



RECONCILIATION
ACTION PLAN

REFLECT

REFLECT

Reconciliation Action Plan

Strategic Grants

January 2023 to January 2024

Strategic Grants acknowledges the Traditional Custodians of the land that we live and work on, and recognise their continuing and unbroken connection to the land and waters. We pay our respects to their Elders past, present and future.

Our business

At Strategic Grants, we are passionate about making a tangible difference to the fundraising outcomes of for-purpose organisations. Working with non-profit organisations across Australia since 2009, our mission is to enable these organisations to establish sustainable, cost-effective strategies to deliver projects that fulfill their organisational missions.

As a team of professionals who have a heart for the charitable sector and the multitude of causes that our charity partners exist to support, we believe strategic thinking and relationship building are essential to success.

We work with for-purpose organisations to put in place the right processes, tools, and support to ensure their grant-seeking is effective and sustainable. We do this by providing customised grants calendars through our Grants Expertise Management Systems (GEMS), as well as training, planning, monitoring and evaluation, project matching, policy and process development, writing, and advisory services. The success of our clients is what drives us.

Across Australia, we have a team of 22 people who work with our clients in various roles, whether it is client-facing strategy and advising, to background research ensuring they have access to the grant funding opportunities that are right for them. We have a national reach across Australia, and our team work remotely across the East coast of Australia, with home offices in North Queensland, Brisbane, regional New South Wales, Sydney and Victoria. We also have an established presence in Aotearoa New Zealand, with two staff members based on the North Island and one in the South Island. While we have worked alongside several Aboriginal and/or Torres Strait Islander organisations, we do not currently have any employees who identify as an Aboriginal and/or Torres Strait Islander person.



A message from our Director



On behalf of the team at Strategic Grants, I am delighted to share our inaugural Reconciliation Action Plan (RAP) with our valued clients, partners and friends.

As a business that works closely with for-purpose organisations, ensuring they have the capacity and capability to deliver projects that fulfil their organisational mission, it is important to us to support the national reconciliation movement.

We are excited to learn from this process, which is an important next step in building our relationships with our existing and future Aboriginal and Torres Strait Islander partners. Together, the Strategic Grants team will deepen our organisational understanding of Australia's rich Aboriginal and Torres Strait Islander histories and cultures with the hopes of sharing this knowledge with others.

We look forward to bringing this strategic document to life through practical actions that will drive our contribution to reconciliation and by further developing respectful relationships and creating meaningful opportunities with Aboriginal and Torres Strait Islander peoples.

Jo Garner
Director, Strategic Grants



Statement from the Reconciliation Australia CEO



Reconciliation Australia welcomes Strategic Grants to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Strategic Grants joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Strategic Grants to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Strategic Grants, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer, Reconciliation
Australia



Our RAP

We are thrilled to be formalising our commitment to our reconciliation learning journey by establishing our first Reflect Reconciliation Action Plan (RAP). Our core business values of ethics, knowledge, passion, teamwork and collaboration, and best practice, speak to the heart of why we are embarking on this reconciliation journey.

While diversity, equity and inclusion have always played a strong role in our reputation and ongoing success, Strategic Grants has grown steadily over the past three years, and we now believe it is the right time to formalise our commitment to reconciliation by implementing a Reflect RAP. This will be an important next step in building our relationships with our existing and future Aboriginal and Torres Strait Islander partners, and well as deepening our organisational understanding of Australia's rich culture.

We intend to approach implementing our RAP in the same way we operate our business as usual — by being open, honest, transparent, and consulting regularly with our internal and external stakeholders. We will use the development of this RAP as an opportunity to listen, learn and grow together as an organisation. And just as we believe that building relationships are essential to our clients' success, this RAP will be essential in deepening our relationships with our Aboriginal and Torres Strait Islander partners now, and in the future. We also hope to inspire other organisations that we work with to embark on their own reconciliation journey.

Our RAP Champion is Lindy Fentiman, General Manager - Strategy & Growth, who will ensure our RAP Working Group, and all members of the Strategic Grants team, are kept informed and engaged throughout our reconciliation journey.



Image courtesy of Hymba Yumba Independent School

Our partnerships/current activities

We are proud of the organisations we work alongside, who work tirelessly to drive positive change for those that need it most.

Our most recent experience in working with Aboriginal and Torres Strait Islander organisations includes:

Victorian Aboriginal Child Care Agency (VACCA) is a state-wide Aboriginal and Torres Strait Islander Organisation (ACCHO) and is the largest of its kind, servicing children, young people, families, and communities. A tailored Grants Calendar using our Grants Expertise Management System (GEMS) and Case for Support advisory services have been provided.

Hymba Yumba Independent School (HYIS) was founded in 2011 by Uncle Albert Holt. It is built upon the traditions of First Nations culture, spirituality and identity and is recognised as a prep-year 12 school of excellence and holistic education. A tailored Grants Calendar, using our Grants Expertise Management System (GEMS) and Case for Support advisory services have been provided.

Pitjantjatjara Yankunytjatjara Education Committee is an Anangu-run organisation that leads the strategy for the education of Anangu in Anangu schools. A tailored Grants Calendar, Grants Expertise Management System (GEMS) and grant writing services have been provided.

Ilbjerri Theatre Company (Victorian First Nations Theatre) is the longest established First Nations theatre company. A tailored Grants Calendar, using our Grants Expertise Management System (GEMS), grant writing, mentoring and advisory services have been provided.

The Sydney University Settlement is committed to creating meaningful relationships, connections and opportunities for each child, young person and community member and originated in 1891 from the work done by the Sydney University Women's Society. A tailored Grants Calendar using our Grants Expertise Management System (GEMS), grant writing, mentoring and advisory services have been provided.

The support our services provide enables these organisations to enrich the lives of Aboriginal and / or Torres Strait Islander peoples through increased capacity building, funding and program success.

Internally, we celebrate national reconciliation dates of significance across our social media channels, provide a written Acknowledgement of Country on our email signatures and website and share an oral Acknowledgement of Country ahead of internal meetings and external training sessions.

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2023	RAP Champion
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2023	RAP Champion
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2023	Communications & Marketing Strategist
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023	RAP Champion
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023	Communications & Marketing Strategist
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2023	Director
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	January 2023	RAP Champion
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2023	RAP Champion
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	January 2023	RAP Champion
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2023	RAP Champion

Respect

Action	Deliverable	Timeline	Responsibility
<p>5.</p> <p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2023	RAP Champion
	Conduct a review of cultural learning needs within our organisation.	February 2023	RAP Champion
<p>6.</p> <p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	February 2023	RAP Champion
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2023	RAP Champion
<p>7.</p> <p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	RAP Champion
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	RAP Champion
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023	RAP Champion

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2023	Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2023	Director
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2023	RAP Champion
	Investigate Supply Nation membership.	January 2023	Finance & Admin Manager

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	Quarterly reviews: January, April, July and October 2023	Communications & Marketing Strategist
	Draft a Terms of Reference for the RWG.	January 2023	RAP Champion
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	January 2023	RAP Champion
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2023	Communications & Marketing Strategist
	Engage senior leaders in the delivery of RAP commitments.	January 2023	Communications & Marketing Strategist
	Appoint a senior leader to champion our RAP internally.	January 2023	Communications & Marketing Strategist
	Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2023	Communications & Marketing Strategist
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Communications & Marketing Strategist
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Communications & Marketing Strategist
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Communications & Marketing Strategist
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2023	Communications & Marketing Strategist



**For enquiries about our RAP,
please contact:**



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