



UNITY
HOUSING COMPANY

INNOVATE
**RECONCILIATION
ACTION PLAN**

NOVEMBER 2024 - OCTOBER 2026



RECONCILIATION
ACTION PLAN

INNOVATE

Acknowledgement of Country

Unity Housing operates across many of the Traditional First Nations Lands in South Australia. We acknowledge the Traditional Owners of Country throughout the lands on which we work and live, whose cultures are the oldest living continuous cultures in human history.

We pay our respects to their Elders past and present, and we recognise that their living culture, beliefs and relationship with the land and waters are as important now as they have always been.



Unity Housing tenant and author Kunyi McInerney

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Message from our Chair and CEO



Leigh Garrett
Chair

Matthew Woodward
CEO

We are very pleased to launch our *Innovate Reconciliation Action Plan (RAP)*. Having built a great foundation for our reconciliation journey through the development and delivery of our first *Reflect RAP*, this important milestone marks a new chapter in Unity Housing’s commitment to reconciliation. Through it, we are committed to do more.

Our *Innovate RAP* provides us with a framework to guide our efforts as we deepen our understanding of the rich cultures and histories of Australia’s First Nations peoples. It is a key step towards ensuring that our organisation not only respects and acknowledges these cultures, but publicly and overtly contributes to the national reconciliation movement and creating opportunities for Aboriginal and/or Torres Strait Islander peoples.

Through this RAP, we are committed to creating tangible and lasting outcomes by engaging our staff, tenants, and stakeholders in meaningful dialogue and actions. We will work closely with Aboriginal and/or Torres Strait Islander organisations and communities to develop and implement actions that promote cultural awareness, respect, and opportunities.

As a community housing provider, we recognise the unique role we play in supporting vulnerable communities, and our *Innovate RAP* strengthens our resolve to ensure our services are inclusive and responsive to the needs of Aboriginal and/or Torres Strait Islander peoples.

This journey is a collective effort, and we encourage everyone within our organisation and across our community to embrace this opportunity. Together, we will strive to make a positive impact and contribute to the broader reconciliation movement in South Australia.

Thank you to everyone who has contributed to the development of Unity Housing’s *Innovate RAP*, and to our entire staff body, Executive and Board who will all contribute to delivering it. We look forward to the journey ahead and the meaningful change we will create together.



Cliffy 'Tangku Munaitya' Wilson and Aunty Yvonne Agius

Message from CEO, Reconciliation Australia



Karen Mundine
CEO, Reconciliation Australia

Reconciliation Australia commends Unity Housing Company 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 Unity Housing Company 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, Unity Housing Company will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

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

Implementing an *Innovate RAP* signals Unity Housing Company’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 Unity Housing Company on your *Innovate RAP* and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

About the artist and our story



Artwork by Tanaya Antony (Narungga)

Togetherness

This story is about conveying the message that one singular place can bring community together, helping mob build strength and resilience in themselves and each other through their bonds and connection. It highlights how a collective commitment to togetherness creates a safe and supportive environment where individuals can thrive. This is symbolised by the gathering at camping grounds, representing the strength found in coming together. The piece also incorporates Unity Housing’s significant colours, complemented by others, to celebrate both individuality and diversity within the community.



Tanaya (They/them) is a Narungga artist, born and living on Kaurana land (Adelaide, South Australia).

They have been painting and creating art most of their life. Their inspiration comes from growing up and working with their Nana to create soulful stories.

Tanaya likes to work with both canvas and digital formats, creating modern pieces combined with traditional aboriginal symbolism.

They love painting with vibrant colour palettes and incorporating bold designs to tell their stories and celebrate and acknowledge Indigenous culture through their art.

Tanaya is passionate about nature and wildlife and has a big interest in the ocean, this is why a lot of their artwork portrays and incorporates animal tracking and other elements of nature.

Our vision for reconciliation

Our vision for reconciliation is for all Australians to understand and respect the ancient and diverse cultures and the spiritual beliefs of the First Nations peoples, and that we live together harmoniously in homes and communities that are welcoming and safe for all.

We will strive to achieve this vision by working within our Sphere of Influence to create opportunities for Aboriginal and Torres Strait Islander peoples to lead safe, fulfilling and prosperous lives. We will contribute to the healing process and reconciliation through awareness raising and by proudly celebrating and promoting Aboriginal and Torres Strait Islander histories, knowledge and cultures. As a leading provider of housing services, Unity Housing will enable our Aboriginal and Torres Strait Islander employees and tenants to prosper through the delivery of safe, affordable and secure housing.

Our Purpose

We provide affordable, safe and secure homes for South Australians on low incomes. We build partnerships to create tenancies that promote independence and viable and sustainable communities.

Our Values

- Social Justice
- Innovation and Creativity
- Collaboration and Partnerships
- Transparent and Ethical Behaviour
- Leadership and Professionalism
- Empowerment and Respect



Kaurna Netball Club

Our business

Unity Housing is a not-for-profit community housing provider. We provide social housing for people with a range of needs as well as affordable housing for people living on low to moderate incomes who simply can't afford to rent in the open market.

We provide homes for people from a diverse range of cultural and geographic communities across metropolitan and regional areas of South Australia, including Aboriginal and Torres Strait Islander peoples.

Unity Housing is the largest community housing organisation in South Australia, providing more than 3,200 homes for around 4,900 people, of whom around 13 per cent are Aboriginal and/or Torres Strait Islander peoples. Our workforce consists of around 100 staff who deliver our housing services based in two offices in metropolitan Adelaide, one office in Mount Gambier and one office in Port Pirie. We plan to understand how many of our current staff are Aboriginal and/or Torres Strait Islander peoples and will take action to grow that number.

Our commitment to reconciliation

Unity Housing is committed to the understanding and celebration of Aboriginal and Torres Strait Islander cultures and histories, and the importance of reconciliation for all Australians.

We continually strive to positively impact the cause of reconciliation, by our learning, by our actions, and by influencing others. Our Sphere of Influence includes our tenants, staff, suppliers, supporters, support partner organisations, government collaborators, other community housing providers, and the many communities within which we work.

We will seek to enable opportunities for Aboriginal and Torres Strait Islander peoples within our business and the communities within which we work.





Unity Housing's Reconciliation Action Plan Working Group members Trish Burden, Jen Coleman, Andrew Davis, Aimee Grant, Aunty Yvonne Agius, Jacqui Matthews and Ross Bateman (absent – Vince Buckskin and Karen Rawlings).

Our reconciliation journey

This *Innovate* RAP is Unity Housing's second Reconciliation Action Plan. Our first *Reflect* RAP was completed in 2023 and has provided a great foundation upon which our organisation can understand and build our reconciliation activities.

That said, Unity Housing has a long track-record in the provision of safe and affordable homes for Aboriginal and Torres Strait Islander tenants. We currently provide homes for more than 700 people who identify as Aboriginal and/or Torres Strait Islander, across metropolitan Adelaide and many regional areas of South Australia. For a number of years, we have also engaged with Aboriginal and Torres Strait Islander organisations and communities.

Unity Housing understands the importance of cultural awareness and understanding in order to make our services culturally safe and accessible for Aboriginal and/or Torres Strait Islander peoples. Over the years we have formed partnerships with Aboriginal community leaders and organisations and we have learnt a great deal, but we also acknowledge the importance of continuing our learning and support for the cause of reconciliation in Australia. To that end, we have re-committed to the Reconciliation Action Plan process through this *Innovate* RAP, building on our learnings from our first *Reflect* RAP.

Through the process of developing and delivering our *Reflect* RAP, we experienced challenges in aspects such as building trust, establishing meaningful and enduring relationships, communicating in culturally accessible ways, and finding ways to regularly engage our broader staff body in our RAP process. To address these challenges, this *Innovate* RAP builds on the work that we have already done through new actions and implementing practical deliverables that will contribute to reconciliation and positive outcomes.

Our RAP Working Group meets on a regular basis to steer our reconciliation activities. It comprises representatives from our leadership team, our frontline staff, and two representatives from the Aboriginal community, one of whom is a tenant of Unity Housing. The Chair of our RAP Working Group is also our RAP Champion across the organisation.

We are delighted and honoured that Aunty Yvonne Agius and Vince Buckskin continue their valued participation in our RAP Working Group. Aunty Yvonne is a highly respected Kaurna and Narungga Elder and Vince is a proud Narungga man and highly acclaimed cultural advisor. They both contribute their tremendous wisdom, cultural knowledge and community connections to guide us through our reconciliation journey.

This *Innovate* RAP is just one more step in Unity Housing's ongoing commitment to reconciliation and it represents the commitment of all the Unity Housing Board, leadership and staff.

Our partnerships and cultural activities

Unity Housing has established a strong foundation of partnerships and activities upon which we will continue to build.

These have enabled our organisation to become better connected with our Aboriginal and Torres Strait Islander tenants and their communities, and to become more culturally aware. We have established relationships at various levels with:

- Kurlana Tamparwardli – transitional housing program for Aboriginal people visiting Adelaide from the Lands
- Tiraapendi Wodli Hub – an Aboriginal community support provider
- Aboriginal Sobriety Group – an Aboriginal community support provider
- Aboriginal Community Connect – a partnership with Uniting Communities to support Aboriginal people
- Aboriginal Health Council of SA – information and resources for staff and tenants
- Reconciliation SA – our membership promotes reconciliation and supports our reconciliation journey
- Reconciliation Australia – guiding our RAP journey
- Pangula Mannamurna – providing services in the Limestone Coast
- Nunga Court – providing pathways and support for Aboriginal offenders
- Ganbara Facility Services – provider of building cleaning and maintenance
- Ochre Dawn – design and production of publications (including the RAP) using Aboriginal employees
- Living Kaurna Cultural Centre – providing our staff with cultural awareness and understanding
- The Grannies Group – engaging with Aboriginal community members
- KWY Aboriginal Corporation – an Aboriginal cultural training partner
- Kaurna Football and Netball Club – sponsored by Unity Housing, providing sporting opportunities

We also undertake regular staff and community cultural activities which have included:

- Participation in events such as the Anniversary of the National Apology, National Sorry Day, National Reconciliation Week, and NAIDOC Week
- Online Cultural Awareness Training for all Unity Housing staff and Board members
- Sponsorship of the Kaurna Sports Committee's Netball and Football Clubs
- Cultural education and awareness raising activities undertaken by staff
- Circulation to all Unity Housing staff of relevant information to promote cultural awareness
- Aboriginal cultural educators and Elders presenting at Staff Forums
- Cultural ceremonies at key organisational events (e.g. Smoking Ceremony)
- Articles presented in our tenant magazine to support cultural awareness and reconciliation
- Display of Aboriginal artworks and artefacts in our offices
- Street Speak engagement project – communicating and engaging in ways that our tenants prefer (funded by a grant from DHS)
- Participation in a community housing sector RAP Community of Practice

Unity Housing will broaden and deepen these partnerships and cultural activities through the actions outlined in this *Innovate RAP*, to build our contribution to reconciliation.



Margaret Alleyn and Doug Clinch from KWY – a partner of Unity Housing's Street Speak project.



Relationships

Unity Housing has long-standing relationships with Aboriginal and Torres Strait Islander peoples and organisations, with whom we work collaboratively to deliver meaningful and positive outcomes for our tenants and their communities. A key to our success is our partnership approach and placing our tenants at the centre of what we do so that we better understand their needs and respond in ways that they prefer.

Action	Deliverable	Timeline	Responsibility
1. To establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, Unity Housing will:	a. Meet and collaborate with local Aboriginal and Torres Strait Islander stakeholders and organisations to strengthen our relationships and to develop guiding principles for ongoing engagement.	June 2025	SMSP
	b. Develop and implement a written Aboriginal Engagement Strategy for working with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025	PM
2. To build relationships through celebrating National Reconciliation Week (NRW), Unity Housing will:	a. Circulate and promote Reconciliation Australia's NRW resources and reconciliation materials to Unity Housing staff to encourage their participation.	May 2025 and May 2026	Chair RAPWG
	b. Ensure that RAP Working Group members participate in at least one external NRW event.	27 May – 3 June 2025 and 2026	Chair RAPWG
	c. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025 and 2026	Chair RAPWG
	d. Organise at least one NRW event each year, to be hosted by Unity Housing.	27 May – 3 June 2025 and 2026	PM
	e. Register Unity Housing's NRW events on Reconciliation Australia's NRW website.	May 2025 and 2026	PM
3. To promote reconciliation through our Sphere of Influence, Unity Housing will:	a. Develop and implement a written staff engagement strategy to promote reconciliation across our staff body.	May 2025	PM
	b. Publicly communicate Unity Housing's commitment to reconciliation through internal and external publications, social media and at external events.	April and August – 2025 and 2026	PM
	c. Actively seek opportunities to positively influence and advocate for change among our external stakeholders to support better reconciliation outcomes. In particular, our non Aboriginal and Torres Strait Islander organisations and groups that work with Aboriginal and Torres Strait Islander peoples and communities.	December 2025	PM
	d. Collaborate with other like-minded organisations to develop and promote the advancement of reconciliation.	April 2025 and 2026	Chair RAPWG
	e. Build relationships and promote reconciliation by providing sponsorship to local Aboriginal and Torres Strait Islander organisations and events.	June 2025 and 2026	SMSP
	f. Participate in the annual Close the Gap Day event organised by Sonder in Adelaide.	March 2025 and 2026	Chair RAPWG

Action	Deliverable	Timeline	Responsibility
4. To promote positive race relations through anti-discrimination strategies, Unity Housing will:	a. Engage with Aboriginal and Torres Strait Islander staff and/or external Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2025	EMGS
	b. Conduct a review of existing employment and HR policies and procedures to ensure that they meet anti-discrimination provisions and future needs.	October 2025	EMGS
	c. Raise awareness of our Executive and Leadership on the effects of racism and unintended bias.	November 2025	Chair RAPWG
	d. Review and, if necessary, update and communicate Unity Housing's anti-discrimination policy.	December 2025	EMGS
5. To enhance our communications with Aboriginal and Torres Strait Islander tenants, Unity Housing will:	a. Finalise the work previously undertaken to establish a page on our website that contains relevant and useful information for Aboriginal and Torres Strait Islander people, such as contact details for service providers or other relevant resources.	November 2025	PM
	b. Implement the outcomes of the Street Speak project to establish better ways to communicate and engage with our Aboriginal and Torres Strait Islander tenants in ways that they have told us they prefer.	April 2025	CIM
	c. Explore utilising social media for messaging to our Aboriginal and Torres Strait Islander stakeholders.	May 2025	CIM





Respect

Unity Housing acknowledges and respects the ancient and continuing cultures, histories, knowledge and rights of Aboriginal and Torres Strait Islander peoples. We will proudly continue to build our understanding and celebrate these strengths because it is important to ensure that we provide culturally safe and appropriate services and to ensure a welcoming workplace for Aboriginal and Torres Strait Islander peoples. It will also enable us to contribute to fostering a just and inclusive society in line with our organisational values.

Action	Deliverable	Timeline	Responsibility
6. To increase our understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning, Unity Housing will:	a. Consult with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors about our learning needs.	April 2025	HRA
	b. Conduct a review of cultural learning needs within our organisation and options to meet this need.	May 2025	EMGS
	c. Develop, implement, and communicate a cultural learning strategy for our Board, Executive, Leadership and Staff.	June 2025	EMGS
	d. Implement a range of cultural learning opportunities to meet the varying needs of Board, Executive, Leadership and staff, including formal and structured cultural learning where appropriate.	July 2025	HRA
7. To demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols, Unity Housing will:	a. Finalise, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2025	PM
	b. Continue to enhance staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025	Chair RAPWG
	c. Encourage and facilitate the provision of an Acknowledgement of Country in a way that is meaningful to the speaker, at the commencement of important meetings.	August 2025	Chair RAPWG
	d. Ensure that a local Traditional Owner provides a Welcome to Country or other appropriate cultural protocol at significant events conducted throughout the year.	September 2026	Chair RAPWG
	e. Visibly demonstrate Unity Housing's support of Aboriginal and Torres Strait Islander cultures through the display of artwork and artefacts, both physically at Unity Housing sites and in our online presence.	September 2025	Chair RAPWG
8. To build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week, Unity Housing will:	a. Enable RAP Working Group members to participate in an external NAIDOC Week event.	First week in July 2025 and 2026	Chair RAPWG
	b. Review HR and workplace practices to remove barriers that prevent staff from participating in NAIDOC Week activities.	May 2025	EMGS
	c. Actively promote NAIDOC Week and encourage staff to participate in external NAIDOC Week events.	First week in July 2025 and 2026	Chair RAPWG
	d. Feature a NAIDOC Week article in the August edition of our Around the House tenant magazine.	August 2025 and 2026	CIM



Opportunities

Unity Housing has the capacity to engage with Aboriginal and Torres Strait Islander peoples, organisations, and communities to facilitate opportunities in business, employment, and community engagement. We acknowledge that providing such opportunities for Aboriginal and Torres Strait Islander peoples enriches us all and creates a broad social and economic opportunity.

Action	Deliverable	Timeline	Responsibility
9. To improve employment outcomes for Aboriginal and Torres Strait Islander people, through better recruitment, retention, and professional development practices, Unity Housing will:	a. Build a better understanding of our current Aboriginal and Torres Strait Islander staff to inform future employment and professional development opportunities for Aboriginal and Torres Strait Islander staff. This will be done in consultation with an external Cultural Consultant to ensure cultural safety and to preserve anonymity for respondents.	May 2025	HRA
	b. Consider how to market Unity Housing as an 'employer of choice' to Aboriginal and Torres Strait Islander candidates.	June 2025	HRA
	c. Investigate how other organisations have successfully implemented an Aboriginal and Torres Strait Islander 'Traineeship' and assess its applicability for Unity Housing.	June 2025	EMGS
	d. Undertake a review using independent culturally appropriate expertise and including investigating 'best practice' of other organisations, of how we can better advertise to, attract, interview, recruit, induct, support, develop and retain Aboriginal and Torres Strait Islander candidates, to optimise our prospects of increasing our number of Aboriginal and Torres Strait Islander employees.	September 2025	EMGS
	e. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2025	EMGS
	f. Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	September 2026	EMGS
10. To increase Aboriginal and Torres Strait Islander supplier diversity and to support improved economic and social outcomes, Unity Housing will:	a. Re-assess potential Supply Nation membership to evaluate if there is significant benefit in becoming a financial member.	May 2025	PM
	b. Participate in the trade events conducted by The Circle – First Nations Entrepreneur Hub.	October 2025 and 2026	Chair RAPWG
	c. Review all areas of the organisation's procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander suppliers and identify potential new opportunities to do so.	September 2025	PM
	d. Develop and implement an Aboriginal and Torres Strait Islander procurement strategy seeking to do business with Aboriginal and/or Torres Strait Islander businesses where they are of appropriate quality and price competitive.	November 2025	PM
	e. Create and circulate a list of Aboriginal and Torres Strait Islander suppliers that are relevant to our business.	November 2025	Chair RAPWG
	f. Communicate to staff the Aboriginal and Torres Strait Islander procurement strategy and highlight all instances of our procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	February 2026	Chair RAPWG
	g. Develop commercial relationships with Aboriginal and Torres Strait Islander businesses where relevant.	September 2026	Chair RAPWG


Unity Housing will actively engage with Aboriginal and Torres Strait Islander peoples and communities, as well as our broader Sphere of Influence, to deliver positive reconciliation outcomes. We will be accountable to do what we say, and we will widely report on what we have achieved and what we have learnt.

Action	Deliverable	Timeline	Responsibility
11. To establish and maintain an effective RAP Working Group (RAPWG) and to drive governance of the RAP, Unity Housing will:	a. Review and update the Terms of Reference for the RAPWG.	March 2025	Chair RAPWG
	b. Maintain at least two Aboriginal and/or Torres Strait Islander representatives on the RAPWG.	Quarterly in February, May, August and November – 2025 and 2026	Chair RAPWG
	c. Ensure that the RAPWG formally meets at least four times per year to drive and monitor the implementation of the <i>Innovate</i> RAP.	Quarterly in February, May, August and November – 2025 and 2026	Chair RAPWG
12. To provide appropriate support for the effective implementation of RAP commitments, Unity Housing will:	a. Identify and plan the resources needed for an effective RAP implementation and include provision for these in the annual financial budgets.	March 2025 and 2026	Chair RAPWG
	b. Ensure that our Board, Executive, Leadership and Staff are engaged in the delivery of our <i>Innovate</i> RAP commitments.	September 2026	Chair RAPWG
	c. Put into place appropriate systems to monitor and report on the delivery of our <i>Innovate</i> RAP commitments, to the Board, Executive, Staff and other stakeholders.	December 2024	PM
	d. Appoint and maintain an internal RAP Champion who is in a senior role and engaged across all levels of the organisation.	December 2024	CEO
13. To build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally, Unity Housing will:	a. Verify with Reconciliation Australia that our organisation's primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2025 and 2026	PM
	b. Engage with Reconciliation Australia to complete and submit the annual RAP Impact Survey to Reconciliation Australia by 30 September each year.	August 2025 and 2026	PM
	c. Report our progress with the <i>Innovate</i> RAP to our Board, Executive and all staff on a quarterly basis.	Quarterly in March, June, September and December – 2025 and 2026	Chair RAPWG
	d. Publish a public report of our RAP achievements, challenges and learnings, including in the organisational Annual Report.	September 2025 and 2026	Chair RAPWG
	e. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	PM
	f. Submit a traffic light report to Reconciliation Australia at the conclusion of this <i>Innovate</i> RAP.	December 2026	Chair RAPWG
14. To continue our reconciliation journey by developing our next RAP, Unity Housing will:	a. Consider the next steps in Unity Housing's reconciliation journey and register via Reconciliation Australia's website to begin developing our next RAP.	December 2026	Chair RAPWG

Acronyms used in this document

CEO	Chief Executive Officer
Chair RAPWG	Chair of the RAP Working Group
CIM	Community Inclusion Manager
EMGS	Executive Manager, Group Services
HRA	Human Resources Advisor
PM	Project Manager
SMSP	Senior Manager, Strategic Partnerships





Andrew Davis
Chair, RAP Working Group
and RAP Champion

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