



Innovate Reconciliation Action Plan

SA Housing Trust

September 2024-2026



RECONCILIATION
ACTION PLAN

INNOVATE



Government
of South Australia

SA Housing Trust

Commissioned by
SA Housing Trust
Artist **Carly Dodd**



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Acknowledgement of Country

The SA Housing Trust acknowledges Aboriginal and Torres Strait Islander 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.

*Image: Corey Turner (Kaurna)
Owner Director, Southern Cultural Immersion*

We acknowledge the far reaching, intergenerational impact of colonisation and dispossession which explicitly excluded Aboriginal and Torres Strait Islander 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. We recognise that the housing system must address structural and intergenerational disadvantage for South Australia's First Peoples.

We wish to thank and acknowledge the following contributors to our *Innovate Reconciliation Action Plan 2024-2026*:

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.

Our Vision

'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'.

The SA Housing Trust acknowledge a home to Aboriginal and Torres Strait Islander peoples is more than just shelter. It is a place which facilitates ongoing connections to Country and culture, maintenance of important kinship relationships, and a sense of belonging and wellbeing.





A message from the Presiding Member of the SA Housing Trust Board and Chief Executive

Our Reconciliation Action Plan strives to strengthen cultural capability and Aboriginal and Torres Strait Islander economic participation outcomes across the SA Housing Trust.

The plan is designed to build strong relationships with Aboriginal and Torres Strait Islander communities in South Australia.



Central to our reconciliation ambition is a shared vision:

'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'.

We recognise Aboriginal and Torres Strait Islander peoples, families and communities are strong and resilient, and we must recognise it is essential for the housing system to address structural and intergenerational disadvantage for South Australia's First Peoples.

We commit to share this vision with the organisations and individuals we work with, and in partnership with our Aboriginal Advisory Committee we aim to enhance the voices for Aboriginal and Torres Strait Islanders people.

To achieve success, we commit to embedding the following five principles adapted from the *South Australian Aboriginal Housing Strategy 2021-2031*.



Place-Based



Participation



Co-Design



Inclusivity and Transparency



Self-Determination

We work in partnership with our Aboriginal Advisory Committee, the South Australian Aboriginal Community-Controlled Organisations Network and with government and non-government stakeholders across the state to implement the *SA Housing Trust Innovate Reconciliation Action Plan 2024-2026*.

We do this alongside the South Australian Aboriginal Housing Strategy, the National Agreement on Closing the Gap targets and its four priority reforms. These reforms and the Reconciliation Action Plan remain our priority.

We thank our employees, customers, community leaders, the Aboriginal Advisory Committee and South Australian Aboriginal Community Controlled Organisation Network who generously give their time to improve our cultural capability and provide safe and accessible services to Aboriginal and Torres Strait Islander peoples and communities.

David Reynolds

*Chief Executive,
Department Housing
and Urban Development*

Mary Patetsos AM

*Presiding Member,
South Australian Housing
Trust Board*





CEO Statement from Reconciliation Australia

Reconciliation Australia commends SA Housing Trust 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. SA Housing Trust 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 SA Housing Trust will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to SA Housing Trust 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 SA Housing Trust 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, SA Housing Trust will ensure shared and cooperative success in the long-term.

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

Congratulations SA Housing Trust on your second *Innovate RAP* and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer, Reconciliation Australia





Message from the Chairperson Aboriginal Advisory Committee

I am pleased to contribute to the *SA Housing Trust's Innovate Reconciliation Action Plan (RAP) 2024-2026*. It is vital that the SA Housing Trust continues to work in partnership with Aboriginal and Torres Strait Islander peoples towards reconciliation.

In 2019 the SA Housing Trust Board demonstrated their commitment by establishing the Aboriginal Advisory Committee to advise the Board as we move towards deeper levels of reconciliation.

In the SA Housing Trust's first RAP, progress was made in understanding the Trust's cultural capabilities through a baseline assessment, increasing agency, Aboriginal and Torres Strait Islander employment and building partnerships with Aboriginal and Torres Strait Islander stakeholders.

The Aboriginal Advisory Committee looks forward to supporting implementation of this RAP by building upon our previous work to provide strategic advice on:

- a cultural guidance framework
- a cultural protocol policy and practice framework
- a review of the Psychological Health and Wellbeing Action Plan
- a review of the Aboriginal Employment and Retention Strategy

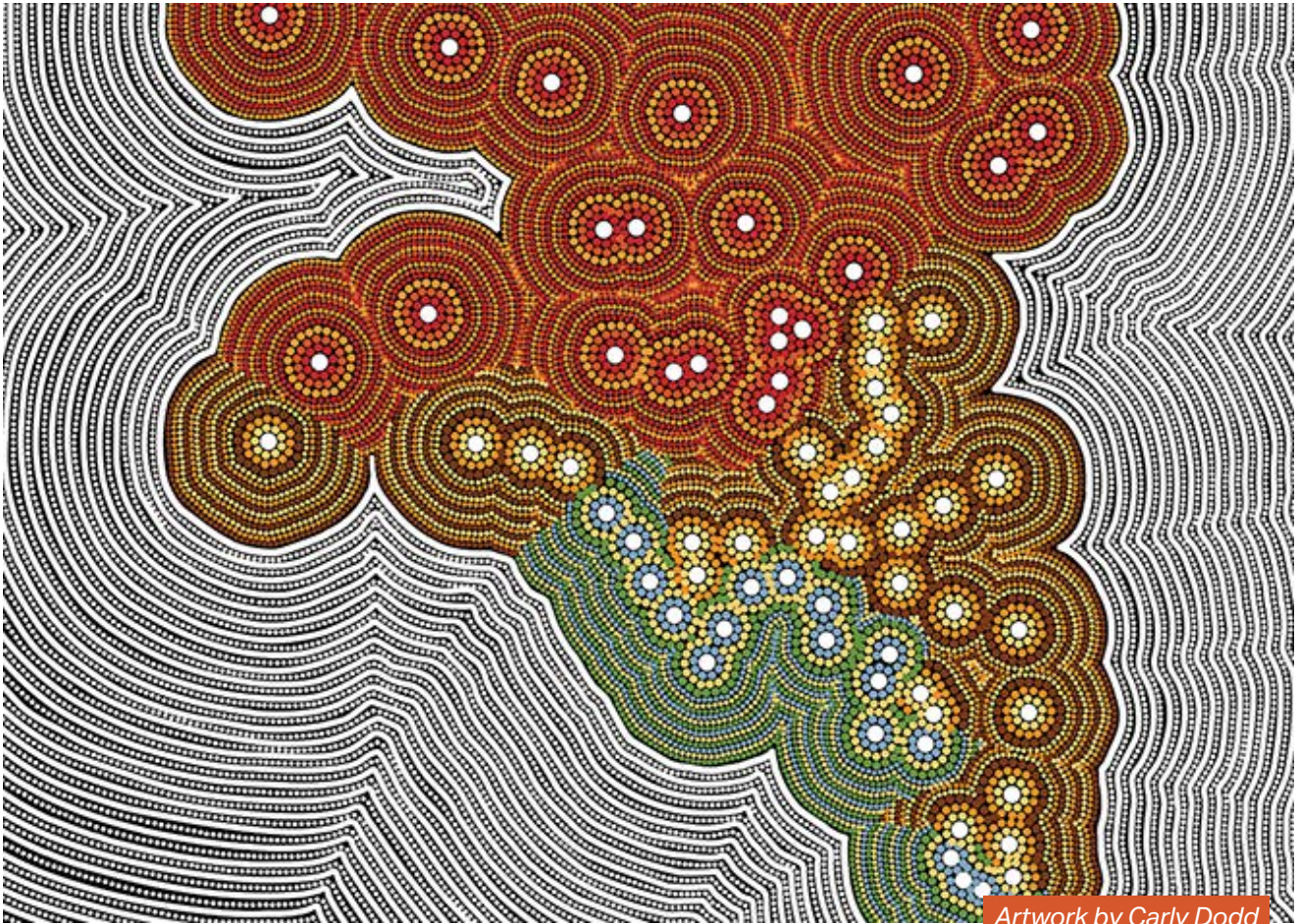
During the life of this RAP, the SA Housing Trust Board and Aboriginal Advisory Committee also plan to meet with Traditional Owners and Custodian Groups on Country to discuss localised community interests regarding housing, homelessness, and quality service opportunities.

The Aboriginal Advisory Committee is proud to commit to walking alongside the South Australia Housing Trust Board to strengthen the SA Housing Trust's cultural inclusivity, capability and safety for staff, customers, and communities.

Glenise Coulthard AM

*Chairperson Aboriginal Advisory Committee
to the South Australian Housing Trust Board*





Our Reconciliation Artwork

As part of the SA Housing Trust's reconciliation journey, we commissioned Kurna, Narungga and Ngarrindjeri artist, Carly Dodd, to create artwork for the SA Housing Trust. The artist approved the artwork and its story message to inspire our reconciliation journey and be featured across our organisation.

The artwork story demonstrates a partnership of working with stakeholders, clients, and community towards reconciliation with Aboriginal and Torres Strait Islander peoples, and the design shows the outline of South Australia.

The white dot work depicts the many towns scattered across our state, and the colours of blue, ochre, and green represent

the cultural and land connections to the Traditional Owners of the coastal (blue), desert (ochre) and plains (green) regions.

The smaller dot work tells of the importance of cultural groups coming together for several purposes, such as trade, resources, food, and traditional practices.

The white line work depicts a safety net of all people. The safety net is the role of the SA Housing Trust. Acknowledgment that housing is a basic need, and today, it looks very different from 20 years ago and earlier.

Aboriginal and Torres Strait Islander peoples across Australia need for their voices to be amplified and heard.



Our Business

History

We share this history to acknowledge the role our organisation played in the lawful exclusion of Aboriginal and Torres Strait Islander peoples. We seek to provide a culturally safe platform for First Nations people affected by these policies to share their truth.

1936

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

This investment largely excluded Aboriginal and Torres Strait Islander peoples, 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 and Torres Strait Islander peoples
- distribute rations to Aboriginal and Torres Strait Islander peoples as needed
- have custody and control over the movement or location of any Aboriginal and Torres Strait Islander person in the state.

This policy restricted Aboriginal and Torres Strait Islander peoples from camping at the fringes of towns and allowed the Chief Protector of Aborigines to restrict any Aboriginal person to an Aboriginal reserve or institution moving Aboriginal peoples from one place to another.

1967

In 1967 the Aboriginal Housing Board of SA was formed to provide planning, coordination, and service delivery of culturally appropriate housing for South Australian Aboriginal families.

The Aboriginal Housing Authority was established as a statutory corporation on 22 October 1998 to provide culturally appropriate housing and housing-related services for Aboriginal and Torres Strait Islander peoples in South Australia.

2006

In May 2006, reforms to the housing sector were announced by the former Minister for Housing, including the dissolution of the Aboriginal Housing Authority.

2007

By 1 July 2007, new legislation enacting these changes had come into effect, the Aboriginal Housing Authority of SA was dissolved, and a staged transfer of housing stock, service delivery and management functions to the SA Housing Trust took place.

2010

In January 2010, the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands Regional Office at Umuwa was opened by the SA Housing Trust.

Housing in remote Aboriginal communities was funded by the Australian Government under the National Partnership Agreement on Remote Indigenous Housing (2008 – 2018) and its successor, the National Partnership Agreement on Remote Housing (2016 – 2018). Following the cessation of this Act on 30 June 2018, the state government secured a further \$37.5 million in funding from the Commonwealth for remote housing. This was released to South Australia in full on 8 April 2019 and matched by the state government through the provision of \$7.5 million per year over five years. This funding will expire 30 June 2025 and future funding arrangements are being discussed.





Our present

Today, the SA Housing Trust works to enable all South Australians to access appropriate housing.

- We build and manage public housing and have a large asset portfolio across the state, focussed on providing tenancies for those who cannot access and sustain other housing options.
- We support the Department for Human Services and their homelessness partners to prevent people from falling into homelessness, and we provide temporary crisis and transitional accommodation for people with an immediate need, especially women and children escaping domestic and family violence.
- We support community housing providers to expand the availability of social and affordable housing for those with limited housing options, and work with them to modernise homes.
- We connect those in low and moderate income households to the right housing options through grants to access and sustain private rental, and through policy that supports home ownership.

- We are also directly increasing the supply, availability, and diversity of affordable housing for sale, building planned homes for purchase through our own development arm.
- We play a fundamental role in supporting South Australians into homes that are secure, safe, and positive for their wellbeing as housing is a human right.
- We acknowledge that Aboriginal and Torres Strait Islander peoples in South Australia are overrepresented in homelessness and social housing and underrepresented in home ownership.

The SA Housing Trust has implemented a range of mechanisms to ensure Aboriginal and Torres Strait Islander voices shape our way towards cultural inclusivity, capability and safety for staff, customers, and communities.

2019

In May 2019 the Aboriginal Advisory Committee was established to advise the SA Housing Trust Board on improving housing outcomes for Aboriginal and Torres Strait Islander peoples across the state by advising and shaping the Future Directions in Homelessness strategy and developing the Aboriginal Housing Strategy. The Aboriginal Advisory Committee plays a pivotal role in providing Aboriginal and Torres Strait Islander focused and led advice to inform the SA Housing Trust on a range of housing challenges.



The South Australian Aboriginal Housing Strategy (SAAHS) was also developed by talking with South Australian Aboriginal communities and Aboriginal and Torres Strait Islander employees.

2021

The SAAHS was launched during National Reconciliation Week in 2021 and considers the full housing continuum, from crisis services and social housing through to affordable housing and home ownership.

The State Government has a Partnership Agreement with the South Australian Aboriginal Community Controlled Organisation Network (SAACCON) as the South Australian peak body for implementation of the National Agreement for Closing the Gap. The partnership with SAACCON is a policy and place-based partnership.

The Aboriginal Advisory Committee presents Aboriginal and Torres Strait Islander peoples a voice in the housing system through the development of the *SA Housing Trust's Innovative Reconciliation Action Plan 2024-2026*.

To deliver our reconciliation ambitions, we recognise the need for a diverse and inclusive team where everyone's unique perspectives and backgrounds are key to achieving meaningful change.

We are proud of a workforce that has a 4.8% representation of Aboriginal and Torres Strait Islander peoples.

The SA Housing Trust has undertaken an organisational wide cultural capability audit analysis review. The analysis will enable the SA Housing Trust to understand gaps and strengths that exist in essential knowledge, skills, and attitudes to be able to work in a culturally appropriate way across all organisational levels.

The SA Housing Trust has 18 offices across the state including metropolitan Adelaide, Berri, Ceduna, Coober Pedy, Mount Gambier, Murray Bridge, Port Augusta, Port Lincoln, Port Pirie, Umuwa, Anangu Pitjantjatjara Yankunytjatjara Lands (APY), Whyalla and Kadina.

The *SA Housing Trust's Innovative Reconciliation Action Plan 2024-2026* aligns with both the SAAHS and the National Agreement on Closing the Gap, both of which, were informed after significant consultation and engagement with Aboriginal communities.

Several consistent key messages across these documents are reflected in the RAP's strategic pillars.

These key messages are:

- Greater self-determination and recognition of the strengths and resilience of Aboriginal and Torres Strait Islander peoples and organisation.
- Formal partnerships and agreements between governments and Aboriginal and Torres Strait Islander peoples that ensure genuine and equitable shared decision-making at national, state, and local levels. This requires information and data sharing at all levels to inform decision making.
- Building formal Aboriginal community-controlled service sectors to deliver housing and other Closing the Gap services and programs.
- Government service providers must address systemic racism and ensure their services are culturally safe.



Our Innovate RAP

Our RAP commits to Reconciliation through Truth-telling; strengthening staff cultural capability, centring and platforming First Nations voices, stories and histories; celebrating and recognising the diversity of Aboriginal cultures and heritage; and creating a culturally safe environment for Aboriginal and Torres Strait Islander employees and clients.

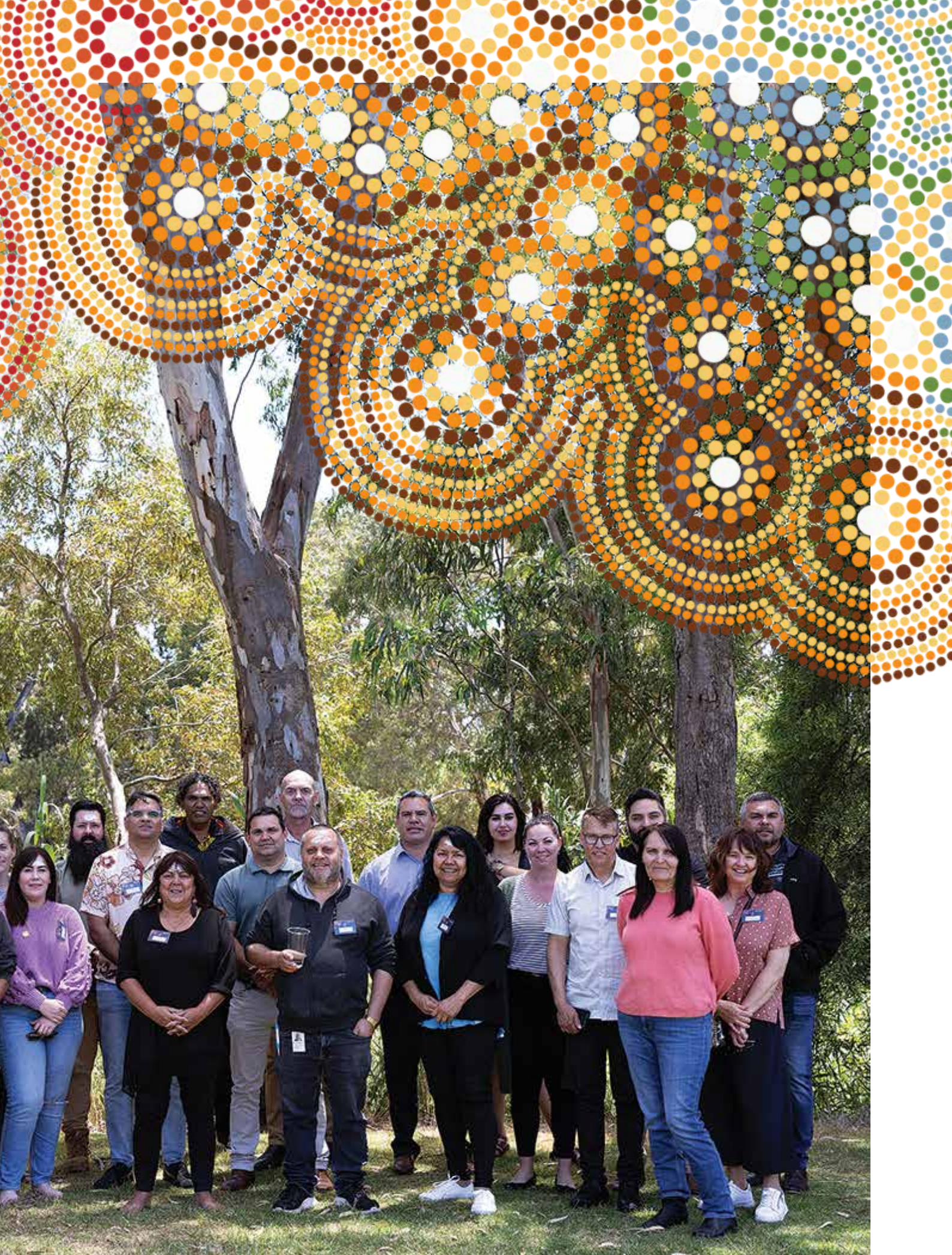
We will achieve this by sharing information through workforce onboarding, cultural awareness training, and equipping our employees to engage with Aboriginal communities and Aboriginal community controlled organisations.

Our truth-telling will expand, and we will continue to build and embed our values of positivity and respect, to celebrate Aboriginal and Torres Strait Islander cultures and heritage, our workplace and services will be environments free from racism, where relationships between all Australians are respectful of cultures, rights, and experiences.

Our journey and spirit of Reconciliation will continue to be meaningful, make change and lasting Reconciliation for the good of all South Australians.

Our Guiding Principles will underpin all the commitments within this SA Housing Trust RAP.



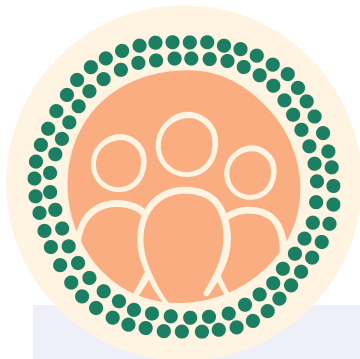


Our Guiding Principles



Self-Determination

Aboriginal peoples and communities understand their own needs and have the ability to develop their own solutions.



Aboriginal artwork by Ochre Dawn

Inclusivity and Transparency

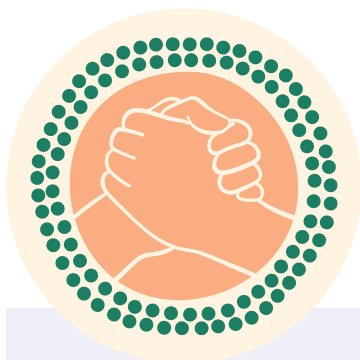
Government will communicate and share information so Aboriginal communities are informed and can participate to the degree they wish.

Participation may involve the use of interpreters or translated materials. Aboriginal communities will ensure that governance structures are able to fully represent the opinions and values of all community members.



Participation

Government and Aboriginal communities will work in partnership to ensure they have the necessary capacity, structures, and information to participate effectively at the levels they choose.



Co-Design

Government and Aboriginal communities as housing service providers and clients will deliver culturally safe and flexible spaces to design agreements and plans that work for each community.



Place-Based

Aboriginal communities in SA are diverse and there is no 'one size fits all' solution – a place-based approach to decision-making and planning is required for success.



RAP Governance

Our RAP governance structure will provide oversight to the implementation of our RAP across the department, supported by quarterly meetings led by our RAP Champion, our governance will collectively champion the spirit of reconciliation.

RAP Leadership Co-Chairs

David Reynolds
 RAP Champion, Chief Executive,
 Department for Housing and
 Urban Development

Cheryl Axleby-Keefe
 Head of Aboriginal Housing,
 Aboriginal Engagement Partnership
 and Strategy



RAP Leadership Group

- David Reynolds, Chief Executive, Department for Housing and Urban Development
- Cheryl Axleby-Keefe, Head of Aboriginal Housing Aboriginal Engagement Partnership and Strategy
- Nicholas Symons, Chief Financial Officer
- Mark Hayward, Executive Director Property Services
- Fiona Curnow, Executive Director Customer Services
- Shane Pritchard, Executive Director People and Strategy
- Aaron Ken, Program Manager Customer and Service Division, Aboriginal Representative
- Joel Ken, Tenancy Practitioner Customer and Service Division, Aboriginal Representative

RAP Working Group

Our RAP Working Group members are expected to champion and support implementation of the RAP actions with planned monthly meetings. The thirteen members of the RAP Working Group are lead representatives of the following SA Housing Trust directorates.

- Office of Chief Executive
- Finance and Partnerships
- Property Services
- Customer and Services
- People and Strategy

Our RAP is aligned with Reconciliation Australia’s pillars of Relationships, Respect and Opportunities and founded upon strong governance and the voices of Aboriginal and Torres Strait Islander peoples.



Our story so far

Reflections on our RAP Journey:
Findings and Learnings



Findings

Relationship-building and engagement with community and business partners are crucially important.

Learnings: We undertook an evaluation and responded to the impact of the pandemic during our early RAP journey period, noting legislative restrictions to engage and build relationships with Aboriginal communities and businesses partners, to redesign approaches and services.

We learnt that engagement, consultation, and co-design is essential to respond to the needs of direct customer support service and work with business partners.

Communicating our RAP Aboriginal Interest Statement required collective effort to support updates of policy, procedural update including service provision, learning and development, recruitment, and procurement changes. We also learnt that we need to improve alignment of state and national policy drivers such as the Closing the Gap and South Australia's Anti-Racism Strategy into our RAP commitment.

Findings

Building a strong foundation for RAP governance.

Learnings: We identified the need to strengthen and support our RAP implementation through our governance structure.

To have stronger visibility internally and externally and to provide greater understanding of the RAP commitments.

We recognised it was crucial to acknowledge and communicate the vital role provided by Aboriginal Advisory Committee and their connection to South Australia's diverse Aboriginal communities to guide and provide direction for our Reconciliation commitments.

We worked through organisation restructuring and transforming our business to increase communication and engagement of the RAP.

Supported by the employment of a new Principal Project Officer, RAP Led to assist in the governance coordination, progress, and reporting of the RAP.

Findings

Strengthen and empower the RAP Working Group to implement and embed RAP actions and deliverables.

Learnings: We have developed our terms of references for RAP Leadership and Working Groups to guide governance and operations to support decision making and to assist in the delivery of our RAP actions.

Strengthen relationships and communication by RAP Leadership Group members joining regularly to RAP Working Group meetings, planning and present at events and engaging with Aboriginal communities.

Findings

Build a culturally safe and supportive learning environments across our workforce and the Aboriginal and Torres Strait Islander workforce.

Learnings: Develop a learning workforce to implement and support the RAP actions and deliverables.

The delivery of the annual forums, to communicate the RAP commitments and achievements, to support the growth, development and culturally safe environments for SA Housing Trust Aboriginal workforce.

SA Housing Trust organisational cultural capability audit review with the aim of supporting our understanding to improve and guidance is for our next RAP.



Our Achievements

Reconciliation Action Plan Groups

In May 2019 the SA Housing Trust formed the RAP Working Group which was key to developing the SA Housing Trust's *Innovate RAP 2021-2023*, the first RAP for the organisation. The RAP Working Group was co-chaired by senior Aboriginal staff and the Chief Executive, with a minimum of 50% Aboriginal and Torres Strait Islander representation to ensure an inclusive voice.

In June 2021, the SA Housing Trust launched the *SA Housing Trust's Innovate Reconciliation Action Plan 2021-2023*. The RAP Working Group was also established to drive implementation of the RAP.

Our First RAP continues to improve the SA Housing Trust's understanding of reconciliation across the following organisational areas:

- cultural learning and development
- professional development
- engagement, governance
- events
- reporting.

From May 2023, the RAP Working Group met monthly to develop the *Innovate RAP*. This included consultation with Aboriginal and Torres Strait Islander staff, the SA Housing Trust Executive and the SA Housing Trust Board to ensure the organisation is building towards deeper levels of reconciliation.



NAIDOC Week across the SA Housing Trust

The 2023 NAIDOC Week theme was '*For Our Elders*', acknowledging Elders as cultural holders, trailblazers, nurturers, advocates, teachers, survivors, leaders, hard workers, and loved ones.

In partnership with the Department of Human Services, the SA Housing Trust held a joint NAIDOC Week morning tea event on 3 July 2023. The SA Housing Trust invited 15 Aboriginal Elders who are long term public housing tenants to attend the event.

The SA Housing Trust also hosted a stall at Tarntanyangga (Victoria Square) for the annual NAIDOC Family Fun Day. The annual event marked one of the biggest gatherings with a prominent focus on the 2023 NAIDOC theme, '*For Our Elders*'.

In collaboration with Davenport Community Council Inc., Umeewarra Media, the NAIDOC Committee, the Lake View Transitional Accommodation Centre and the Port Augusta Housing SA team attended the local '*For Our Elders*' Corporate Breakfast. They also participated in pot and canvas painting, baking damper and cooking kangaroo meat over the fire.





National Reconciliation Week celebrations across the SA Housing Trust

The theme for National Reconciliation Week 2023 was 'Be a Voice for Generations'. It aimed to encourage all Australians to be a voice for reconciliation in tangible ways in our everyday lives – where we live, work and socialise.

More than 20 staff from across the organisation attended the 2023 National Reconciliation Week Breakfast, commemorating National Sorry Day. The event, held at the Adelaide Convention Centre, was an opportunity to hear from key Aboriginal leaders.

SA Housing Trust's Riverside office:

- held a discussion panel focusing on the theme, *'Be a Voice for Generations'*. The panel, co-led by the Chief Executive and Head of Aboriginal Housing, led a discussion with three key Aboriginal leaders in SA.
- hosted a cultural wellness session which focused on the long-term cultural health and wellbeing strategies for Aboriginal and Torres Strait Islander peoples.
- Kurna language workshop, where 33 staff members learnt how to say an Acknowledgement of Country in Kurna language.

SA Housing Trust regional offices also hosted their own events including:

- **The Adelaide office** acknowledged National Reconciliation Week with a morning tea event to create awareness of the theme *'Be a Voice for Generations'*.
- **The Croydon office** held a cultural wellbeing and painting activity to learn about their shared histories, cultures, and achievements.

Staff members also shared an afternoon tea while watching *Kanyini*, a documentary on the life of the Yankunytjatjara Elder, Bob Randall. Participants gained a deeper understanding on displacement and how this impacts Aboriginal clients when providing tenancy support. The film also discussed the Anangu four principles of Aboriginal life, being Kurunpa (a link to spirit) Ngura (connection to Country), Walytja (kinship) and Tjukurrpa (the creation period).

- **The Ceduna office** celebrated National Reconciliation Week with community by hosting a reconciliation barbecue with other government agencies and displaying new cultural art pieces in the office. They also joined the community event hosted by the Yalata Arts Culture and Language Centre on Mabo Day, before holding a meditation day in collaboration with Uniting Communities for residents.





- **The Elizabeth office** hosted a Welcome to Country, invited local Aboriginal performers and created an interactive display for staff to say what reconciliation signified to them. They also held an afternoon huddle sharing the National Reconciliation Week vignette featuring a Kurna Elder.
- **The Salisbury office** hosted a morning tea, shared experience of native food and created reconciliation handprint art piece, supported by video focusing on the connection of Kurna people to land, water, and Country.
- **The Modbury office** shared an afternoon tea with local Elders, focusing on building the relationship between the regional office and the Aboriginal community.



- **The Murray Bridge office** National Reconciliation Week was celebrated at the Family Fun Day at the Murray Bridge Imperials Football Club, with donuts and gifts for children from Koori Kids to share at the stall.

Aboriginal Staff Network Forum

Aboriginal Staff Network Forums were held for Aboriginal and Torres Strait Islander staff as important events to demonstrate the SA Housing Trust's reconciliation commitments. The events focused on the health and wellbeing of our staff by establishing connections and enabling networking opportunities. Cultural activities were facilitated by Kurna Elders and Cultural educators.

The forums explored information on Aboriginal and Torres Strait Islander workforce development, cultural wellbeing, South Australian's First Nation Voice to SA Parliament, and home ownership pathways.

Aboriginal and Torres Strait Islander Staff Employment

The SA Housing Trust's percentage of Aboriginal and Torres Strait Islander staff employment of 4.8% far exceeds the State Government's target of 3%.

A summary of statistics on our Aboriginal and Torres Strait Islander workforce and governance as of 30 June 2023.

44 Aboriginal and Torres Strait Islander staff in total including:

- 1 SA Housing Trust Board member
- 4 members of the Aboriginal Advisory Committee
- 1 member of the Executive team
- 5 in management
- 12 officers

Demonstrated workplace stability.

- 11 contract staff
- 33 permanent staff

More broadly, 425 staff within the SA Housing Trust completed the online education program for Aboriginal cultural awareness.





Aboriginal Elders Village



Social Housing for Aboriginal Elders

A new social housing development for Aboriginal Elders at risk of homelessness in Adelaide will deliver a much-needed housing supply boost in Adelaide’s south. Located by the Living Kaurna Cultural Centre, the \$12.17 million project will start construction in August 2024 and is expected to be ready by 2025.

The village is designed for Elders to live independently on Country in affordable, safe, and secure community housing. Accessible and inclusive design features include stepless design and bathroom grab rails to enable residents with mobility issues to ‘age in place’, along with communal areas and culturally significant outdoor firepits.

The project is a collaboration between the not-for-profit housing provider Aboriginal Community Housing Limited (ACHL), Indigenous Land and Sea Corporation (ILSC), Kaurna Yerta Aboriginal Corporation (KYAC), the SA Housing Trust, and Housing Australia.

The village progresses the South Australian Aboriginal Housing Strategy and its aim to reduce homelessness amongst Aboriginal people, increase housing supply and create and support innovative housing solutions.

Significant and Anniversaries Dates

- 13 Feb** | Anniversary of National Apology Day
- 16 Mar** | National Close the Gap Day
- 26 Mar** | National Sorry Day
- 27 May** | Anniversary of the 1967 Referendum
- 27 May** | National Reconciliation Week (27 May - 3 June)
- 3 June** | Mabo Day
- 1 July** | Coming of the Light
- 2 July** | NAIDOC Week (2-9 July)
- 4 Aug** | International Day of World’s Indigenous Peoples
- 23 Aug** | Anniversary of the Wave Hill Walk-Off
- 7 Sept** | Indigenous Literacy Day
- 23 Sept** | Anniversary of the United Nations Declaration on the Rights of Indigenous Peoples
- 26 Oct** | Anniversary of the Uluru Kata Tjuta Handback
- 10 Dec** | Human Rights Day
- 22 Dec** | Anniversary of the Native Title Act



RAP Timeline

Expression of interest for Authority staff to deliver the Reconciliation Action Plan.

MAR 2019

Reconciliation Action Plan Working Group (RAPWG) endorsed.

MAY 2019

Aboriginal Advisory Committee (AAC) have their inaugural meeting.

MAY 2019

Writing for and about Aboriginal Writing guide developed

FEB 2024

Aboriginal Staff Networks held at Living Kurna Cultural Centre.

NOV 2023

Aboriginal Cultural Capability Framework Development and Audit.

JULY 2023

Aboriginal Staff Network Forum held at Living Kurna Cultural Centre.

MAY 2024

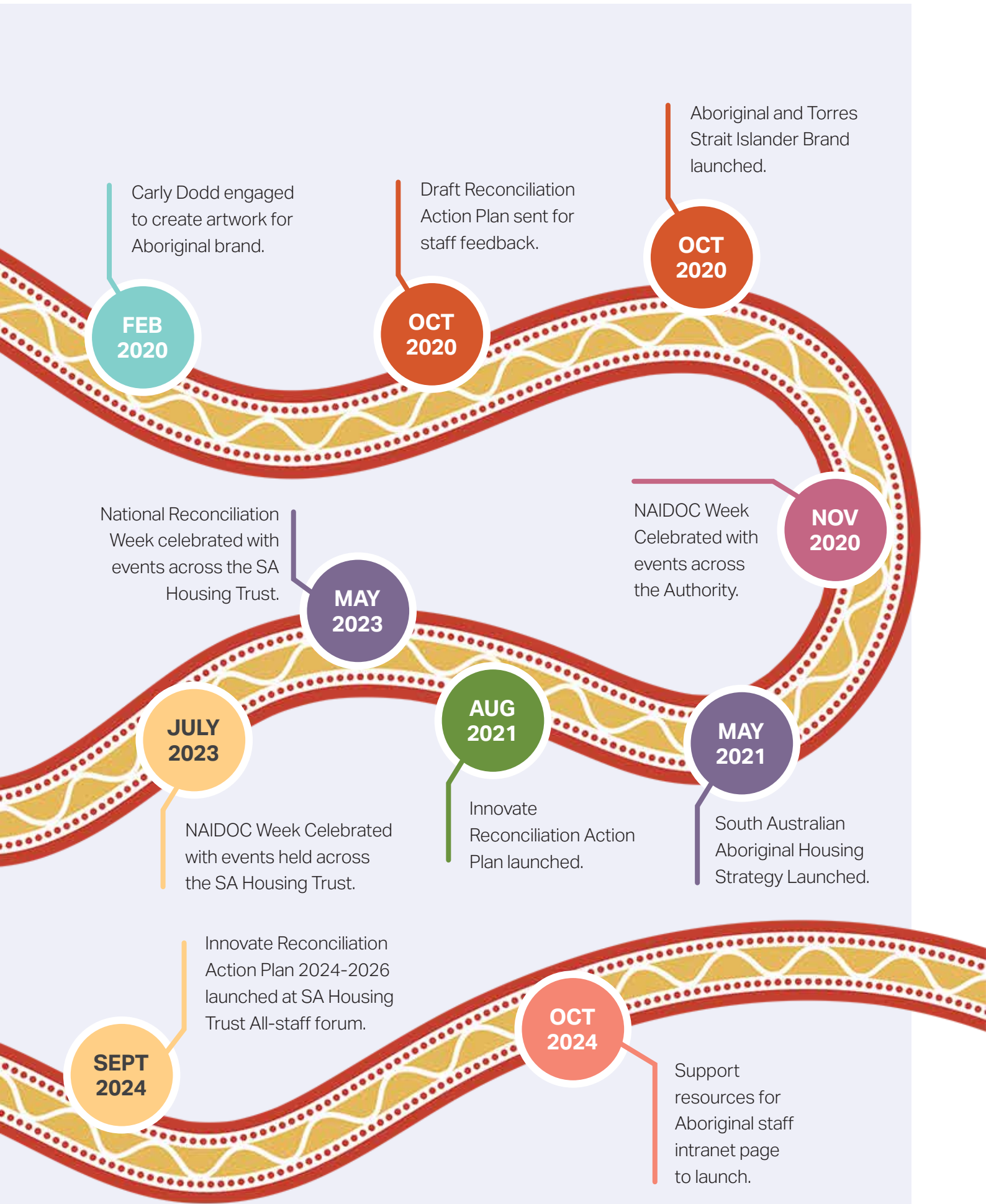
Aboriginal Corporate Clothing uniform developed.

MAY 2024

MAY 2024

Organisational wide Cultural Capability Audit and Analysis.





Relationships



We are committed to building respectful relationships within and across our entire organisation. We partner with stakeholders, clients and communities to lead genuine conversation and decision-making to improve the quality and delivery of culturally informed services to Aboriginal and Torres Strait Islander peoples in South Australia.

Action 1

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverables



1.1. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.

Responsibility: (Lead) Head of Aboriginal Housing | (Support) Chief Executive

Timeframe: March 2025



1.2. Implement communications and engagement frameworks to support staff in:

1.2.1. Build and improve relationships with Aboriginal and Torres Strait Islander peoples.

1.2.2. Work with external Aboriginal and Torres Strait Islander stakeholders and Aboriginal Community Controlled Organisations.

Responsibility: (Lead) Senior Manager, Communications & Engagement | (Support) Executive Director, People & Strategy and Head of Aboriginal Housing

Timeframe: January 2025



1.3. Develop and implement a cultural guidance framework, informed through co-designing with the Aboriginal Advisory Committee.

Responsibility: (Lead) Senior Manager, Communications & Engagement | (Support) Executive Director, People & Strategy / Head of Aboriginal Housing

Timeframe: July 2025

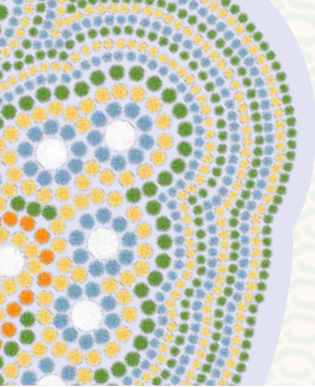


1.4. Embed the Aboriginal Interest Statement as part of corporate decision-making processes, including policies, projects and procurement practices.

Responsibility: (Lead) Senior Manager, Strategy & Analysis | (Support) Executive Director, People and Strategy

Timeframe: July 2025





Action 2

Build relationships through celebrating National Reconciliation Week.

Deliverables



2.1. Communicate our commitment to reconciliation and National Reconciliation Week to all staff by:

2.1.1. Promoting our NRW events on internal and external media platforms, and

2.1.2. Promoting business units and regional offices to plan and facilitate local annual NRW events.

2.1.3. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.

2.1.4. RAP Working Group members to participate in an external NRW event.

2.1.5. Deliver at least one NRW event annually.

2.1.6. Register all our NRW events on Reconciliation Australia's website prior to NRW.

Responsibility: (Lead) Senior Manager, Communications & Engagement | (Support) Executive Director, People & Strategy

Timeframe: 27 May to 3 June 2025 and 2026



2.2. Develop and implement a plan that promotes staff to attend external NRW events.

Responsibility: (Lead) Executive Director, Customers & Services supported by the Reconciliation Action Plan Working Group (Support) Chief Executive

Timeframe: March 2025 and 2026

Action 3

Promote Reconciliation through our sphere of influence.

Deliverables



3.1. Develop and implement a staff communications and engagement strategy to increase our workforce awareness on reconciliation.

Responsibility: (Lead) Senior Manager, Communications & Engagement | (Support) Executive Director, People & Strategy

Timeframe: January 2025





3.2. Develop and implement a stakeholder engagement plan to influence our external stakeholders to work towards building their own reconciliation outcomes by:

3.2.1. Engaging with Reconciliation Australia and Reconciliation SA to research best practice for RAP implementation strategies with our partners and stakeholders to promote these practices, and

3.2.2. Exploring opportunities to positively influence our external stakeholders to drive reconciliation outcomes

Responsibility: (Lead) Director, Partnerships & Market Solutions
(Support) Chief Financial Officer

Timeframe: February 2025



3.3. Develop and incorporate RAP initiatives and outcomes into our existing induction program for onboarding new employees.

Responsibility: (Lead) Director, People, Culture & Resilience | (Support) Executive Director, People & Strategy

Timeframe: March 2025



3.4. Develop a program to launch the new *Innovate RAP 2026-2028* across all directorates.

Responsibility: (Lead) Senior Manager, Communications & Engagement, supported by the Reconciliation Action Plan Working Group | (Support) Chief Executive

Timeframe: July 2025 / July 2026



3.5. Communicate our commitment to reconciliation publicly.

Responsibility: (Lead) Senior Manager, Communications & Engagement, supported by the Reconciliation Action Plan Working Group | (Support) Chief Executive

Timeframe: February 2025

Action 4

Promote positive race relations through anti-discrimination strategies.

Deliverables



4.1. Develop and implement a communications and engagement plan to work with external Aboriginal and Torres Strait Islander stakeholders and Aboriginal Community Controlled Organisations.

Responsibility: (Lead) Senior Manager, Communications & Engagement | (Support) Head of Aboriginal Housing

Timeframe: January 2025



4.2. Review human resource policies to address racial discrimination and cultural bias, by:

4.2.1. Embed Wellbeing SA's South Australia Public Sector Anti-Racism Strategy and Action Plan, and

4.2.2. Review the design and delivery of prevention of bullying, harassment, sexual harassment and discrimination policy, procedure, and training.

Responsibility: (Lead) Director, People, Culture & Resilience | (Support) Executive Director, People & Strategy

Timeframe: September 2025





4.3. Develop and implement anti-discrimination and anti-racism training, focusing on history and truth-telling, for senior leadership to embed the policy within our organisation, by:

4.3.1. Collaborating with Office for the Commissioner of Public Sector Employment to identify best practice, and

4.3.2. Reviewing the design and delivery of prevention of bullying, harassment, sexual harassment and discrimination policy, procedure, and training.

Responsibility: (Lead) Director, People, Culture & Resilience | (Support) Executive Director, People & Strategy

Timeframe: September 2025 & 2026

Action 5

Improve housing opportunities for Aboriginal and Torres Strait Islander peoples.

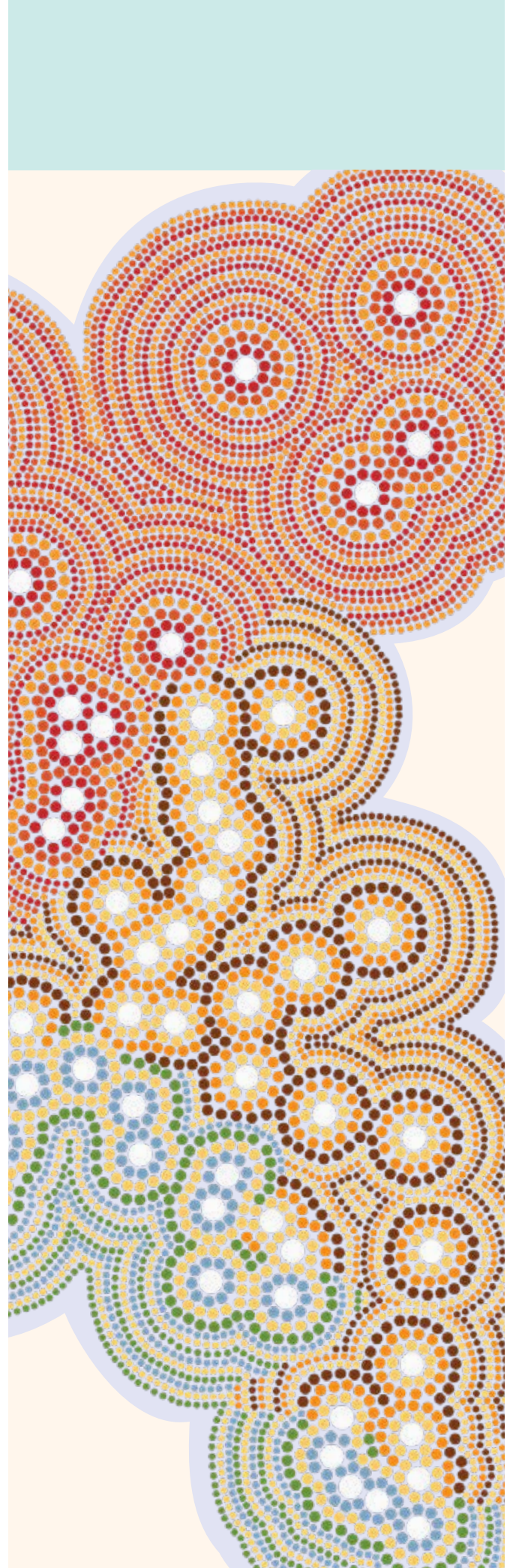
Deliverables



5.1. Plan and organise annual meetings for the SA Housing Trust Board and the Aboriginal Advisory Committee members to meet with Traditional Owners and Custodian groups on Country to discuss localised community interests regarding housing, homelessness, and quality service opportunities.

Responsibility: (Lead) Director, Office of the Chief Executive | (Support) Chief Executive

Timeframe: September 2024 & 2025



Respect



We commit to the process of healing to create a culture of pride and equity towards a reconciled future. We acknowledge and respect that Aboriginal peoples are the Traditional Owners of Country throughout South 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 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 6

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverables



6.1. Develop and implement a cultural learning strategy informed by:

6.1.1. Our baseline cultural capability and respect assessment

6.1.2. Best practice research in collaboration with the Office of the Commissioner for Public Sector Employment

6.1.3. Advice from local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors.

Responsibility: (Lead) Director, People, Culture & Resilience | (Support) Executive Director, People & Strategy

Timeframe: May 2025



6.2. Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.

Responsibility: (Lead) Director, People, Culture & Resilience | (Support) Executive Director, People & Strategy

Timeframe: September 2026





Action 7

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

Deliverables



7.1. Develop and implement a cultural protocol policy and practice framework demonstrating and maintaining respectful practices across Aboriginal and Torres Strait Islander cultures, histories, and peoples, including:

7.1.1. The purpose and significance of Welcome to Country protocols, including inviting a local Traditional Owner or Custodian to provide a Welcome to Country protocol

7.1.2. The purpose and significance of Acknowledgement of Country,

7.1.3. Cultural leave for staff to attend to cultural obligations, commitments, and ceremonies

7.1.4. Ensuring that the Trust's service delivery considers and accommodates cultural obligations including sorry business

7.1.5. Connection and return to Country, and the impacts these may have on Aboriginal and Torres Strait Islander customers and tenants

7.1.6. Appropriate cultural protocols when procuring new offices, sites, and land.

Responsibility: (Lead) Director, People, Culture & Resilience, supported by the Reconciliation Action Plan Working Group | (Support) Executive Director, People & Strategy

Timeframe: August 2026

Action 8

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

Deliverables



8.1. Develop and implement an organisational-wide plan for staff to participate in and celebrate NAIDOC Week.

Responsibility: (Lead) Director, People, Culture & Resilience, supported by the Reconciliation Action Plan Working Group (Support) Executive Director, People & Strategy

Timeframe: June 2025



8.2. Communicate our commitment to NAIDOC Week to all staff by promoting our NAIDOC Week Activities on internal and external platforms by:

8.2.1. Circulating the National NAIDOC Committee and NAIDOC SA's NAIDOC resources materials to our staff, and



8.2.2. Supporting staff, the RAP Working Group, and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC.

Responsibility: (Lead) Senior Manager, Communications and Engagement (Support) Executive Director, People & Strategy

Timeframe: July 2024 / July 2025



8.3. Develop and implement a plan to support annual NAIDOC Week events by partnering with Reconciliation SA and Reconciliation Australia.

Responsibility: (Lead) Head of Aboriginal Housing, supported by the Reconciliation Action Plan Steering Group | (Support) Chief Executive

Timeframe: May 2025

Action 9

Create a culturally safe work environment for Aboriginal and Torres Strait Islander staff and clients.

Deliverables



9.1. Develop a proposal for the RAP Leadership Group to identify suitable yarning areas, in consultation with Aboriginal and Torres Strait Islander staff, within Regional Offices, the Contact Centre, and Riverside Centre.

Responsibility: (Lead) Director, Customer Specialisation (Support) Executive Director, Customers & Services

Timeframe: June 2026



9.2. Develop and implement a plan to name organisational meeting rooms in traditional language in partnership with local Traditional Owners, Custodian groups or traditional language centres.

Responsibility: (Lead) Director, Customer Operations (Support) Executive Director, Customers & Services

Timeframe: July 2025



9.3. Review and implement the Psychological Health and Wellbeing Action Plan to enhance the health and wellbeing of our Aboriginal and Torres Strait Islander staff, including:

9.3.1. Consulting with the Office of the Commissioner for Public Sector for best practice, and

9.3.2. Ensuring Aboriginal and Torres Strait Islander staff have access to culturally responsive counselling services and psychological services to assist in the high demands and cultural load that Aboriginal and Torres Strait Islander staff carry.

Responsibility: (Lead) Director, People, Culture & Resilience & Manager, Health Safety & Wellbeing | (Support) Head of Aboriginal Housing

Timeframe: July 2025



9.4. Review and update our service practices delivering culturally informed and inclusive services through:

9.4.1. Consulting with the Office of the Commissioner for Public Sector Employment

9.4.2. Reviewing the Office of Public Sector Employment's Cultural Inclusion Framework for South Australia, and



9.4.3. Reviewing the cultural capability results.

Responsibility: (Lead) Director, People, Culture & Resilience | (Support) Executive Director, People & Strategy

Timeframe: March 2025 / 2026

Action 10

Support culturally safe truth-telling in our sector.

Deliverables



10.1. Develop and implement a plan for the Aboriginal Staff Network to connect and discuss Truth-telling within a culturally safe environment and workplace.

Responsibility: (Lead) Head of Aboriginal Housing, supported by the RAP Working Group | (Support) Chief Executive

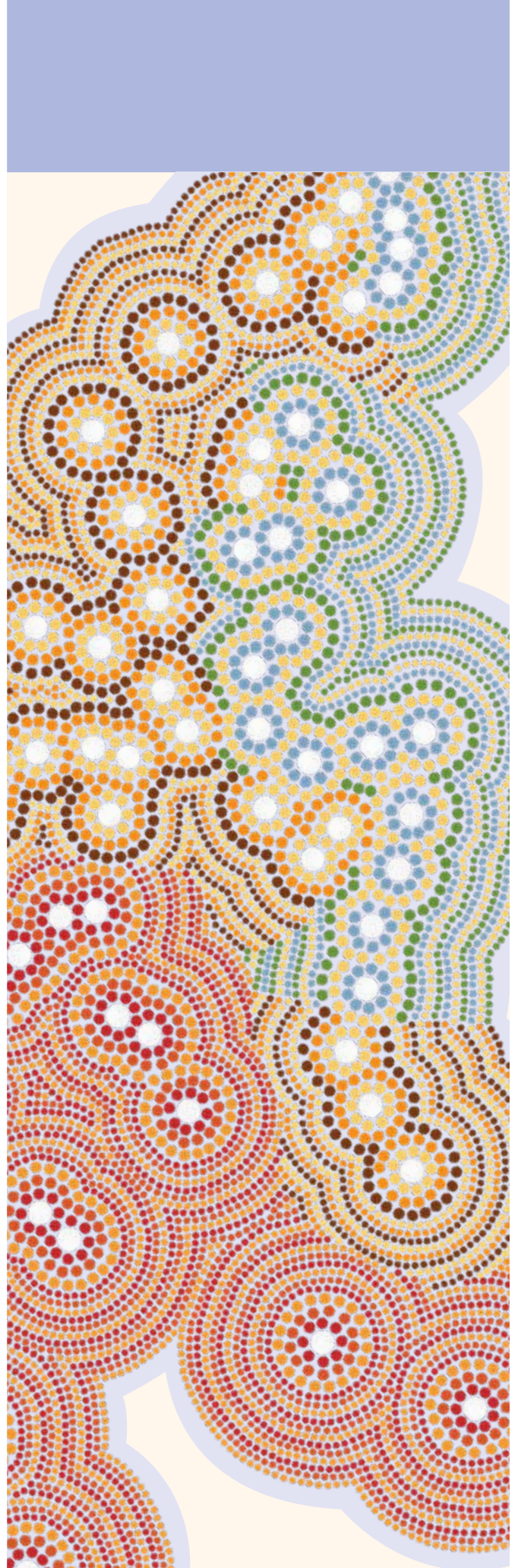
Timeframe: August 2025 / August 2026



10.2. Develop and implement a plan to host and sponsor local significant events to support awareness of history, truth-telling, local / regional community and respect Cultural protocols and acknowledgements, within each regional office.

Responsibility: (Lead) Customer Operations, Customers & Services (Support) Executive Director, Customers & Services

Timeframe: May 2025



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 responsive 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 11

Improve employment outcomes by increasing the number and proportion of Aboriginal and Torres Strait Islander staff, improving staff retention rates, and enhancing professional development opportunities.

Deliverables



11.1. Review and implement an Aboriginal Employment and Retention Strategy to increase the number and proportion of Aboriginal and Torres Strait Islander staff, through:

11.1.1. Collaborating with the Office of the Commissioner for Public Sector Employment to identify best practice

11.1.2. Consulting with the Aboriginal Advisory Committee

11.1.3. Consulting with the Aboriginal Staff Network

11.1.4. Ensuring job vacancies are effectively reaching Aboriginal and Torres Strait Islander stakeholders

11.1.5. Reviewing Human Resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.

Responsibility: (Lead) People, Culture & Resilience | (Support) Executive Director, People & Strategy

Timeframe: October 2025

Action 12

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

Deliverables



12.1 Develop and implement an Aboriginal Business Procurement Policy in consultation with the Office of the Industry Advocate and the Circle to support the procurement of goods and services from Aboriginal and Torres Strait Islander businesses.



12.2 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.



12.3 Review and update procurement practices to remove barriers to procuring good and services from Aboriginal and Torres Strait Islander businesses.

Responsibility: (Lead) Manager, Procurement Services | (Support) Chief Financial Officer

Timeframe: September 2025



Governance



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

Action 13

Establish and maintain an effective RAP Leadership Group to drive governance of the RAP.

Deliverables



13.1. Review and update the governance structures supporting the implementation of the RAP annually, through:

13.1.1. Collaboration with Reconciliation Australia and Reconciliation SA for best practice

13.1.2. Consulting with the SA Housing Trust's existing RAP governance structures and bodies and the Aboriginal Advisory Committee to the SA Housing Trust Board

13.1.3. Amending the Terms of Reference as required following the review

13.1.4. Ensuring the RAP Leadership Group meets at least 4 times per year to drive and monitor RAP implementation

13.1.5. Ensuring Aboriginal and Torres Strait Islander representation on the RAP Leadership Group is maintained.

Responsibility: (Lead) Director, Office of the Chief Executive, supported by the Reconciliation Action Plan Leadership Group | (Support) Chief Executive

Timeframe: Sept 2024 / August 2025

Action 14

Provide appropriate support for effective implementation of RAP commitments.

Deliverables



14.1 Appoint internal RAP advocates within each directorate to support and drive momentum of Reconciliation Action Plan activities through the RAP Working Group.

Responsibility: (Lead) Director, Office of the Chief Executive, supported by the RAP Leadership Group | (Support) Chief Executive

Timeframe: September 2024



14.2 Engage our senior leaders and other staff in the delivery of the RAP commitments.

Responsibility: (Lead) Director, Office of the Chief Executive, supported by the Reconciliation Action Plan Leadership Group | (Support) Chief Executive

Timeframe: September 2024





14.3. Embed the RAP deliverables into our business and monitor RAP implementation in line with Reconciliation Australia’s reporting requirements, by:

14.3.1. Embedding RAP within the annual business plan deliverables

14.3.2. Creating a measurement tool to track and implement our RAP Actions

14.3.3. Reporting RAP progress with staff quarterly.

Responsibility: (Lead) Senior Manager, System Strategy and Analysis | (Support) Executive Director, People & Strategy

Timeframe: September 2024

Action 15

Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.

Deliverables



15.1. Build and maintain a strong accountability measure with Reconciliation Australia by:

Responsibility: (Lead) Director, Office of the Chief Executive | (Support) Chief Executive

15.1.1. Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss our on important RAP correspondence.

Timeframe: June 2025 & 2026

15.1.2. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.

Timeframe: 1 August 2025 & 2026

15.1.3. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.

Timeframe: 30 September 2025 & 30 September 2026

15.1.4. Report RAP progress to all staff and senior leaders quarterly.

Timeframe: February, May, August & November each year.

15.1.5. Publicly report our RAP achievements, challenges and learnings, annually.

Timeframe: September 2025 & September 2026

15.1.6. Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.

Timeframe: February 2026

15.1.7. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.

Timeframe: September 2026





15.2. Develop and implement a reporting communication plan that includes:

15.2.1. Engaging the Aboriginal Advisory Committee in developing, ongoing review and reporting of the RAP.

15.2.2. Publicly reporting our RAP achievements, challenges, and insights annually.

Responsibility: (Lead) Director, Office of the Chief Executive, supported by the Reconciliation Action Plan Working Group (Support) Chief Executive

Timeframe: February 2025 / July 2025 / July 2026

Action 16

Continue our reconciliation journey by developing our next RAP.

Deliverables



16.1. Register via Reconciliation Australia's website to begin developing our next RAP.

Responsibility: (Lead) Director, Office of the Chief Executive supported by the Reconciliation Action Plan Working Group (Support) Chief Executive

Timeframe: March 2026



Innovate Reconciliation Action Plan

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Over time Aboriginal and Torres Strait Islander Peoples should be aware that this publication may contain images and names of deceased persons in photographs or printed materials.

Feedback:

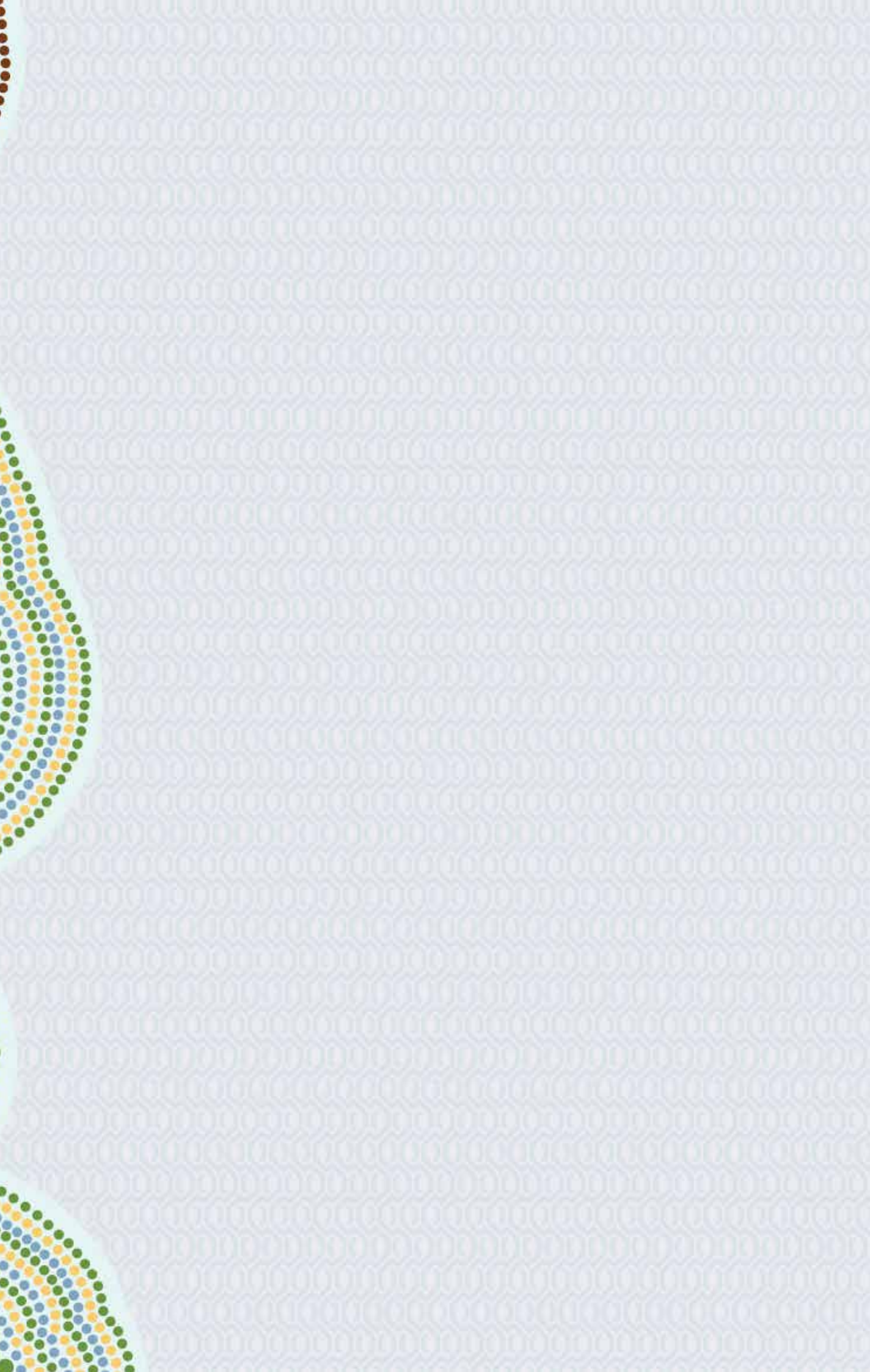
We welcome feedback on our
Innovate Reconciliation Action Plan
September 2024 – September 2026

Please contact:

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Government
of South Australia

SA Housing Trust

