thank each of them for their time, commitment and leadership throughout the process.

First Nations employees

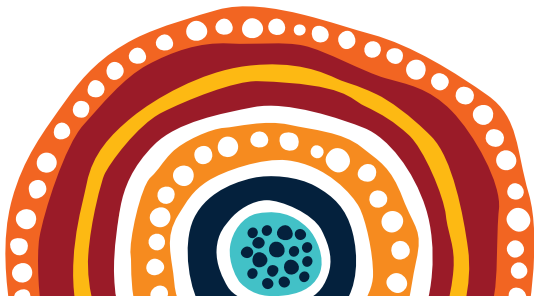
Allana das Neves	First Nations Local Area Coordinator
Brittany Jackson	First Nations Local Area Coordinator
Cass Best	First Nations Cultural Safety, Engagement and Partnerships Lead
Cecily Williams	First Nations Local Area Coordinator
Jennifer Jorgensen	First Nations Local Area Coordinator
Kerin Carpenter	First Nations Local Area Coordinator
Kylie Natividad	First Nations Local Area Coordinator
Lorna Orcher	First Nations Local Area Coordinator
Mia Haines	First Nations Local Area Coordinator
Nataly Balderson	Refugee and Disability Employment Specialist
Tristan Barnett	Senior Multicultural Child and Family Program Caseworker



First Nations SSI Local Area Coordinators at Eora NAIDOC inner city family day.

Other contributors:

- **Brian Cooper**, Leadership and Learning Manager
- **Caroline Reid**, General Manager People and Culture (formerly)
- **Dane Moores**, Chief of Advocacy and Public Affairs
- **Dolly Miranda**, Head of Talent Acquisition
- **Donna Mosford**, Strategic Project Lead
- **Ebadullah Amid**, Head of Facilities and Operations
- **Geena Rekhi**, Learning and Development Team Lead
- **Ghassan Noujaim**, Head of Multicultural Child and Family Program
- **Hannah Gartrell**, Head of Executive Communications and Media
- **Janet Irvine**, SSI Diversity Training Manager
- **Kenny Duke**, Head of Clients and Community Connections
- **Leigh Zimmermann**, Events Producer
- **Megan Rudd**, Operations Manager, Disability Support
- **Melinda Mann**, Head of Service Delivery Impact Hub
- **Moones Mansoubi**, Women, Youth and Communities Manager
- **Nicole Smith**, Head of Disability Support
- **Ravinder Kaur Mehar-Singh**, Head Office Manager
- **Rose Vearing**, Head of Community Wellbeing and Health
- **Sophie Sipsma**, Culture, Inclusion and Wellbeing Manager
- **Thomas Liao**, People and Culture Business Partner
- **Tim Gray**, Senior Manager Policy Contracts and Reporting, Humanitarian Support Program
- **Vasinder Kaur**, Community Impact Manager
- **Yoshe Foy**, Lead Communications Officer



Our reconciliation journey

SSI's reconciliation journey began in 2017 with a clear vision: to walk alongside Aboriginal and Torres Strait Islander peoples in the spirit of respect, truth-telling and shared purpose, and to create sustainable, meaningful change. We began marking key dates such as National Reconciliation Week and NAIDOC Week through cultural performances, learning activities and opportunities to hear from Elders and members of the Stolen Generations. From Yuggerah to Tharawal lands, we built strong, meaningful relationships with First Nations Elders and communities, and fostered a shared understanding between our multicultural clients and local Traditional Owners.

Building on this foundation, we started to support Aboriginal entrepreneurs through SSI's Ignite Small Business Start Up program. In 2021, under our inaugural RAP, we completed or progressed 90 per cent of all actions. We focused on building partnerships with the First Nations peoples we work with in community, strengthening internal cultural education, and updating policies and procedures to reflect SSI's commitment to reconciliation in an authentic and culturally safe way. We created real change and took a leading stance on key advocacy initiatives, including becoming a prominent voice in our sector to support the Voice to Parliament.

Our role in the Voice to Parliament Referendum

The national referendum on an Aboriginal and Torres Strait Islander Voice to Parliament was a significant historical moment, providing an opportunity to enshrine a representative Voice in Australia's constitution so First Nations peoples could have a say on policies affecting their lives. As a long-standing supporter of the Uluru Statement from the Heart, SSI played a leading role within the multicultural sector in advocating for the Voice to Parliament, recognising it as an important step toward justice, reconciliation and a more united Australia.

SSI used its platform, partnerships and community reach to help build understanding, solidarity and informed public discussion. By hosting three multicultural community forums in Springvale in Victoria, Bankstown in NSW and Logan in Queensland, SSI provided more than 1,000 community members with accurate information about the referendum and the potential transformative impact of a Voice to Parliament. Many people from

migrant and refugee backgrounds saw parallels between the experiences of First Nations peoples and their own experiences of racism, exclusion and underrepresentation, creating a powerful sense of shared purpose and solidarity.

As a result of this principled advocacy, SSI was invited to join the leadership group of Allies for Uluru, a coalition of more than 300 organisations dedicated to advancing full implementation of the Uluru Statement from the Heart, including Voice, Treaty and Truth.

While SSI was disappointed by the outcome of the referendum, our commitment to reconciliation and First Nations justice remains unwavering. We remain committed to walking alongside First Nations peoples to realise Makarrata – a Yolngu word meaning the coming together after a struggle. In the post-referendum context, there is an even clearer need for education and truth-telling among the Australian public and migrant communities, which is a core to SSI's future RAP plans.

Tribal Warrior cultural dancers.



Crew from the Tribal Warrior cultural cruise experience.

Multicultural communities and reconciliation

Following the referendum and the completion of our first RAP, we invested time reflecting on our reconciliation journey, while continuing to act. We introduced mandatory cultural competency training for our employees at all levels, established a First Nations cultural program for newly arrived refugees, and launched internal taskforces to lift our First Nations procurement and employment capability.

Relationships and unity

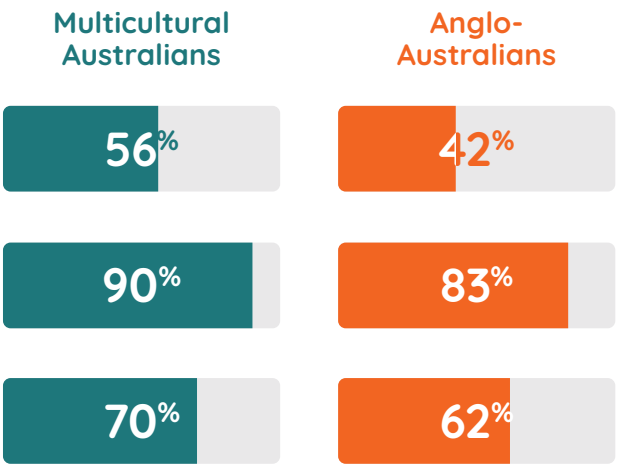
Multicultural Australians believe strongly in the importance of relationships in building unity and are driven to take action on reconciliation.

Want to do something to help reconciliation.

Think the relationship between First Nations and non-Indigenous people is important.

Believe it is possible that all Australians can be united.

In 2024, Reconciliation Australia undertook an Australian Reconciliation Barometer specifically examining the perceptions of multicultural Australians, with results demonstrating stronger support for reconciliation, truth telling and First Nations justice among multicultural Australians than the general Australian population. Some key insights are shared below.



Reconciliation Australia, 2024



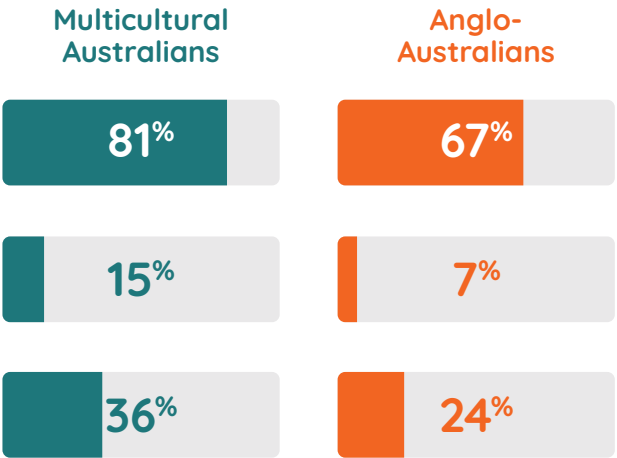
Truth-telling

Multicultural Australians are more willing to engage with Australia's history through truth-telling, understanding, and acting. However, stronger engagement in truth-telling activities by all non-Indigenous Australians is needed to shift the national knowledge and narrative of Australia's colonial history.

Believe truth-telling is important

Participated in a local truth-telling activity in the past six months

Believe the wrongs of the past must be rectified before all Australians can move forward



Reconciliation Australia, 2024

Shaped by these insights and developed in close partnership with First Nations communities, businesses and staff, our second Innovate RAP reflects the post-referendum moment we find ourselves in. The No result made clear that there is more work to do in promoting education and truth-telling, not just among the broader Australian public but within multicultural communities too. But there are also strong foundations to build from, given the sense of solidarity and deep connection many

refugee and migrant communities feel with First Nations communities given shared experiences of oppression, colonisation, displacement, and resilience.

We are proud of the progress we have made and remain committed to continuing this journey with curiosity, purpose and respect.

Our timeline

2017

SSI begins meaningfully engaging with First Nations communities and Elders and starts marking NAIDOC Week and National Reconciliation Week.

2020

SSI starts community consultations for our first RAP across the communities we serve.

2021

SSI launches our first Innovate RAP with support from Stan Grant.

2023

SSI holds referendum town halls in NSW, Victoria and Queensland for multicultural community members to understand the significance of the Voice to Parliament.

2023

SSI's first RAP concludes with over 90 per cent of actions completed or progressed.

2025

SSI is invited to jointly lead advocacy for Allies for Uluru and joined the Raise the Age campaign, deepening its focus on Closing the Gap initiatives.

2026

SSI launches our second Innovate RAP.

Reconciliation highlights at SSI today

Sharing First Nations culture with multicultural youth at kid's camp

SSI has introduced First Nations cultural activities into our kids' camp program for multicultural youth, held across Sydney, Melbourne and Brisbane. Children from refugee and newly arrived backgrounds, typically aged six to 13, take part in scavenger hunts, football, volleyball, dancing and Indigenous storytelling. The program is designed to help children connect, build confidence, resilience and language skills, and feel at home in a safe and welcoming environment.



Kids at SSI youth camp painting boomerangs

Supporting days of significance in community

SSI attends and acknowledges Aboriginal and Torres Strait Islander days of significance, recognising the world's oldest continuing cultures and the importance of fostering reconciliation through truth-telling, shared learning and mutual respect. These days promote awareness of First Nations histories, achievements, cultures and resilience, while also creating space to acknowledge ongoing injustices and the need for sustained, systemic change.

We participate in community events across Queensland, NSW and Victoria, including Survival Day (January 26), National Sorry Day, and the Anniversary of the Apology, NAIDOC Week and National Reconciliation Week, to celebrate, educate and reflect. These events strengthen relationships and deepen our understanding of Country, culture and community.

Among the events we attend, we actively sponsor or support: Yabun and Share the Spirit Festival for Survival Day, NAIDOC week celebrations across all our locations, Sorry Day commemorations with Coota Girls Aboriginal Corporation Sydney, the Aboriginal Women's Wellbeing Conference and Expo, and Saltwater Freshwater Festival.

Sharing these dates with our refugee and migrant clients has become one of the most meaningful ways we bring our communities together, and we remain committed to continuing this work.

Services for First Nations people with disability

Building stronger communities through local area coordination

Our Local Area Coordination program links people with disability to the right supports and services. A key aspect of this effort is community-based connection desks, which have been established in the communities we serve, including those specially tailored to First Nations peoples. These connection desks are accessible, welcoming spaces where community members can have their questions about the NDIS answered.



Community connection proves key to success

Kerin and Kylie, two of our First Nations local area coordinators, regularly attend a connection desk in Bowral, sharing yarns and their expertise of the scheme with prospective and current participants. Their work helps connect members of the community to vital supports, including peer networks and healthcare services. They also help build capacity for people to navigate the NDIS with confidence, clearing up doubts about the scheme.

Aunty Robin Young, a representative of Bowral Community Mental Health Services praised Kerin and Kylie for their dedication, cultural sensitivity, and enthusiasm.

“The health and wellbeing of those regularly cared for by the girls has greatly improved,”

said Aunty Robin. She highlights the importance of following six common values that encompass the First Nations experience:

1 Spirit and integrity

2 Reciprocity (sharing)

3 Respect

4 Equality

5 Survival and protection

6 Responsibility

Kerin and Kylie uphold these values in their work, ensuring that each person’s unique needs are addressed, even when they share the same diagnosis or disability.

This personalisation of care is what Aunty Robin feels has made such a difference.

“Members of the community have developed the skills, knowledge, and broader strategies to improve their health,” she said.

Strategic partnerships for reconciliation and settlement

Partnerships are essential to advancing whole-of-society movements like reconciliation. In an exciting development, SSI is partnering with the Settlement Council of Australia and Reconciliation Australia to increase awareness of Australia’s true history and the legacies on which settlement is built, strengthen connections between First Nations and multicultural communities, facilitate knowledge sharing and jointly advocate for systemic change. This partnership reflects a shared commitment to reconciliation, social cohesion and a vision of multiculturalism that is grounded in truth-telling and respect for First Nations peoples and cultures.

The partnership will deliver a range of initiatives designed to foster leadership, dialogue and collective action. This includes plans for an inaugural multicultural women’s leadership to the Garma Festival – Australia’s largest First Nations cultural gathering – as well as initiatives to increase awareness and adoption of RAPs across the broader settlement sector to strengthen reconciliation in practice. The partnership will also support the development of an anti-racism advocacy alliance focused on addressing the structural drivers of racism affecting both First Nations and multicultural communities, while building solidarity and shared advocacy across sectors.

Our 2026 – 2028 Innovate RAP



Relationships

Over 25 years, SSI has built its success on strong, enduring relationships. Across that time we have developed meaningful connections with First Nations communities, organisations and individuals throughout the country, working together, offering support and staying engaged. In our second Innovate RAP, we will deepen these relationships further, connecting our multicultural communities to First Nations history and truth, and strengthening our advocacy against discrimination and racism.

Deliverable	Timeline	Responsibility
1 Action: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to formalise guiding principles for future engagement.	June 2027	Lead: Cultural Safety, Engagement and Partnerships Lead - People and Culture Supports: Chief of Advocacy and Public Affairs, QLD & VIC RAP working groups, Yenmalibyila - SSI Mob
Update, develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Feb 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Supports: Service Delivery Impact Hub, Chief of Advocacy and Public Affairs, QLD and VIC RAP working groups, Yenmalibyila - SSI Mob
2 Action: Build relationships through celebrating National Reconciliation Week (NRW).		
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, May 2027, May 2028	Lead: Head of Executive Communications and Media Supports: Head of Facilities and Operations
RAP Working Group members to participate in an external NRW event.	May 2027, May 2028	Lead: CEO/RAP Champion Support: RAP Working Group
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2027, May 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Supports: RAP Working Group, RAP Champion
Organise at least one NRW event each year.	May 2026, May 2027, May 2028	Lead: CEO/RAP Champion Supports: Cultural Safety, Engagement and Partnerships Lead, People and Culture, Head of Executive Communications and Media
Register all our NRW events on Reconciliation Australia's NRW website.	May 2027, May 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Supports: Events Producer, Corporate Affairs

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Deliverable	Timeline	Responsibility
3 Action: Promote reconciliation through our sphere of influence.		
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2027	Lead: Culture, Inclusion and Wellbeing Manager Supports: Cultural Safety, Engagement and Partnerships Lead
Communicate our commitment to reconciliation publicly.	November 2026, November 2027	Lead: Head of Executive Communications and Media Supports: Cultural Safety, Engagement and Partnerships Lead, People and Culture
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2026, November 2027, November 2028	Lead: Head of Executive Communications and Media Supports: Chief of Advocacy and Public Affairs, Cultural Safety, Engagement and Partnerships Lead, People and Culture
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2026, November 2027, February 2028	Lead: RAP Working Group Supports: Cultural Safety, Engagement and Partnerships Lead, People and Culture

4 Action: Promote positive race relations through anti-discrimination strategies.		
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2026	Lead: Business Partner, People and Culture Supports: Culture, Inclusion and Wellbeing Manager, People and Culture
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	August 2026	Lead: Business Partner, People and Culture Supports: Yenmalibyila - SSI Mob and Cultural Safety, Engagement and Partnerships Lead, People and Culture
Develop, implement, and communicate an anti-discrimination policy for our organisation.	November 2026	Lead: Business Partner, People and Culture Supports: Cultural Safety, Engagement and Partnerships Lead, People and Culture
Educate senior leaders on the effects of racism.	June 2026, June 2027	Lead: Business Partner, People, and Culture Supports: Cultural Safety, Engagement and Partnerships Lead, People and Culture

Deliverable	Timeline	Responsibility
5 Action: Jointly lead the Allies for Uluru coalition of 300+ organisations advocating for full implementation of the Uluru Statement from the Heart, including Voice, Treaty and Truth		
Hold post-referendum briefing and education session for settlement workers with the Settlement Council of Australia and Uluru Dialogue	July 2026	Lead: Chief of Advocacy and Public Affairs Support: Cultural Safety, Engagement and Partnerships Lead, People and Culture
Support the gathering of evidence, insights and research on public perceptions and message testing to inform advocacy strategies	June 2027	Lead: Advocacy Lead Support: Head of Advocacy and Government Relations and Cultural Safety, Engagement and Partnerships Lead, People and Culture
Re-engage allyship organisations through webinars and working groups sharing allyship best practice	Nov 2026	Lead: Advocacy Lead Support: Head of Advocacy and Government Relations
Grow the Allies for Uluru coalition by recruiting at least 50 more organisations to the cause	June 2027	Lead: Advocacy Lead Support: Head of Advocacy and Government Relations
Co-host a National Allyship Summit every two years	Aug 2026	Lead: Chief of Advocacy and Public Affairs Support: Head of Advocacy and Government Relations; Advocacy Lead
Continue to consult with the Uluru Dialogue and First Nations leaders to develop key advocacy pledges, activations, and responses	June 2026	Lead: Advocacy Lead Support: Head of Advocacy and Government Relations and Cultural Safety, Engagement and Partnerships Lead, People and Culture
Collaborate on at least three advocacy campaigns addressing issues that disproportionately affect First Nations communities, such as youth justice, human rights, and education	May 2028	Lead: Advocacy Lead Support: Head of Advocacy and Government Relations and Cultural Safety, Engagement and Partnerships Lead, People and Culture

Deliverable	Timeline	Responsibility
6 Action: Build an anti-racism advocacy alliance to address the structural drivers of racism in collaboration with First Nations, multicultural and faith-based organisations		
Conduct market research and focus groups to test and refine anti-racism messaging	Aug 2026	Lead: Chief of Advocacy and Public Affairs Support: Advocacy Lead
Secure five founding organisations for anti-racism alliance and establish campaign governance, including expert advisory group	Dec 2026	Lead: Chief of Advocacy and Public Affairs Support: Advocacy Lead
Develop a campaign strategy, including theory of change, stakeholder mapping, (including allies and opponents), campaign narrative and asks	Dec 2026	Lead: Chief of Advocacy and Public Affairs Support: Advocacy Lead
Hold a national anti-racism summit to raise awareness of the structural drivers of racism and align around solutions	Dec 2027	Lead: Chief of Advocacy and Public Affairs Support: Advocacy Lead; Events Producer
Grow the anti-racism alliance to 100+ organisations	June 2027	Lead: Chief of Advocacy and Public Affairs Support: Advocacy Lead
7 Action: Partner with Reconciliation Australia and the Settlement Council of Australia to increase awareness of Australia's true history and the legacies on which settlement is built, and celebrate and connect the cultures and contributions of First Nations and multicultural Australians		
Host a settlement sector reconciliation roadshow event with the Settlement Council of Australia	Dec 2026	Lead: Chief of Advocacy and Public Affairs Support: Cultural Safety Engagement and Partnerships Lead
Participate in a multicultural women's leadership delegation to the Garma Festival to support both-ways learning and engagement	July 2026	Lead: CEO / RAP Champion Support: Chief of Advocacy and Public Affairs
Develop and enter into an MOU with Reconciliation Australia and the Settlement Council of Australia	Aug 2026	Lead: CEO / RAP Champion Support: Chief of Advocacy and Public Affairs
Collaborate with Reconciliation Australia and SCOA to develop a RAP engagement campaign to increase awareness and promote participation in the settlement sector	March 2027	Lead: Chief of Advocacy and Public Affairs Support: Cultural Safety Engagement & Partnerships Lead

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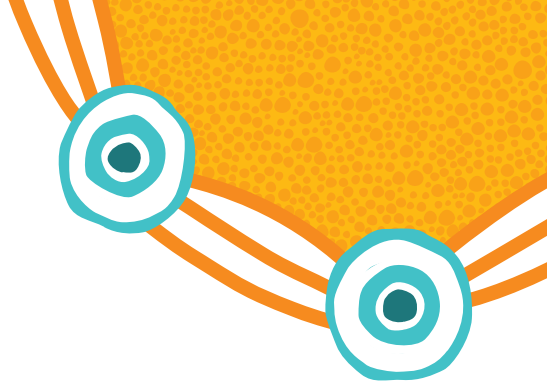
Deliverable	Timeline	Responsibility
Jointly convene a gathering of First Nations and multicultural leaders around the intersection of truth-telling, reconciliation, and settlement in Australia	June 2028	Lead: Chief of Advocacy and Public Affairs Support: Advocacy Lead, Events Producer
Work with Reconciliation Australia to support qualitative research with multicultural Australians, connected to the next Australian Reconciliation Barometer	Dec 2027	Lead: Social Policy Lead Support: Advocacy Lead
8 Action: Connect SSI's multicultural clients to First Nations truth and history		
Connect with the Reconciliation Australia Community Truth Telling Pathways (CTTP) team to identify ways in which we can support truth-telling.	June 2026	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Support: Culture, Inclusion and Wellbeing Manager
Increase First Nations activities incorporated into Settlement youth camps	October 2026, January, April and October 2027, January, and April 2028	Lead: Senior Manager Policy Contracts and Reporting, Humanitarian Settlement Program Support: Women, Youth and Communities Manager, Youth Engagement Coordinator
Develop, implement and communicate, local First Nations history and cultural knowledge for every primary SSI location.	May 2027	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture
Involve truth-telling activity / yarning circles led by First Nations Elders at SSI Roadshows	August 2026, August 2027	Lead: Office of the CEO Secretariat Support: Events Producer
Continue to roll out myth-busting sessions run by First Nations staff at SSI offices	May 2026, May 2027	Lead: Head of Disability Services Support: Yenmalibiyila - SSI Mob

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Respect

Respect is one of SSI’s core values. Respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights is important to SSI as it strengthens our cultural safety, improves staff capability, and fosters a more inclusive workplace.

Deliverable	Timeline	Responsibility
9 Action: 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.	July 2027	Lead: Leadership and Learning Manager, People and Culture Support: SSI Diversity Training Manager, Culture, Inclusion and Wellbeing Manager
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	August 2027	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture
Develop, implement, and communicate a cultural learning strategy document for our staff.	May 2028	Lead: Culture, Inclusion and Wellbeing Manager Support: Leadership and Learning Manager, People and Culture
Provide opportunities for RAP Working Group members, HR managers, and other key leadership staff to participate in formal and structured cultural learning.	May 2027, May 2028	Lead: Culture, Inclusion and Wellbeing Manager, Support: Leadership and Learning Manager, People and Culture
10 Action: 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.	June 2026, December 2026, June 2027, December 2027, January 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Support: Head of Executive Communications and Media
Review, update, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2026, June 2027, January 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Support: Yenmalibyila - SSI Mob



Deliverable	Timeline	Responsibility
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2027, May 2028	Lead: Events Producer, Corporate Affairs Support: Cultural Safety, Engagement and Partnerships Lead, People and Culture
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2026, May 2027, May 2028	Lead: RAP Champion / CEO Support: Cultural Safety, Engagement and Partnerships Lead, People and Culture
11 Action: 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.	July 2026, July 2027	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Support: RAP working group
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2027	Lead: Business Partner, People and Culture Support: Yenmalibyila - SSI Mob
Promote and encourage participation in external NAIDOC events to all staff.	June 2026, June 2027	Lead: Head of Executive Communications and Media Support: Cultural Safety, Engagement and Partnerships Lead, People and Culture

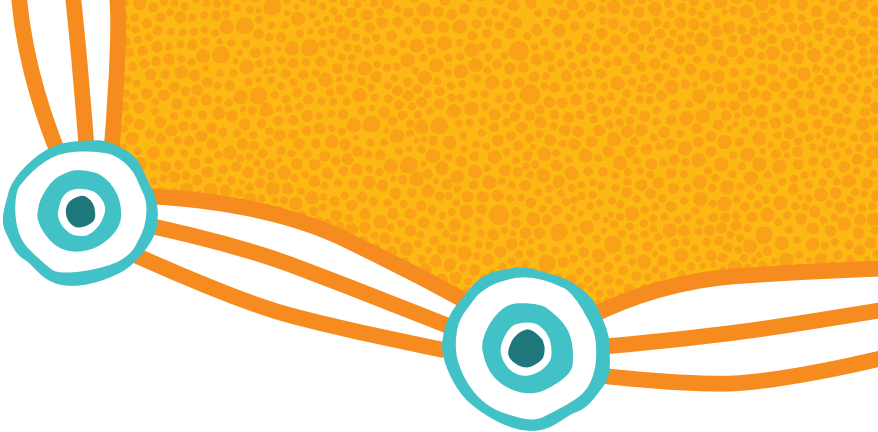
Opportunities

Supporting First Nations peoples to control services and programs designed for them is essential for cultural relevance, empowerment, tailored solutions, trust, sustainability, addressing injustices, and improved outcomes.

As an organisation whose purpose is to combat societal inequity, SSI acknowledges the systemic barriers that First Nations peoples face, and we are still steadfast in playing our part to address them.

Deliverable	Timeline	Responsibility
12 Action: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.		
Continue to monitor and build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2026	Lead: Chief People Officer Supports: Head of Talent Acquisition, Operations Manager Disability, Cultural Safety, Engagement and Partnerships Lead, People and Culture and Yenmalibyila - SSI Mob
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	December 2026	Lead: Head of Talent Acquisition Support: Cultural Safety, Engagement and Partnerships Lead, people, and culture and Yenmalibyila - SSI Mob
Review and refresh our Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	February 2027	Lead: Chief People Officer Supports: Head of Talent Acquisition, Cultural Safety, Engagement and Partnerships Lead, People and Culture and Yenmalibyila - SSI Mob
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January 2027, May 2028	Lead: Head of Talent Acquisition Supports: Cultural Safety, Engagement and Partnerships Lead, People and Culture
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2026	Lead: Head of Talent Acquisition Supports: Cultural Safety, Engagement and Partnerships Lead, People, and Culture and Yenmalibyila - SSI Mob

Deliverable	Timeline	Responsibility
13 Action: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
Redevelop and implement a new Aboriginal and Torres Strait Islander procurement strategy.	December 2026	Lead: General Counsel and Head of Corporate Operations Supports: Head of Facilities and Operations, Employment Performance Optimisation Manager (IEA), Senior Manager Policy, Contracts and Reporting (HSP), Cultural Safety, Engagement and Partnerships Lead, People and Culture and Yenmalibyila - SSI Mob
Investigate Supply Nation membership.	May 2027, May 2028	Lead: General Counsel and Head of Corporate Operations Supports: Inclusion and Wellbeing Manager, People and Culture, Cultural Safety, Engagement and Partnerships Lead, People and Culture
Continue to communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2027, May 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Supports: RAP Working Group
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2026	Lead: General Counsel and Head of Corporate Operations Supports: Head of Facilities and Operations, Employment Performance Optimisation Manager (IEA), Senior Manager Policy, Contracts and Reporting (HSP), Cultural Safety, Engagement and Partnerships Lead, People and Culture and Yenmalibyila - SSI Mob
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2026, May 2027, May 2028	Lead: General Counsel and Head of Corporate Operations Supports: Head of Facilities and Operations, Employment Performance Optimisation Manager (IEA), Senior Manager Policy, Contracts and Reporting (HSP), Cultural Safety, Engagement and Partnerships Lead, People and Culture and Yenmalibyila - SSI Mob



Deliverable	Timeline	Responsibility
14 Action: 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.	May, August, November 2026, February, May, August, November 2027, February and May 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Supports: Yenmalibyila - SSI Mob
Review and apply a Terms of Reference for the RWG.	June 2026, May 2027	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Support: RAP working group
Meet at least four times per year to drive and monitor RAP implementation.	May, August, November 2026 – February, May, August, November 2027-February and May 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Supports: RAP working group
15 Action: Provide appropriate support for effective implementation of RAP commitments.		
Define resource needs for RAP implementation.	May 2026, May 2027, May 2028	Lead: Cultural Safety, Engagement and Partnerships Lead Supports: Chief People Officer
Engage our senior leaders and other staff in the delivery of RAP commitments.	May, November 2026, May, November 2027, May 2028	Lead: RAP Champion / CEO Supports: Chief People Officer
Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2026, May 2027, May 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Supports: Culture, Inclusion and Wellbeing Manager
Maintain an internal RAP Champion from senior management.	May 2026	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture

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Deliverable	Timeline	Responsibility
16 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.		
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	May 2026, May 2027, May 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026, September 2027	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Supports: Wellbeing Manager, People and Culture
Report RAP progress to all staff and senior leaders quarterly.	May, August, November 2026 – February, May, August, November 2027-February and May 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture Supports: Head of Executive Communications and Media
Publicly report our RAP achievements, challenges, and learnings, annually.	November 2026, November 2027	Lead: Head of Executive Communications and Media Supports: Cultural Safety, Engagement and Partnerships Lead, People and Culture
Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2027, April 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture
17 Action: Continue our reconciliation journey by developing our next RAP.		
Register via Reconciliation Australia’s website to begin developing our next RAP.	February 2028	Lead: Cultural Safety, Engagement and Partnerships Lead, People and Culture

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Get in touch with our
First Nations Cultural
Safety, Engagement and
Partnerships Lead, Cass Best
(Gamilaroi Mari) (They/Them)
e: cbest@ssi.org.au

We welcome feedback
and questions on our RAP,
and encourage you to
send these to:
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We're SSI.
We stand for a world in which everyone
has access to equal opportunity.
We are driven by equality, empathy,
and celebration of every individual.

ssi.org.au

