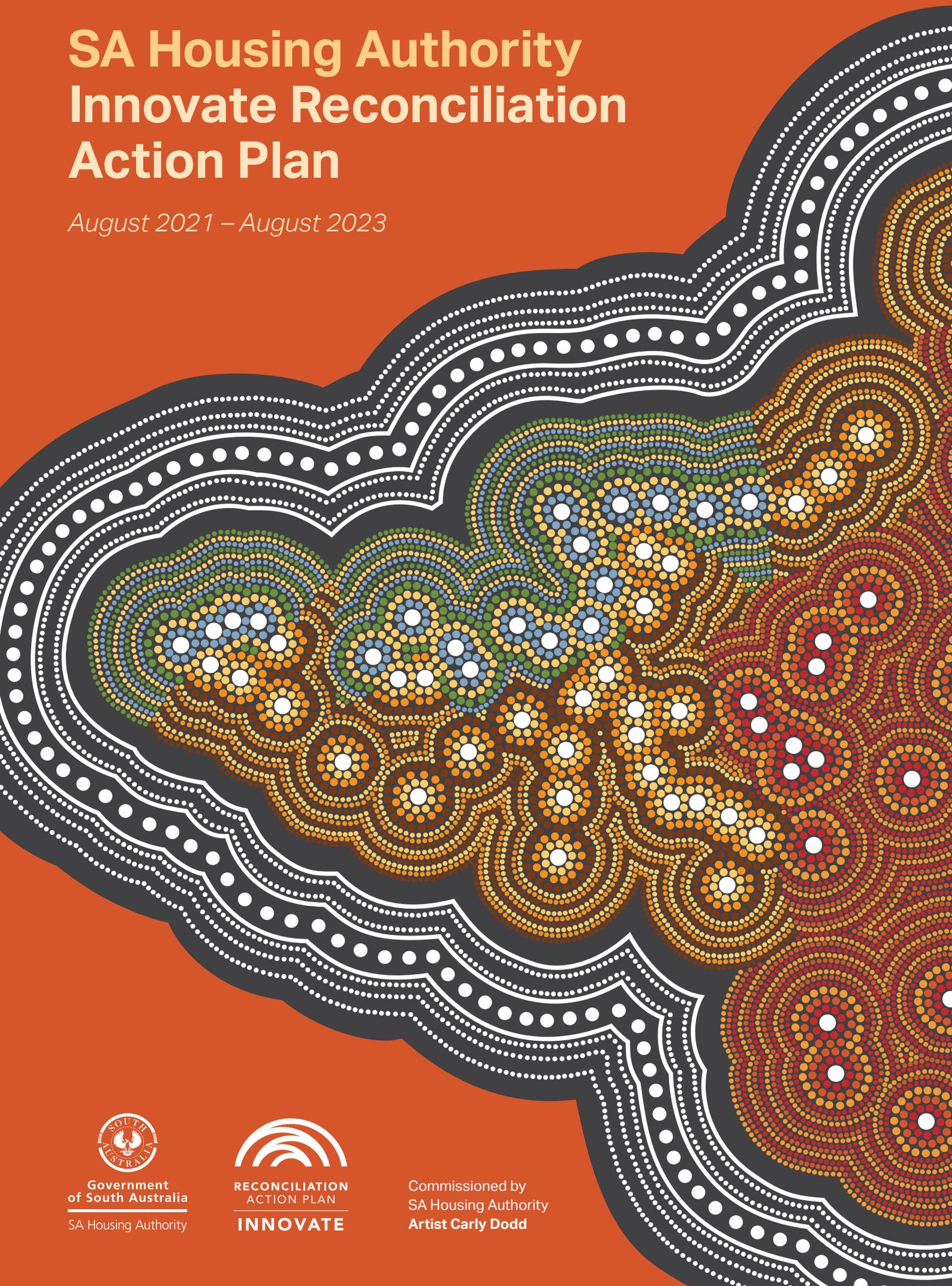


SA Housing Authority Innovate Reconciliation Action Plan

August 2021 – August 2023



Government
of South Australia
SA Housing Authority



RECONCILIATION
ACTION PLAN
INNOVATE

Commissioned by
SA Housing Authority
Artist Carly Dodd

Acknowledgment of Country

SA Housing Authority acknowledges Aboriginal peoples as the First Peoples and Nations of the lands and waters we live and work upon, and we pay our respects to their Elders past, present and emerging. We acknowledge and respect the deep spiritual connection and the relationship that Aboriginal and Torres Strait Islander peoples have to Country.

We acknowledge the far reaching, intergenerational impact of colonisation and dispossession which explicitly excluded Aboriginal peoples in South Australia and resulted in entrenched, systemic and structural racism and disadvantage.

Despite the past and present impacts of colonisation, Aboriginal and Torres Strait Islander peoples, families and communities remain strong and resilient, and we recognise that the housing system must address structural and intergenerational disadvantage for South Australia's First Peoples. We also acknowledge that a home to Aboriginal and Torres Strait Islander peoples is not simply shelter. It is a place that facilitates ongoing connection to Country and culture, maintenance of important kinship relationships, and a personal sense of belonging and wellbeing.

We wish to thank and acknowledge the following contributors to our Innovate Reconciliation Action Plan 2021-2031 (RAP):

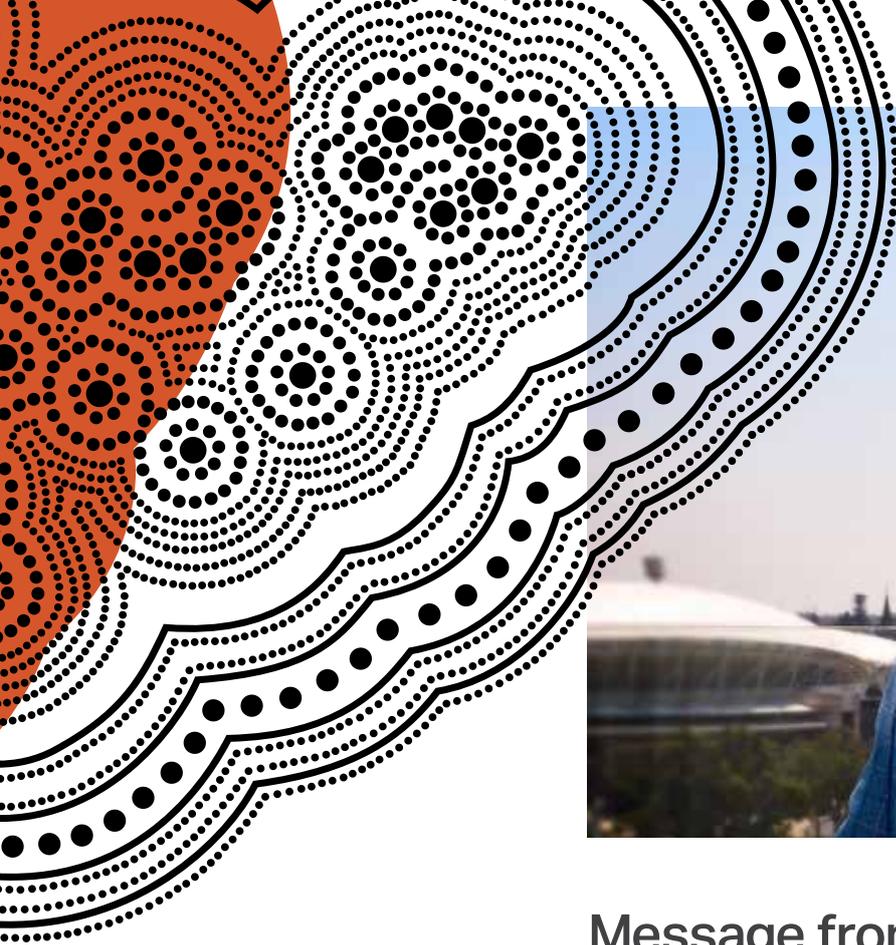


the Aboriginal Advisory Committee to the South Australian Housing Trust Board for its guidance, advice and contributions



our staff, including our Aboriginal and Torres Strait Islander employees, who are subject matter experts in the housing sector and a critical interface within communities where we operate.

Please note that in this document, the term Aboriginal refers to all Aboriginal and Torres Strait Islander peoples. This term is used as the First Nations peoples of South Australia are Aboriginal peoples and this term is preferred by Aboriginal peoples within South Australia. We acknowledge and respect that it is preferable to identify Aboriginal peoples, where possible, by their specific language group or nation.



Message from the Chief Executive

Every day, SA Housing Authority is building capability to ensure our Aboriginal and Torres Strait Islander stakeholders are engaged in housing service decisions that impact them and their communities.

Since beginning operations in July 2018, SA Housing Authority has made great strides on its reconciliation journey and, whilst we are proud of our contribution, we know there is still much more to do.

We have proudly exceeded employment parity, with the number of Aboriginal and Torres Strait Islander employees in our workforce currently double that of the broader South Australian population (~2%) and we are committed to maintaining it.

An important part of our shared reconciliation journey is elevating the voices of First Nations peoples and communities to genuinely partner with government, in alignment with the National Partnership Agreement on Closing the Gap. That is why over the life of this RAP and beyond we will accelerate our community engagement on issues that advance the rights and interests of South Australia's First Nations peoples, including creating partnership agreements with local Aboriginal communities, co-designing service reform, increasing economic participation and improving access to appropriate and affordable housing. We are committed to our goals and striving towards a reconciled Australia. With this Reconciliation Action Plan, we take another

step toward our nation's First Peoples having equal access to housing and services that are culturally safe and free from racism.

Thank you to our Aboriginal and Torres Strait Islander employees, clients, community leaders and our Aboriginal Advisory Committee who have helped us understand Aboriginal priorities, perspectives and approaches in the development of this RAP. I look forward to continuing to work in partnership as we deliver our reconciliation ambitions in the years ahead.

Michael Buchan
Chief Executive
SA Housing Authority



Message from Reconciliation Australia

Reconciliation Australia commends SA Housing Authority 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 SA Housing Authority 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, SA Housing Authority 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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. SA Housing Authority is part of a strong

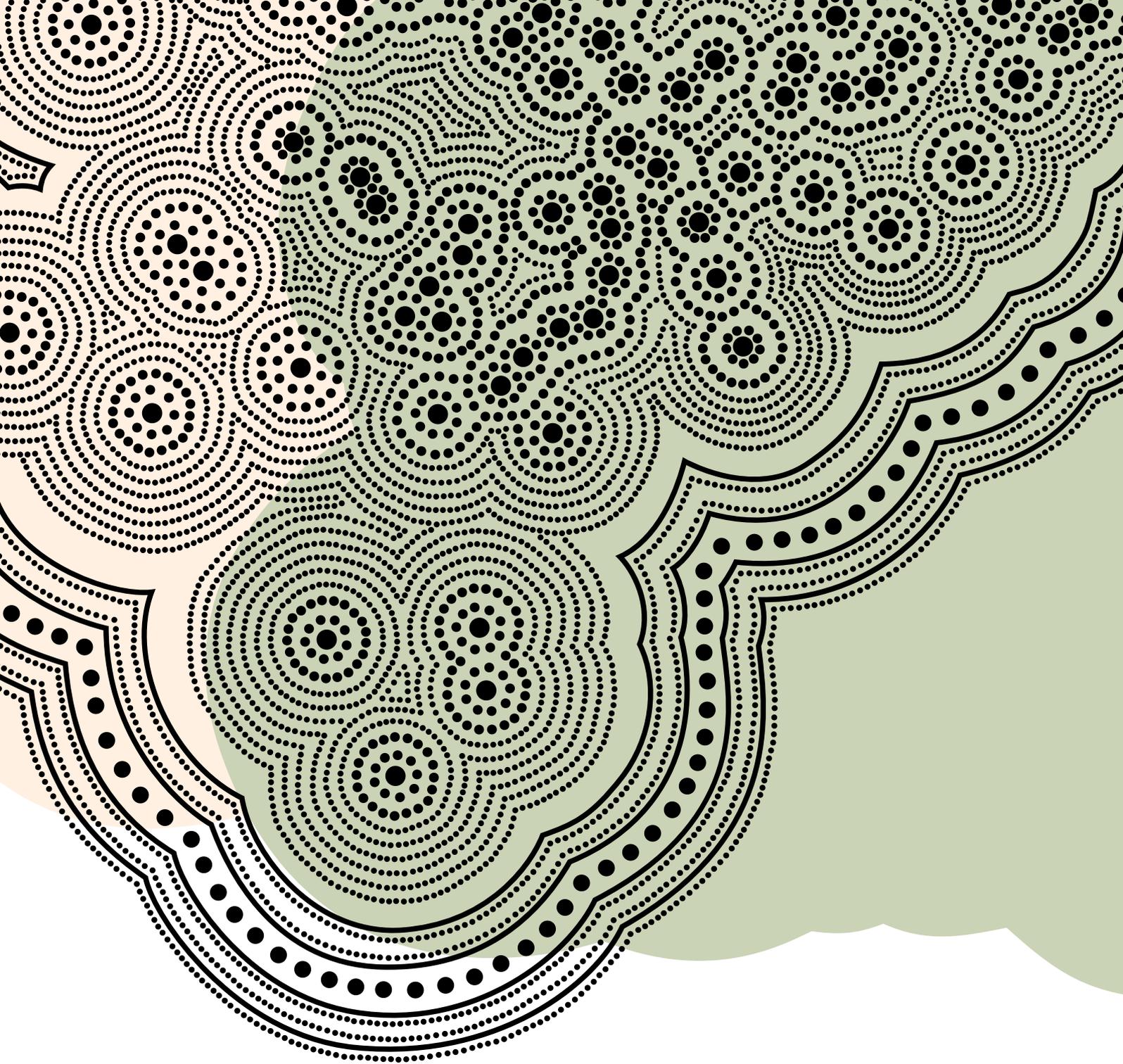
network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals SA Housing Authority'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 SA Housing Authority on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Contents

Our vision	6	Relationships	12
Our business	7	Respect	16
Our Innovate Reconciliation Action Plan 2021-2023	10	Opportunities	20
Developing our Innovate Reconciliation Action Plan 2021-2023	10	Governance	23
		Case studies	25
		Carly Dodd artwork story	30

Our vision

That Aboriginal peoples in South Australia have equitable access to safe, secure and affordable homes achieved through shared decision-making and culturally informed services that maintain Aboriginal peoples' personal and cultural wellbeing.

Our business

In 1936, the South Australian Housing Trust was established to deliver new housing supply to meet the post-war population and migration boom. As well as building many thousands of houses for low-income working families, it also created economic investment, developed new suburbs and supporting infrastructure.

However, this investment largely excluded Aboriginal peoples in South Australia and was made at a time in our history when it was lawful for governments to:

-  have total control of the welfare of all Aboriginal peoples
-  distribute rations as needed
-  have custody and control over the movement or location of any Aboriginal person in the state.

This policy environment also restricted Aboriginal peoples from camping at the fringes of towns. It allowed the Chief Protector of Aborigines to restrict any Aboriginal person to an Aboriginal reserve or institution, and to move Aboriginal peoples from one place to another, resulting in entrenched, systemic and structural racism, poverty and disadvantage.

SA Housing Authority was established by the South Australian Government on 1 July 2018 to integrate housing related functions, including housing strategy, service delivery and asset management, which were previously managed by two separate agencies.

Today, we work with customers, the housing and homelessness sector and the broader community to provide better housing choices for South Australians. We work with these partners to improve and reform the housing system by:

-  increasing the supply of suitable affordable housing
-  modernising and improving the social housing system
-  supporting a modern multi-provider system
-  establishing an environment that promotes shared responsibility and ownership of the housing challenges we face.

We acknowledge that Aboriginal peoples in South Australia are overrepresented in homelessness and social housing and underrepresented in home ownership.

The Aboriginal Advisory Committee (AAC) was established in May 2019 to advise the SA Housing Trust Board (the SAHT Board) on improving housing outcomes for Aboriginal peoples across the state by helping shape our Housing and Homelessness Strategy. The AAC is also responsible for advising the Board on the development of South Australia's first dedicated 10-year Aboriginal Housing Strategy.

In December 2019, Our Housing Future 2020-2030 was published, detailing a long-term vision to reform the state's housing system to better respond to current and future housing needs. It specifically outlines the State Government's commitment to developing the South Australian Aboriginal Housing Strategy 2021-2031 (Aboriginal Housing Strategy).

The Aboriginal Housing Strategy and Governance Directorate was established in January 2021, led by a newly created Head of Aboriginal Housing for South Australia, to develop and lead the Aboriginal Housing Strategy's implementation.





The Aboriginal Housing Strategy was developed through engaging and talking with South Australian Aboriginal communities, Aboriginal and Torres Strait Islander employees who are subject matter experts in housing, clients, knowledge sharers and partner organisations. It was launched during National Reconciliation Week in May 2021 and considers the full housing continuum, from crisis services and social housing through to affordable housing options and home ownership.

To demonstrate the importance of our ongoing reconciliation work and in alignment with the Aboriginal Housing Strategy, we will develop local decision-making frameworks to enable positive and practical outcomes for Aboriginal peoples through engagement, collaboration and partnerships in the communities in which we live and work.

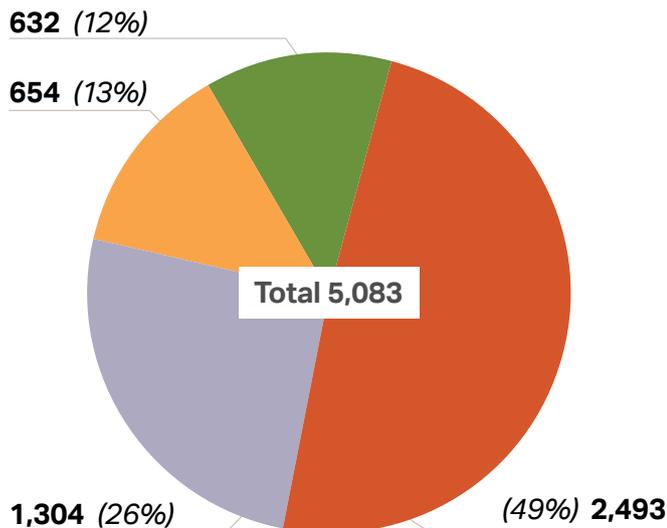
To deliver our strategy and our reconciliation ambitions outlined herein, we recognise we need a diverse and inclusive team and that everyone's unique skills, experiences, perspectives and backgrounds are key to achieving meaningful, sustainable change within our agency and communities. We are proud that of our total workforce of 802 people, 4% are Aboriginal and/or Torres Strait Islander peoples.

In understanding our history and with a foundation of deep respect for Aboriginal cultures, SA Housing Authority is committed to working in genuine partnership with Aboriginal communities to achieve our vision of ensuring First Nations peoples in South Australia have equitable access to safe, secure and affordable homes. We will achieve our vision through shared decision-making and culturally informed services that maintain Aboriginal peoples' personal and cultural wellbeing.

Currently SA Housing Authority has 20 offices across the state including in Adelaide, Berri, Ceduna, Coober Pedy, Mount Gambier, Murray Bridge, Port Augusta, Port Lincoln, Port Pirie, Umuwa (Anangu Pitjantjatjara Yankunytjatjara), Whyalla and Kadina.



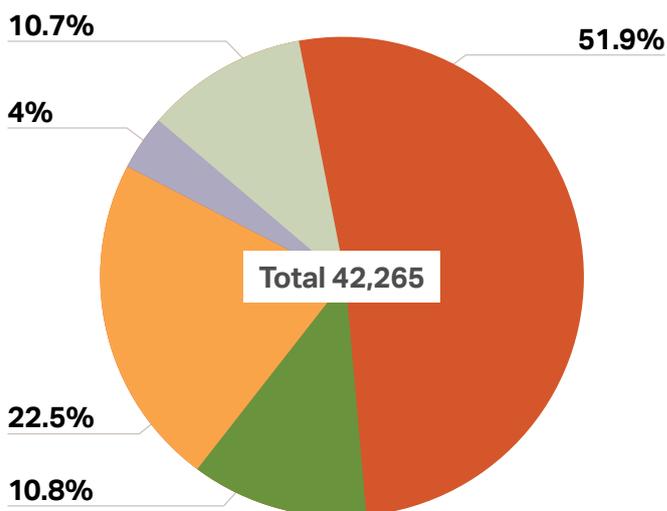
Social housing - Aboriginal households



- Public housing
- State Owned and Managed Indigenous Housing (SOMIH)
- Remote Aboriginal housing
- Community Housing Providers

South Australia - Aboriginal population

(Census data 2016)



- Metro Adelaide
- Outer regional
- Very remote
- Inner regional
- Remote



Social housing (as at 30 June 2020)

43,641
social housing
households

5,083 (11.8%)
Aboriginal social
housing households

Aboriginal households in SA are:

1/2 as likely to own their own home

2x as likely to be renters

4x as likely to live in social housing

6x as likely to be homeless

SA Aboriginal households by tenure	2016	10 year change
Own home outright	10.2%	↑ 0.8%
Own home with mortgage	25.2%	↑ 0.7%
Private rental	30.3%	↑ 9.7%
Social housing	26.5%	↓ 8.8%
Other / not stated	7.8%	↓ 2.4%

SA Housing Authority Aboriginal households*

3,797
Tenants

9,194
Occupants

76%
Single or single parent
household

8%
Wage as primary income

25%
Disability support pension
as primary income

71%
Female head tenants

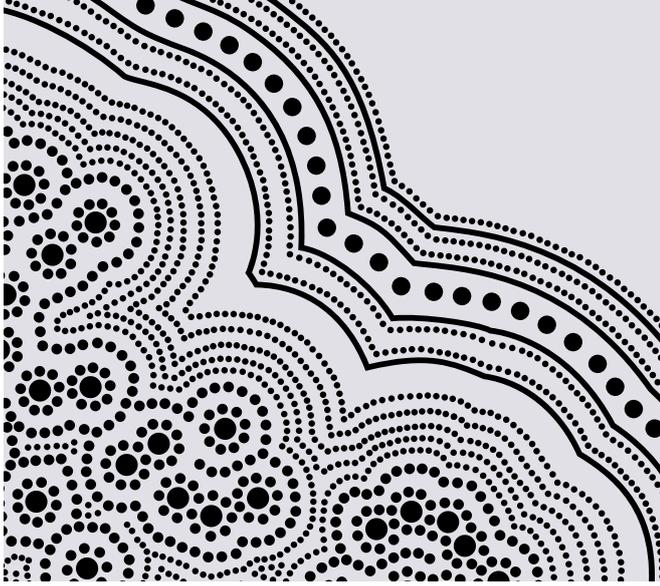
10 **27%**
>10 years in housing
(51% for non-Aboriginal housing)

20 **8%**
>20 years in housing
(26% for non-Aboriginal housing)

9%
Living in inappropriate
sized (overcrowded) houses

55 **29%**
Aged over 55





Developing our Innovate Reconciliation Action Plan 2021-2023

Whilst this is our first RAP, our investment, partnerships and collaboration with Aboriginal peoples and communities has continued to go from strength to strength since 2018.

The formation of a Reconciliation Action Plan Working Group (RAPWG) in May 2019 has been key to the success of the RAP's development. To demonstrate executive support and leadership, the RAPWG was jointly chaired by a senior Aboriginal staff member and the Chief Executive. The RAPWG had a minimum of 50% Aboriginal and/or Torres Strait Islander representatives from across the organisation to ensure all aspects of RAP development and implementation was informed by and inclusive of the perspectives and voices of Aboriginal and Torres Strait Islander peoples.

Aboriginal and Torres Strait Islander staff were regularly engaged through forums, which provided opportunities to give feedback and inform the RAP's initiatives. During RAP implementation, the RAPWG will become redundant and our governance approach will include a Reconciliation Leadership Group (RLG), consisting of key senior leaders and Aboriginal and Torres Strait Islander staff to inform and guide the vision of the RAP. The RLG will model expected behaviours and provide the appropriate authorising environment to drive cultural change, and accelerate our reconciliation efforts. Importantly, the composition of the RLG will reflect that reconciliation is a collective journey between First Nations and non-Indigenous peoples.

The AAC will continue to provide culturally informed advice and leadership to the SAHT Board and the RLG.

A Reconciliation Steering Group (RSG) has been created with the primary purpose of leading implementation of activities within the RAP and embedding reconciliation into 'how we do business'. The Head of Aboriginal Housing will assume the function of RAP Champion to support implementation and build the cultural competency of the business.

Our Innovate Reconciliation Action Plan 2021-2023

Our RAP focuses on building an inclusive housing sector that is free from racism, drives economic participation and appropriate housing solutions for Aboriginal peoples by ensuring Aboriginal cultures, knowledge systems and governance structures are embedded into the core fabric of SA Housing Authority.

Our plan embraces the Government of South Australia's Better Together principles of community engagement, as well as the South Australian Government Aboriginal Affairs Action Plan 2019-2020, produced by the Department of the Premier and Cabinet.

We are committed to working closely with Reconciliation SA, Reconciliation Australia and other State Government departments to build a workplace that promotes culturally inclusive decision-making to achieve reconciliation.

As SA Housing Authority is comprised of two former agencies, one of which that had an already established RAP, it is important to acknowledge the significant work completed by the Reconciliation Committees and staff of the Department of Human Services (formally Department of Communities and Social Inclusion) since 2008 in their quest for reconciliation. Their work was integral to the foundation of our RAP and to our early successes.



The RAP focuses our engagement with Aboriginal and Torres Strait Islander peoples on four priority areas:

Governance

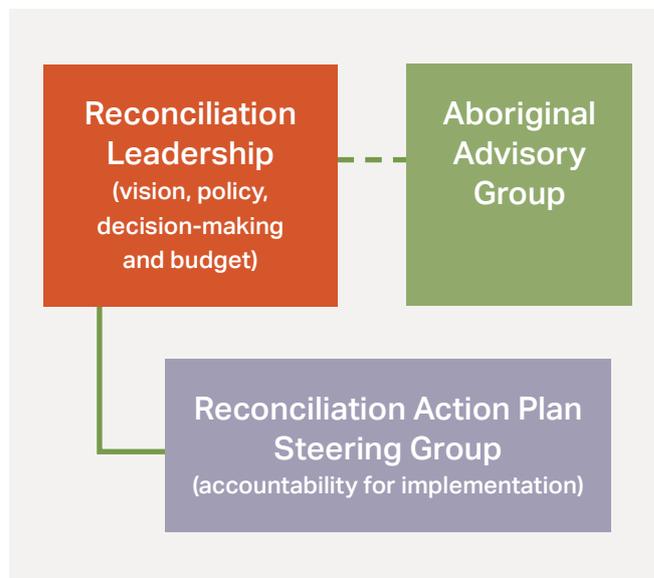
Our governance structure will be integral to promoting the voice of Aboriginal peoples to guide our RAP implementation and our business activities. It will ensure we continue to be guided by the knowledge systems, cultural authority and relationships of Aboriginal peoples and through the Aboriginal Advisory Committee.

Economic empowerment

Aboriginal peoples have been historically disadvantaged and still experience lower rates of education, employment and economic benefit. We seek to address this imbalance by creating better access to employment pathways, professional development and business enterprise opportunities.

Cultural inclusivity and capability

Our commitments made throughout our RAP are fundamental to achieving our reconciliation aspirations. They include ensuring our workforce can reach better understanding of Aboriginal cultures and traditions and being a more inclusive employer that delivers culturally informed services for our clients. Achieving these goals is central to improving the quality of life for Aboriginal peoples.



Community engagement

Our ability to deliver on our reconciliation commitments is only possible through our people engaging and working collaboratively with Aboriginal communities. Leveraging the local decision-making frameworks that will be delivered through the Aboriginal Housing Strategy will be central to the success of our RAP.

This RAP aligns with Reconciliation Australia's Relationships, Respect and Opportunities framework.

High-level achievements:

<p>4% Aboriginal workforce participation</p>	<p> Provided support for staff to engage in Uluru Statement from the Heart sessions</p>	<p>250 Staff attended NAIDOC activities in 2020</p>
<p> Riverside Centre spaces renamed in traditional Kurna language</p>	<p>130 Staff completed cultural awareness training</p>	<p> Staff training on how to perform Acknowledgement of Country in Kurna language</p>





Relationships

We are committed to building positive and respectful relationships within and across our organisational footprint. We will engage and partner with stakeholders, clients and communities to drive genuine conversation and improve the quality and delivery of culturally informed services to Aboriginal peoples in South Australia.

Action	Deliverable
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	 1.1. In consultation with the Aboriginal Advisory Committee and key stakeholders, review and update our practices to ensure the delivery of culturally informed and inclusive services aligned with the Cultural Inclusion Framework for South Australia. Responsibility: Executive Director of Customers and Services Timeframe: October 2022
	 1.2. Develop and implement an Engagement Plan and Guide to Working with Aboriginal peoples to build and enhance relationships. Responsibility: Executive Director of Customers and Services Timeframe: November 2021
	 1.3. Develop and implement an Aboriginal Interest Statement to ensure an appropriate cultural lens is applied to relevant projects, initiatives and services and that potential impacts to Aboriginal people are considered and, where appropriate, strategies are in place to mitigate to mitigate those impacts. Responsibility: Head of Aboriginal Housing Timeframe: August 2021
	 1.4. Develop and implement a local decision-making framework for Aboriginal communities to engage with SA Housing Authority. Responsibility: Head of Aboriginal Housing Timeframe: November 2021





2. Build relationships through celebrating National Reconciliation Week.



2.1. Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to staff, using multiple communication methods.

Responsibility: Executive Director of Strategy and Governance
Timeframe: 27 May to 3 June 2022 and 2023



2.2. RLG, RSG, Board Members and Executive Members will be encouraged to participate in external National Reconciliation Week events.

Responsibility: Executive Director of Strategy and Governance
Timeframe: 27 May to 3 June 2022 and 2023



2.3. Encourage and support staff and senior leaders to participate in external events that recognise and celebrate National Reconciliation Week.

Responsibility: Executive Director of Strategy and Governance
Timeframe: 27 May to 3 June 2022 and 2023



2.4. Promote National Reconciliation Week events each year and encourage regional locations and central directorates to be involved in community events by:

- sharing these activities on our digital platforms, including social media and through intranet and website content
- ensuring events managed by SA Housing Authority are accessible to local Aboriginal communities.

Responsibility: Executive Director of Strategy and Governance
Timeframe: 27 May to 3 June 2022 and 2023



2.5. Register all SA Housing Authority events on Reconciliation Australia's National Reconciliation Week website.

Responsibility: Executive Director of Strategy and Governance
Timeframe: 27 May to 3 June 2022 and 2023

3. Promote reconciliation through our sphere of influence.



3.1. Develop and implement strategies that engage our staff in reconciliation.

Responsibility: Chief Executive
Timeframe: October 2021



3.2. Communicate commitment to reconciliation publicly by:

- formally launching the RAP
- uploading the RAP and sharing ongoing progress and success on our website and intranet
- ensuring all procurement partners and stakeholders have access to our RAP.

Responsibility: Executive Director of Strategy and Governance
Timeframe: August 2021





3.3. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes by:

- becoming a member of Reconciliation South Australia.
- sponsoring RAP development workshops to stakeholders within our sphere of influence.
- ensure key reconciliation targets are set in procurement targets and tender requests.

Responsibility: Director of Finance

Timeframe: November 2021



3.4 Collaborate with Reconciliation Australia and other like-minded RAP organisations to develop ways to advance reconciliation by actively seeking out reconciliation initiative partnership opportunities with key stakeholders within our sphere of influence, including activities that sit outside core service operations.

Responsibility: Executive Director Portfolio Planning and Asset Management

Timeframe: February 2022

4. Promote positive race relations through anti-discrimination strategies.



4.1. Conduct a review of relevant Human Resource policies and procedures to identify existing anti-discrimination provisions and future needs that:

- ensure Aboriginal and Torres Strait Islander staff and experts are engaged in this review
- audit current anti-discrimination, diversity and inclusion policies to ensure they align with and complement anti-discrimination and anti-racist provisions.

Responsibility: Executive Director People and Safety

Timeframe: March 2022



4.2. Develop, implement and communicate an Anti-Discrimination Policy for our organisation, and ensure Aboriginal and Torres Strait Islander staff and experts are engaged and involved in its development.

Responsibility: Executive Director People and Safety

Timeframe: July 2022



4.3. Implement a workplace behaviour module to train staff on anti-discrimination issues.

Responsibility: Executive Director People and Safety

Timeframe: October 2022



5a. Establish and maintain a consistent approach to Aboriginal and Torres Islander community and stakeholder participation in SA Housing Authority (community connectedness with SA)



5.1. Ensure the Aboriginal Advisory Committee continues to provide advice on key matters of interest for South Australian Aboriginal peoples and consumers of our services.

Responsibility: Executive Director of Customers and Services

Timeframe: Ongoing: scheduled meetings from July 2021



5.2. Develop an Aboriginal Continuous Improvement Framework to ensure:

- Aboriginal peoples who engage with our services can meaningfully contribute to this framework.
- its findings are reported to the Aboriginal Advisory Committee and to the Board.
- that findings are made publicly available to ensure accountability for service improvements for Aboriginal communities.

Responsibility: Executive Director of Customers and Services

Timeframe: August 2022

5b. Create opportunities to increase Aboriginal and Torres Strait Islander Governance



5.3. The Board to travel and meet on Country with Traditional Owner/ Custodian groups to discuss local community interests as they relate to housing and homelessness.

Responsibility: Chairperson of the South Australian Housing Trust Board of Management

Timeframe: October 2021 / March 2022 / October 2022 / March 2023



5.4. Hold a roundtable meeting with the Chief Executive, Head of Aboriginal Housing and Aboriginal Community Chairperson/s or nominated official to consult on our RAP implementation and the Aboriginal Housing Strategy. In the first instance, three communities or regions will be nominated within the Innovate RAP timeframe.

Responsibility: Chief Executive

Timeframe: October 2021 and 2022





Respect

We acknowledge and respect that Aboriginal and Torres Strait Islander peoples are the Traditional Owners of Country throughout Australia and their continuing connection to land, waters and cultures remain relevant and vital to Australian society today. We acknowledge the pain that colonisation, including dispossession, displacement, exploitation, and violence had on Aboriginal and Torres Strait Islander peoples, which continues to this day. We commit to the process of healing to create a culture of pride and equity for a reconciled future.

Action	Deliverable
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<p> 6.1. Conduct a review of Aboriginal cultural competency learning needs within our organisation that extends across all divisions to ensure all staff have the opportunity to contribute.</p> <p>Responsibility: Executive Director People and Safety Timeframe: March 2022</p>
	<p> 6.2. Develop and implement a cultural learning strategy that relates across all areas of our service offerings and ensure consultation with local Traditional Owners and Aboriginal advisors is undertaken.</p> <p>Responsibility: Executive Director People and Safety Timeframe: February 2022</p>
	<p> 6.3. Ensure that the cultural learning strategy is communicated and publicly available to:</p> <ul style="list-style-type: none"> • all staff • the Board and Executive team • the Aboriginal Advisory Committee • Aboriginal and Torres Strait Islander community members • service delivery partners • procurement partners. <p>Responsibility: Executive Director People and Safety Timeframe: June 2022</p>





 6.4. Provide opportunities and a phased approach for RLW, RSG HR managers and other key leadership staff to participate in formal and structured cultural learning through:

- induction education and training
- staged cultural competency training
- requirement for such learning to be reflected in Personal Development Plans.

Responsibility: Executive Director People and Safety
Timeframe: September 2022

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

 7.1. Develop, implement and communicate cultural protocols and procedures that provide a shared and consistent understanding of our expectations as they relate to respecting Aboriginal cultures, histories and peoples, including:

- the purpose and significance of Acknowledgement of Country and Welcome to Country protocols
- Sorry Business
- connection and return to Country
- cultural obligations and commitments.

Responsibility: Head of Aboriginal Housing
Timeframe: November 2021

 7.2. Ensure that external facing communications uphold cultural protocols relating to Acknowledgements, such as:

- including Acknowledgement of Country on internal and external webpages
- including Acknowledgement of Country on email signatures
- including Acknowledgement of Country on all our communications
- displaying Acknowledgement of Country plaque or other appropriate cultural display in public areas of offices and buildings.

Responsibility: Executive Director of Strategy and Governance
Timeframe: May 2022

 7.3. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.

Responsibility: Executive Director of Strategy and Governance
Timeframe: January 2022

 7.4. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.

Responsibility: Executive Director of Strategy and Governance
Timeframe: January 2022

	<p> 7.5 Develop guidance and protocols that consider appropriate cultural protocols for procurement of new offices and sites.</p> <p>Responsibility: Executive Director Portfolio Planning and Asset Management</p> <p>Timeframe: June 2022</p>
<p>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p> 8.1. Promote and encourage RLG and RAG members to participate in an external NAIDOC Week event.</p> <p>Responsibility: Head of Aboriginal Housing</p> <p>Timeframe: July 2022, 2023</p>
	<p> 8.2. Promote and encourage staff to access appropriate leave to participate in NAIDOC Week events.</p> <p>Responsibility: Head of Aboriginal Housing</p> <p>Timeframe: July 2022, 2023</p>
	<p> 8.3. Promote and encourage participation in external NAIDOC Week events to all staff.</p> <p>Responsibility: Head of Aboriginal Housing</p> <p>Timeframe: July 2022, 2023</p>
	<p> 8.4. Sponsor a NAIDOC Week event significant to South Australia.</p> <p>Responsibility: Head of Aboriginal Housing</p> <p>Timeframe: July 2022, 2023</p>
<p>9. Create a culturally safe work environment for Aboriginal and Torres Strait Islander staff</p>	<p> 9.1. Allocating a Yarning Room in the Riverside building for the use of Aboriginal and Torres Strait Islander staff for formal or informal meetings.</p> <p>Responsibility: Head of Aboriginal Housing</p> <p>Timeframe: August 2021</p>
	<p> 9.2. Naming three meeting rooms in Kurna language.</p> <p>Responsibility: Head of Aboriginal Housing</p> <p>Timeframe: August 2021</p>
	<p> 9.3. Provide opportunities for all Aboriginal and Torres Strait Islander employees to access cultural leave and networking.</p> <p>Responsibility: Head of Aboriginal Housing</p> <p>Timeframe: June 2022</p>
	<p> 9.4. Ensure our Psychological Health and Wellbeing Action Plan addresses key strategies and activities to enhance health and wellbeing of Aboriginal and Torres Strait Islander staff to prevent and minimise psychological risks.</p> <p>Responsibility: Head of Aboriginal Housing</p> <p>Timeframe: June 2022</p>



	 9.5. Develop appropriate SA Housing Authority Aboriginal branding. Responsibility: Head of Aboriginal Housing Timeframe: June 2022
10. Recognise and create opportunities for truth telling in the context of Aboriginal and Torres Strait Islander housing in South Australia.	 10.1. Commission Aboriginal artwork to tell the SA Housing Authority story. Responsibility: Head of Aboriginal Housing Timeframe: August 2021
	 10.2. Create an internal community of Aboriginal and Torres Strait Islander staff to come together and network, build relationships, sponsorship and professional development opportunities, and provide an Aboriginal voice for Housing initiatives and strategies. Responsibility: Head of Aboriginal Housing Timeframe: August 2021

Opportunities

We are committed to providing fair and inclusive opportunities and advocating for better outcomes for Aboriginal and Torres Strait Islander peoples. We will do this through early access to culturally appropriate policies, processes and systems for our clients and stakeholders, by championing procurement opportunities for suppliers and businesses, as well as increasing the employment, development and retention of staff.

Action	Deliverable
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	 11.1. Build understanding of current Aboriginal and Torres Strait Islander staff and customer demographic needs to inform future employment and professional development opportunities. Responsibility: Executive Director People and Safety Timeframe: December 2021
	 11.2. Engage with Aboriginal and Torres Strait Islander staff and the Aboriginal Advisory Committee to co-design development of an Aboriginal recruitment, retention and professional development strategy. Responsibility: Executive Director People and Safety Timeframe: February 2022
	 11.3. Ensure job vacancies are advertised to through different mechanisms to effectively reach Aboriginal and Torres Strait Islander candidates. Responsibility: Executive Director People and Safety Timeframe: August 2021
	 11.4. Review HR and recruitment procedures and policies to remove barriers to Aboriginal participation in the workplace. Responsibility: Executive Director People and Safety Timeframe: October 2021





11.5. Leverage the Aboriginal Employment Register to recruit Aboriginal and Torres Strait Islander candidates and support Aboriginal candidates to be job ready through supported pre-recruitment activities.

Responsibility: Executive Director People and Safety

Timeframe: June 2022

11.6. Ensure all Aboriginal and Torres Strait Islander employees (ongoing and contract) have career and professional development plans in place to maximise retention, including opportunity for cultural networking.

Responsibility: Executive Director People and Safety

Timeframe: November 2021

11.7. All Aboriginal and Torres Strait Islander employees have the opportunity to participate in one level up performance and development plan conversations with their second level manager.

Responsibility: Executive Director People and Safety

Timeframe: July 2022

11.8. Maintain a minimum of 4% Aboriginal workforce participation and increase the percentage of Aboriginal and Torres Strait Islander staff year on year.

Responsibility: Chief Executive

Timeframe: July 2022 and 2023

11.9. Increase the number of Aboriginal and Torres Strait Islander staff in higher classification and leadership roles.

Responsibility: Chief Executive

Timeframe: July 2022 and 2023

12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

12.1. Develop and implement an Aboriginal Procurement Strategy which includes an annual pipeline of contracts that prioritise Aboriginal economic outcomes. These contracts will include sole source and subcontract arrangements through tender and contract management processes, including:

- ensuring targeted procurement processes are informed by the RAP
- ensuring procurement partners actively demonstrate their cultural competency and commitment to reconciliation
- actively seeking community references from Aboriginal communities about service providers' performance and consider this feedback in contract negotiations and tender applications
- review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses
- develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.

Responsibility: Executive Director Portfolio Planning and Asset Management

Timeframe: February 2022



	 12.2. Establish an internal Aboriginal business database to increase discretionary spend through Aboriginal suppliers. Responsibility: Executive Director Portfolio Planning and Asset Management Timeframe: November 2022
13. Increase the Housing Sectors' commitment to Aboriginal and Torres Strait Islander peoples' unique service needs and interests.	 13.1. Lead the development of a sector wide 10-year Aboriginal Housing Strategy through engagement with Aboriginal communities requiring government, Aboriginal communities, service providers and the broader housing sector to work in partnership to create safe, secure and affordable housing outcomes, and culturally informed and responsive services. Responsibility: Head of Aboriginal Housing Timeframe: August 2021
	 13.2. Actively seek out opportunities with Aboriginal community-controlled organisations to develop and implement initiatives that support Aboriginal people and their housing needs. Responsibility: Head of Aboriginal Housing Timeframe: April 2022 and 2023





Governance

We are committed to effective and collaborative governance, guided by the voices of Aboriginal peoples. We will establish and maintain effective leadership, appropriate support and ensure cultural integrity throughout our reconciliation journey.

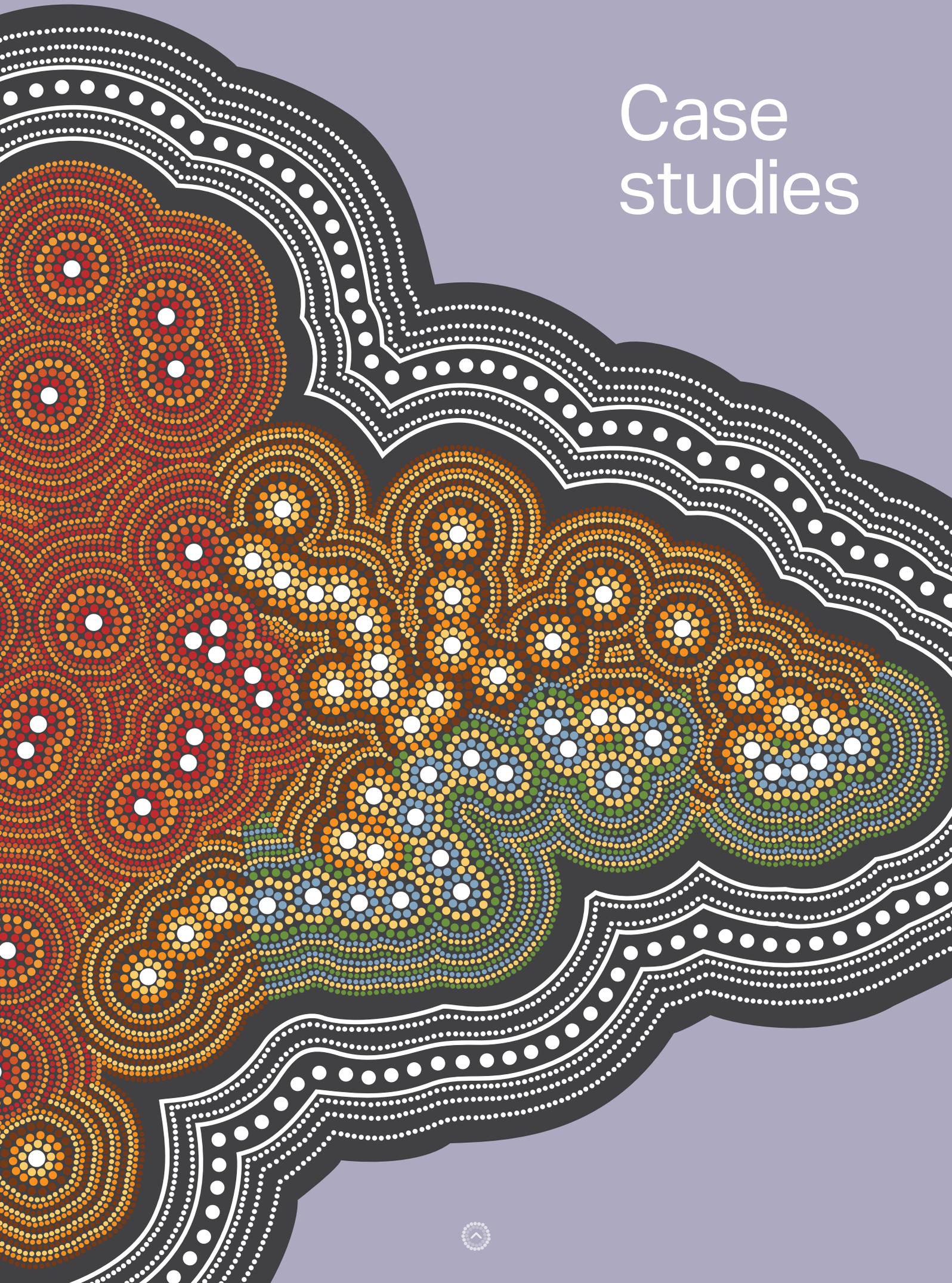
Action	Deliverable
14. Establish and maintain an effective RAP Leadership Group to drive governance of the RAP.	 14.1. Maintain the RAP Leadership Group, ensuring: <ul style="list-style-type: none"> • it is co-chaired by the Chief Executive and a senior Aboriginal leader • it maintains a quorum of 50% Aboriginal participation for decision-making • that its membership includes Executive Directors to provide an authorising environment and set the direction of RAP strategies aligned with their accountabilities. <p>Responsibility: Chief Executive Timeframe: August 2021 and 2022</p>
	 14.2. Establish and apply a Terms of Reference for the RAP Leadership Group. <p>Responsibility: Chief Executive Timeframe: August 2021</p>
	 14.3. Meet at least three times each full calendar year during the life of the RAP to drive and monitor its implementation. <p>Responsibility: Chief Executive Timeframe: August, November 2021 / February, May, September 2022 / February, April 2023</p>



15. Provide appropriate support for effective implementation of RAP commitments.	 15.1. Appoint and maintain an internal RAP Champion from senior management. Responsibility: Head of Aboriginal Housing Timeframe: August 2021
	 15.2. Define and maintain appropriate systems to track, measure and report on RAP commitments. Responsibility: Head of Aboriginal Housing Timeframe: August 2021
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.	 16.1. Publicly report RAP achievements, challenges and learnings on the progress against each deliverable via our intranet, website and internal channels to ensure our staff and senior leaders are aware of RAP progress. Responsibility: Head of Aboriginal Housing Timeframe: February 2022, 2023
	 16.2. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. Responsibility: Head of Aboriginal Housing Timeframe: May 2022
	 16.3. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. Responsibility: Head of Aboriginal Housing Timeframe: September 2021, 2022
17. Continue our reconciliation journey by developing our next RAP.	 17.1. Engage the Aboriginal Advisory Committee in the development, ongoing review and reporting of the RAP. Responsibility: Head of Aboriginal Housing Timeframe: August 2021
	 17.2. Register via Reconciliation Australia's website to begin developing SA Housing Authority's future RAP. Responsibility: Head of Aboriginal Housing Timeframe: February 2022
18. Continue to ensure cultural integrity is maintained throughout reconciliation journey.	 18.1. Survey staff on a yearly basis to explore cultural training offered, requirements and gaps. Responsibility: Head of Aboriginal Housing Timeframe: March 2022



Case studies



Tika Tirka

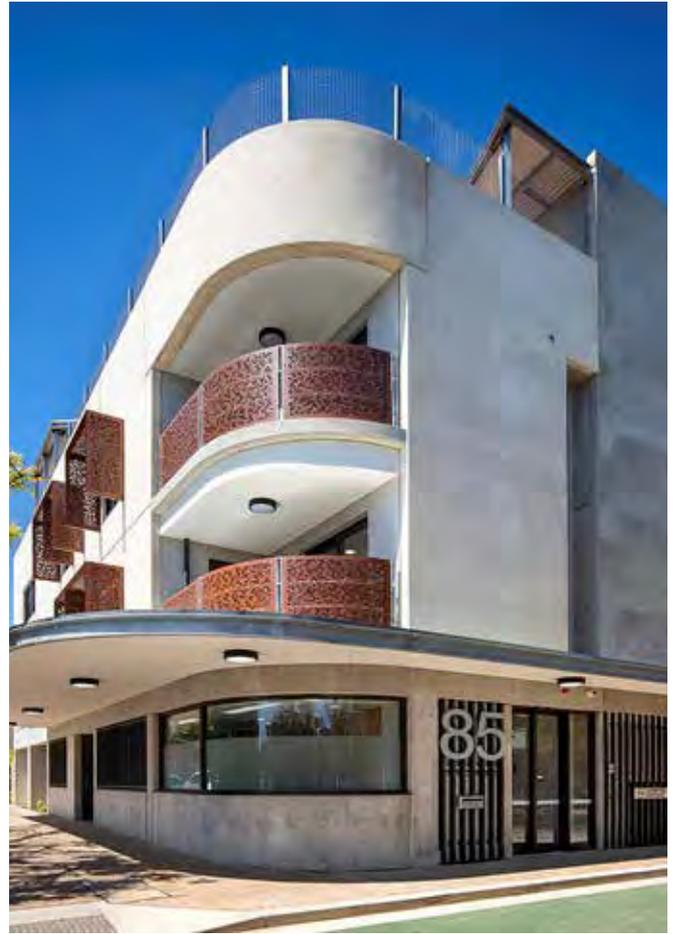
In October 2019, the Premier of South Australia, the Honourable Steven Marshall, officially opened Tika Tirka. This 20-room accommodation facility was specifically built as a supportive, culturally appropriate and safe space for Aboriginal and Torres Strait Islander students from regional and remote areas who are pursuing tertiary education in Adelaide.

The contract to deliver property management and residential support services at Tika Tirka was awarded to Aboriginal Community Housing Ltd (ACHL), in keeping with the Government of South Australia's priority of building economic participation opportunities for Aboriginal Business Enterprises and their employees.

While ACHL is in the process of establishing its service delivery presence in Adelaide, it will be supported by its capacity partner, Community Housing Ltd, to develop a business model, build staff capacity and increase service delivery capability. The contractual supply chain also includes several Aboriginal businesses that have been engaged to deliver key resident supports for young Aboriginal and Torres Strait Islander students living away from home and a range of auxiliary services, including cleaning, gardening and site security.

SA Housing Authority retains governance oversight through contract management, performance monitoring and key performance indicator reporting.

Moving into its second year, all students from 2021 have remained engaged in their studies and have renewed their Tika Tirka tenancies. With new residents joining Tika Tirka in early 2022, it will have a total of 15 students in residence. Residents have reported feeling culturally safe at Tika Tirka, well supported and looking forward to achieving their academic and personal goals in 2022. Their diverse topics of study include nursing, medicine and surgery, engineering, psychology, law, teaching and childcare.



Tika Tirka Student Accommodation



Aboriginal branding

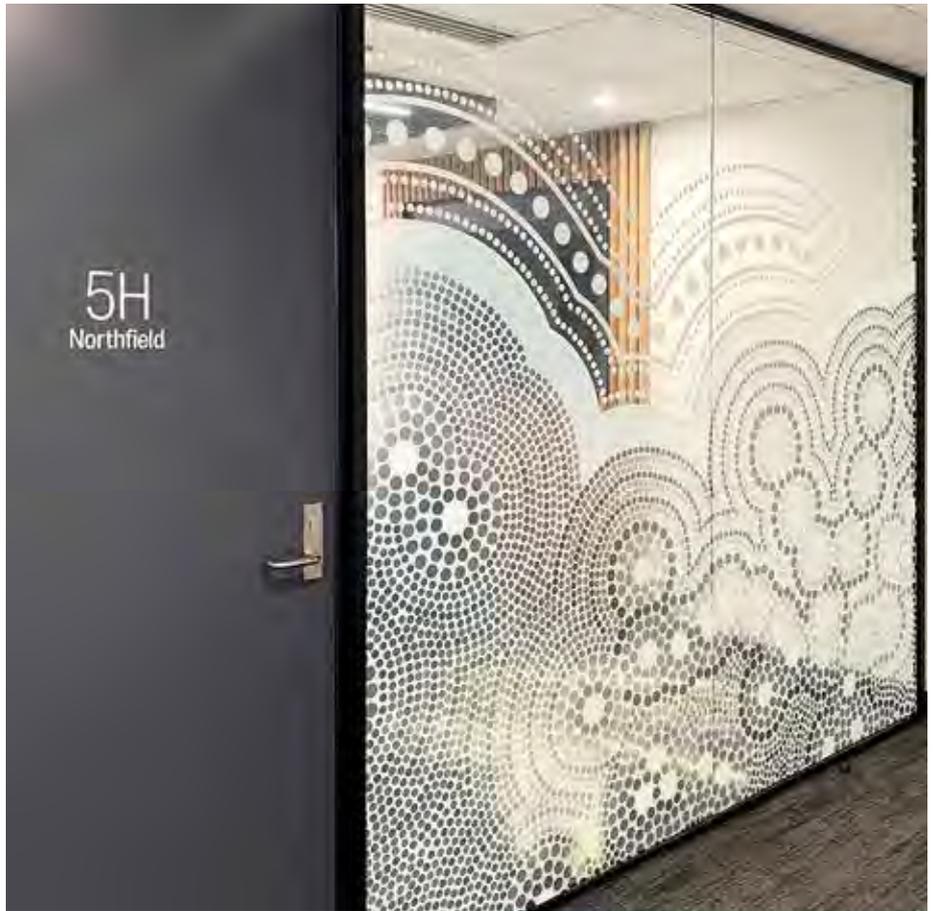
SA Housing Authority story – artwork by Carly Tarkari Dodd, proud Kaurna/Nurungga and Ngarrindjeri woman.

Meeting Rooms

Three meeting rooms in our head office have been given Kaurna names:

1. **Inparrinthe Kuu**
Meeting Room
2. **Panpapanpalya Kuu**
Conference Room
3. **Wangkanthe Kuu**
Talking Room

Cultural permission to adopt these names for our meeting rooms was provided by Kaurna Warra Karrpanthi, a leading group dedicated to Kaurna language revitalisation and maintenance process.



Aboriginal brand: artist Carly Dodd



Yarning Room

The Yarning Room is a dedicated room for Aboriginal and Torres Strait Islander staff only. The Yarning Room is another innovation we have introduced to empower Aboriginal and Torres Strait Islander staff to have a voice by providing a safe space to meet and do business.



Amanda Watts (left) and Martha Watts (right)



NAIDOC celebrations in the park

NAIDOC Week

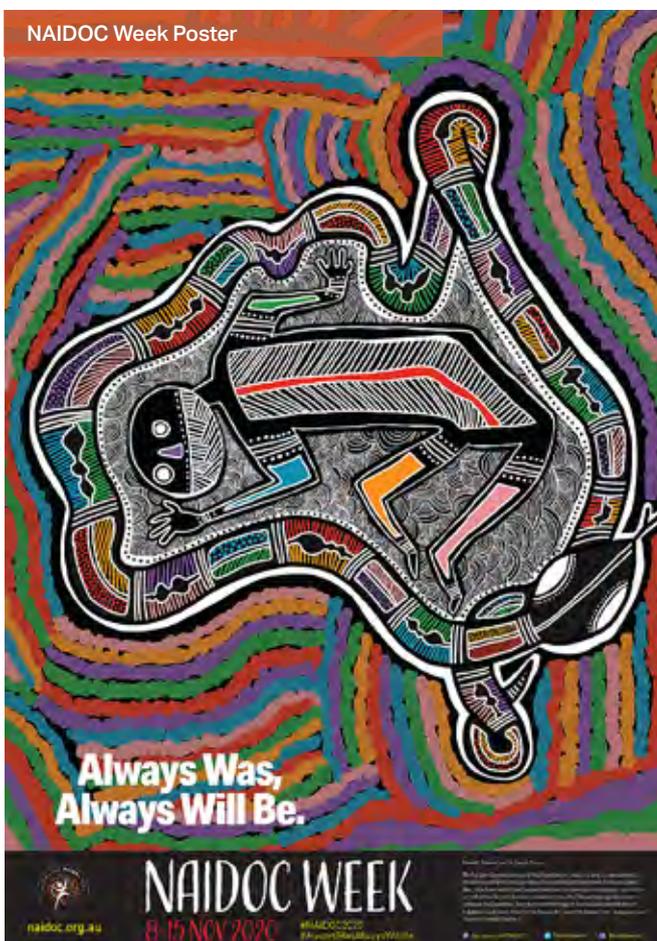
The theme for NAIDOC 2020 was Always Was, Always Will Be, recognising that the very first footprints on this continent were those belonging to First Nations peoples. First Nations peoples have occupied and cared for this continent for more than 65,000 years and are the oldest living culture in the world.

During NAIDOC Week 2020, SA Housing Authority invited staff to see, hear and learn about First Nations history through an Aboriginal lens with the following activities:

- Tour of the Aboriginal Cultural Centre with Professor John Carty and Dr Jared Thomas
- How to conduct an Acknowledgement to Country in Kurna language with Jack Buckskin
- a Kurna Language lesson with Jack Buckskin
- information sessions about Tika Tirka and the Aboriginal Housing Strategy.

More than 250 staff attended NAIDOC activities. Through our Facebook page, we reached over 5,000 people through seven NAIDOC/Aboriginal focused posts, which attracted 235 comments, likes and shares.

Regional events organised included a morning tea held at the Elizabeth office. Amanda Watts shared with the team that her mother, Martha Watts, received a NAIDOC award at Adelaide Town Hall for Female Elder of the Year.





Jack Buckskin facilitating Kurna language lessons



Reconciliation Network group



Uluru Statement from the Heart Session

Kurna Language lessons and Acknowledgment to Country in Kurna language

Jack Buckskin, a Kurna and Nurrunga man, was engaged to facilitate Kurna language lessons for staff to recognise NAIDOC Week and specifically its theme Always Was, Always Will Be.

Staff learned how to say hello, introduce themselves and provide an Acknowledgement to Country in Kurna language.

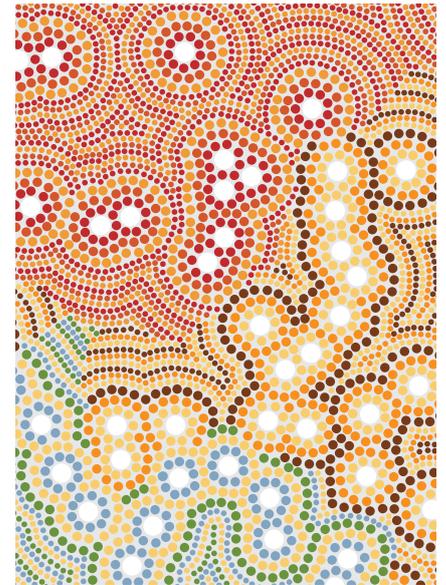
Staff who attended were strongly encouraged to provide a Kurna Acknowledgement to Country before any future team meetings and events.

Reconciliation partnerships

SA Housing Authority is a key partner of the South Australian Reconciliation Network. The network consists of senior First Nations and non-Indigenous staff from other agencies who work collaboratively to support and guide each agencies' RAP. The network also informs the whole of government RAP, as well as sharing the reconciliation work of other agencies.

The Uluru Statement from the Heart Session

Staff heard from Professor Megan Davis, Pro Vice-Chancellor Indigenous and Balnaves Chairs in Constitutional Law about the Uluru Statement. It seeks structural reform based on principles of justice and self-determination to give Aboriginal and Torres Strait Islander peoples greater say in and authority over decisions that affect them. Specifically, it calls for a constitutionally enshrined First Nations Voice to Parliament and a Makarrata Commission to supervise a process of agreement-making and truth-telling. These reforms are encapsulated as Voice, Treaty, Truth.



Carly Dodd was commissioned to capture the story of SA Housing Authority.

Carly is a Kurna/Narungga and Ngarrindjeri artist. She has been mentored by Indigenous Tasmanian artist Max Mansell and was taught traditional weaving by Ngarrindjeri artist Ellen Trevorrow. In 2013 she took part in a cultural camp to Coober Pedy, learning traditional methods of painting. Within her practice, Carly mixes traditional and contemporary techniques to produce works

that are conceptually and culturally driven. In 2018 she was the recipient of the Carclew Emerging Curator Residency. Her works were exhibited during SALA 2018 at Adelaide Town Hall. Carly was named South Australian NAIDOC Young Aboriginal of the Year in 2018. Carly has facilitated art workshops at WOMADelaide, Spirit Festival, the Art Gallery of South Australia and the Adelaide Fringe.

The artwork completed by Carly shows the outline of the state of South Australia. The white dot work depicts the many towns scattered across our vast state. The colours represent the cultural and land connections

to the Traditional Owners of the blue coastal, ochre desert and green plains regions. The vision of connection by the smaller dot work tells the story of the importance of cultural groups coming together for trade, resources, food and traditional practices. The white line work depicts a safety net of all people. The safety net is SA Housing Authority, which has the vital role of providing equity of housing for all. Housing can keep families and communities connected through a sense of wellbeing and purpose, which in turn can be seen as communities growing stronger and becoming empowered.

Feedback

We welcome feedback on our Innovate Reconciliation Action Plan August 2021 – August 2023.

Please contact:

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📞 131 299





Government
of South Australia

SA Housing Authority

housing.sa.gov.au