



RECONCILIATION  
ACTION PLAN

INNOVATE

**Uplyft.**   
strong young futures



# **Uplyft Innovate Reconciliation Action Plan**

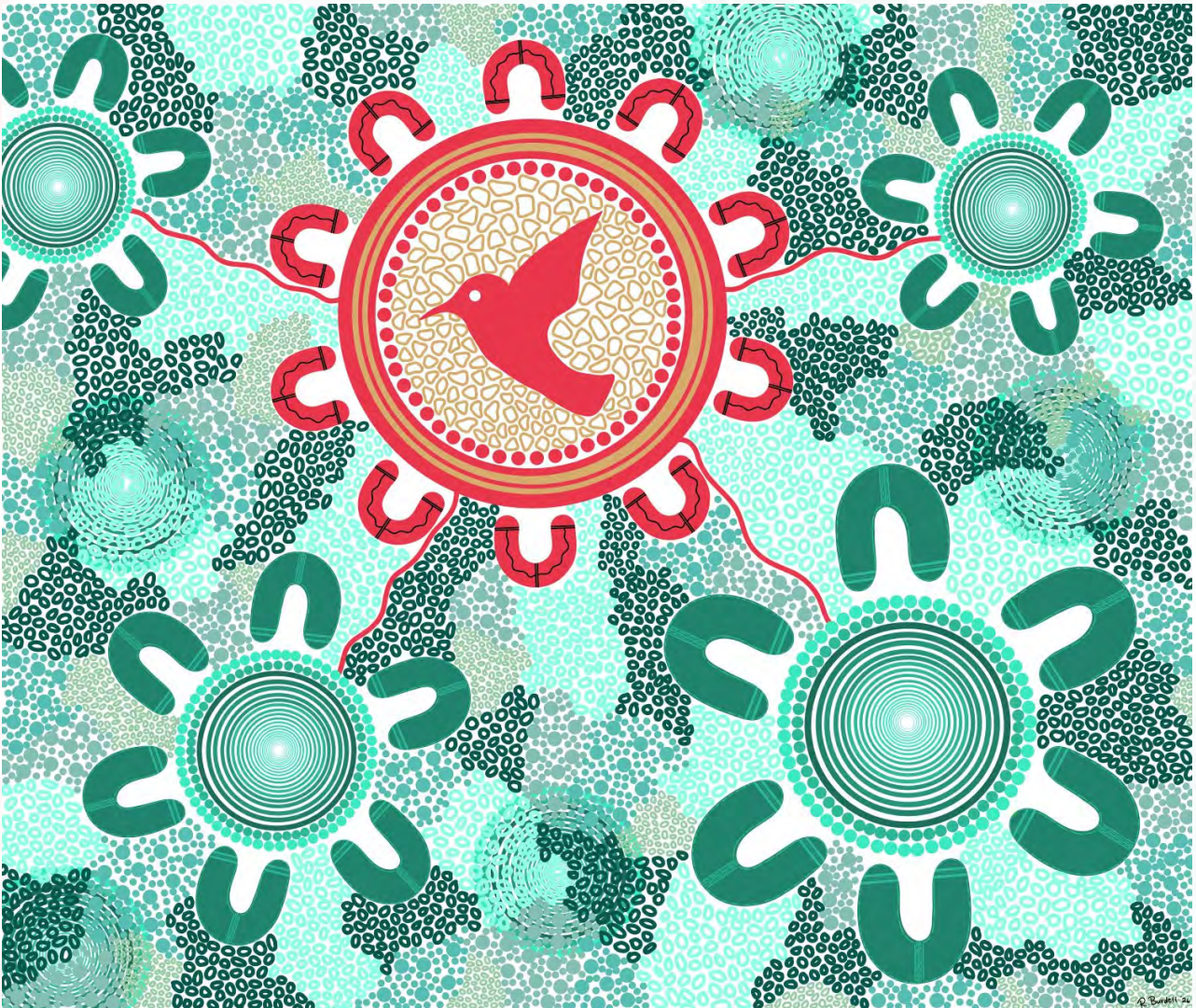
June 2026 - May 2028

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We acknowledge the First Nations people as the traditional custodians of this beautiful land on which we live and love.

We pay our respects to their elders past, present and those who are emerging.



### About the artwork

This artwork has been created for Uplyft (formerly Wanslea) to reflect the organisation's commitment to supporting children, young people, and the many families Uplyft walk beside.

At the centre of the artwork is a meeting place, symbolising Uplyft and its connection to the community, providing guidance, support and a safe space for families within the community.

Connected to the meeting place are more meeting place symbols, representing the diverse families supported by Uplyft.

The dot work throughout the piece represents people, community, and country. It also acknowledges cultural connection through a contemporary design that aligns with Uplyft.

The colour palette has been carefully chosen to reflect Uplyft's new brand.

This artwork represents Uplyft's role in providing safe support to children, young people and families around them.

### About the artist

Rickesha Burdett is an Aboriginal artist working across acrylic on canvas and digital mediums, known for her bold, contemporary style. Rickesha was born and raised in Albany, Western Australia. She now lives and creates in Perth, Western Australia.

Since starting her art business in 2019, Rickesha has built a strong portfolio of work exploring identity, connection, and storytelling. Her art has been shown in galleries and exhibitions, reflecting her growing presence in the community art space. She also delivers workshops, sharing her skills and passion for art with others.

Inspired by personal experience and cultural connection, Rickesha creates vibrant, story driven art that brings meaning and depth to each piece. Her work is about sharing stories and creating art that connects with others.



## Uplyft CEO Statement

I am immensely proud to present Uplyft's second Innovate Reconciliation Action Plan at a pivotal moment in our organisation's journey. As Uplyft, formerly Wanslea, we carry forward a strong legacy of supporting children and young people, while embracing a renewed identity that reflects hope, growth and the belief that every child deserves the opportunity to thrive.

At our core, Uplyft exists to support children and young people to grow and develop safely, within families, culture and community. Many of the children, young people and families we walk alongside are Aboriginal and Torres Strait Islander peoples, and it is both our responsibility and our privilege to continue strengthening culturally safe, respectful and genuine relationships. These relationships are fundamental to achieving better outcomes for children and young people; now and for generations to come.

Reconciliation is not a destination, but a shared and ongoing journey. This second Innovate RAP builds on our learnings to date and challenges us to go further by embedding reconciliation into how we think, lead and deliver services every day. It provides a clear framework for deepening our partnerships, enhancing cultural capability across our workforce, and ensuring our services honour the voices, strengths and aspirations of Aboriginal and Torres Strait Islander children, young people, families and communities.

**This RAP reflects our commitment to listening, learning and taking meaningful action. It recognises that when children and young people are supported in culturally strong, inclusive and respectful environments, they are empowered to feel safe, seen and valued. Through this plan, we are committed to creating opportunities that uplift Aboriginal and Torres Strait Islander children and young people, and to contributing to a more just and equitable future.**

I thank our staff, partners and Cultural Advisory Committee for their guidance and commitment in shaping this RAP. Together, we move forward with purpose, humility and optimism, united by our shared responsibility to reconciliation and our unwavering focus on improving the lives of children and young people.

Jo Sadler  
Chief Executive Officer  
Uplyft





# Statement from CEO of Reconciliation Australia

## **Reconciliation Australia commends Uplyft on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).**

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. Uplyft 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 Wanslea will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia





Moments from Welcome to the World Event 2025



## Our Vision for Reconciliation

Our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander children and young people are empowered and inspired to live their best lives within a country that is free of discrimination.



## Our Business

Uplyft's core purpose is to support children and young people to grow and develop, safely. We deliver on this purpose by offering services across the areas of:

- Out of home care
- Child protection and family support
- Mental health
- Early childhood education and care (ECEC)
- Disability support
- Grandparent care support
- Parenting
- Capacity building and tenancy support

As we look to the future, we are committed to expanding our reach and deepening our impact by growing our services, strengthening partnerships, and continuously innovating to meet the evolving needs of children, young people and families.

Uplyft's services provide support for children and young people across a range of settings. Throughout Western Australia, our services are delivered across metropolitan Perth, Peel, South West, Midwest, Great Southern, Wheatbelt and Goldfields/Esperance regions, with a small number of services in the Midwest and Pilbara regions.

Aboriginal and/or Torres Strait Islander peoples make up a considerable proportion of our customer base, in particular 50% of the Grandcare program, 25% of families receiving parenting support services and a majority of families in the regional areas are Aboriginal and/or Torres Strait Islander peoples. **We are committed to providing quality and culturally sensitive supports for Aboriginal and/or Torres Strait Islander peoples and to deepen relationships with Aboriginal and/or Torres Strait Islander Corporations and communities.**

At present, Uplyft employs approximately 400 staff, including 12 Aboriginal and/or Torres Strait Islander employees. Our Aboriginal Workforce Strategy is a key strategy which highlights our commitment to recruiting and retaining Aboriginal and/or Torres Strait Islander staff across all facets of the organisation, particularly where the services are working with Aboriginal and/or Torres Strait Islander peoples.

As an action in our first Innovate RAP, **we established an independent (remunerated) Cultural Advisory Committee comprised of Aboriginal and/or Torres Strait Islander Elders or community members** with expertise relevant to Uplyft's business, this group provides strategic cultural advice on key initiatives, policy and services. This group has been instrumental in the development of our second Innovate RAP.

In 2024 - 2025, Uplyft staff worked with over 7,000 families and 12,000 children and young people across 31 physical sites (32 sites in Western Australia and one in Tasmania) and virtually in the Northern Territory.

Uplyft has a long history of influencing national and local agendas in areas of child wellbeing, education, and safety. Senior staff are members of state and national committees, and boards of other organisations that contribute to the development of policy in key areas of community services including education and care, families, mental health and out of home care.

Uplyft staff are provided opportunities to participate in reconciliation and are kept up to date on progress. At a local level, staff are active in their local communities with a number on committees of management and boards of schools, not for profits, sports associations, and councils. More broadly, we work in partnership with children, young people, families, carers, our funders, other community services organisations, schools, health services, charitable groups, local TAFEs, and universities.

Welcome to the World Event 2025



Connected Beginnings Program



Welcome to the World Event 2025



Reconciliation is a shared journey, with a shared responsibility to recognise the status of Aboriginal and/or Torres Strait Islander peoples in Australia and to actively work towards improving outcomes for children, young people, families, and communities.

**Uplift is committed to continuing our RAP journey so we can:**

- Foster an understanding across Uplift that Reconciliation is everyone's business
- Promote a culture of continuous cultural learning for our people
- Increase our connection to and partnership with Aboriginal and/or Torres Strait Islander communities and organisations to support the delivery of our services
- Enhance our commitment to supporting Aboriginal and/or Torres Strait Islander businesses
- Build the cultural capacity of our staff so this translates into the provision of culturally responsive services for Aboriginal and/or Torres Strait Islander children and young people
- Contribute to the empowerment of all children and young people to have a commitment to reconciliation so we can influence change in generations to come.

Prior to developing our second Innovate RAP, we undertook a deep reflective process to understand the learnings and achievements from our January 2023 – December 2024 Innovate RAP. Through this process, we confirmed that **we had achieved 81% of actions in our first Innovate RAP and some of the highlights were:**

- An increase in the number of Aboriginal Community Controlled Organisation partnerships held
- Further embedding cultural security in our services through training, linkage with ACCO's and with the support of our Cultural Practice Leader
- The development and implementation of Welcome to Country and Acknowledgement of Country protocols
- Maintaining our commitment to providing mandatory cultural education program for staff
- The establishment and implementation of our external Cultural Advisory Committee, and
- Our extensive engagement in National Reconciliation Week and NAIDOC events each year.

For example, In July 2025, Uplift participated in the Mirrabooka NAIDOC event, one of Western Australia's largest community NAIDOC Week events. The theme last year, "The Next Generation: Strength, Vision and Legacy", focused on the future and an emerging generation of leaders empowered by the legacy of their ancestors and Elders. Uplift held a stall which included craft activities for children and their families. Our team engaged with the attendees by asking the question "What does NAIDOC week mean to you?". Many young attendees took the time to interact and express their thoughts through heart felt words and pictures.

Through this reflective process, our people, our stakeholders and our Cultural Advisory Committee told us there was a need for us to further embed our commitment to reconciliation through a second Innovate RAP, focussing our efforts on practical and tangible actions across our business.

To develop our second Innovate RAP, Uplyft established a dedicated RAP Development Working Group to lead the work in renewing our RAP and these members consulted with our existing internal RAP committee, our staff and our independent Cultural Advisory Committee on the journey.

Our CEO is Uplyft's RAP Champion who will lead the implementation of the RAP, set up the monitoring and governance arrangements and engage broadly internally and externally to further reconciliation throughout Uplyft, its services and the children and young people we serve.

The RAP is monitored by the Reconciliation Committee which comprises:

- The CEO as the RAP Champion
- At least one Executive team member
- Practice Leader-Culture
- Manager Strategic Governance
- Diversity and Inclusion Officer

At least one representative from each of the following areas:


- Community Services
- ECEC
- Early Years

One representative from each of the following areas that may be inclusive of the above members:

- Finance and Corporate Services
- People and Culture
- Strategy and Innovation

At least two staff members from regional areas inclusive of the above members.

At least two Aboriginal and/or Torres Strait Islander staff members inclusive of the above members.



The development of our second Innovate RAP seeks to solidify our commitment to cultural security including practical and authentic actions to enhance our partnerships with Aboriginal Community Controlled Organisations, increasing Uplyft's employment of Aboriginal and/or Torres Strait Islander staff, growing our business connections with Aboriginal and/or Torres Strait Islander companies, and providing our services in a culturally sensitive and secure manner.

The intent is for our RAP to keep us focused and aware of the journey we are on. It provides milestones, direction, opportunities for feedback and sets a clear pathway for the whole organisation that holds everyone accountable.





Moments from Uplyft Awards Night 2025

## Relationships

Building strong relationships between Aboriginal and/or Torres Strait Islander peoples and other Australians is vital in being able to meet Uplyft's purpose of promoting community, family and individual development through partnership and services. Supporting Aboriginal and/or Torres Strait Islander families to reconnect and grow stronger is key to delivering on the purpose. To achieve this, children, young people, families and communities need to be included in Uplyft's services, decision-making and in the design of our programs. Therefore, it is important to build genuine relationships to get a deeper understanding of Australia's Aboriginal and/or Torres Strait Islander peoples through taking the time to yarn, being more flexible, making interactions as comfortable as possible and asking for feedback.

We connect across the local communities, networks, organisations, government departments, councils where our services operate and at a national level to learn and to influence for reconciliation. These relationships

create a circle of connection to share experiences and knowledge that enrich our view of the world and help create more culturally aligned services.

Relationships are also about partnerships and Uplyft's core value of collaboration. We seek to build genuine, value-adding partnerships with local Aboriginal and/or Torres Strait Islander communities, leaders, practitioners, and organisations as well as like-minded organisations to create an Australian community that is more inclusive, safe, child and family-focused. Uplyft is committed to building the capacity and capability for ACCOs to take care of their own children in the Out of Home Care sector.

Our greatest spheres of influence include Uplyft's staff, the local families, communities, and organisations we work with, peak bodies, and Government (local, state and national).



Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<ul style="list-style-type: none"> <li>Continue to connect with local Aboriginal and Torres Strait Islander stakeholders and organisations, where our services operate, to build genuine relations to get a deeper understanding of Aboriginal and Torres Strait Islander peoples and develop guiding principles for future engagement.</li> </ul>	June 2026	<b>Lead:</b> Chief Operating Officer  <b>Support:</b> Operations Managers
	<ul style="list-style-type: none"> <li>Develop and implement a documented engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations, particularly with ACCOs with which Uplyft has a formal partnership.</li> </ul>	November 2026	<b>Lead:</b> Chief Operating Officer  <b>Support:</b> Operations Managers
	<ul style="list-style-type: none"> <li>Each Operational team to develop an annual plan to increase the number of partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	November 2026	<b>Lead:</b> Chief Operating Officer  <b>Support:</b> Heads of Departments
	<ul style="list-style-type: none"> <li>Further develop Uplyft’s database of Aboriginal and/or Torres Strait Islander peoples, communities, and organisations within Uplyft’s local areas with whom we can connect on our Reconciliation journey through:               <ul style="list-style-type: none"> <li>communicating this database to relevant internal stakeholders</li> <li>ensuring the database is easily available on the Uplyft intranet</li> <li>assigning responsibility to establish and maintain this stakeholder database.</li> </ul> </li> </ul>	December 2026	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Executive Assistant, Manager Strategic Governance
	<ul style="list-style-type: none"> <li>Continue the engagement of a remunerated Aboriginal and Torres Strait Islander representative group of Uplyft and community Elders to continue to provide advice on:               <ul style="list-style-type: none"> <li>the development and implementation of new and updated policies and frameworks,</li> <li>partnerships with ACCOs,</li> <li>co-design and establishment of new and culturally appropriate services and recruitment and retention of Aboriginal and Torres Strait Islander staff.</li> </ul> </li> </ul>	July, October 2026  January, April, July, October 2027  January and April 2028	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Executive Assistant
	<ul style="list-style-type: none"> <li>Develop and document internal guidelines which outline Uplyft’s approach to guide future ACCO partnerships.</li> </ul>	June 2026	<b>Lead:</b> Chief Operating Officer  <b>Support:</b> Heads of Departments



Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff</li> </ul>	April 2027, April 2028	<p><b>Lead:</b> Chief Strategy Officer</p> <p><b>Support:</b> Marketing and Communications Coordinator</p>
	<ul style="list-style-type: none"> <li>Reconciliation Committee members to participate in at least one external NRW event.</li> </ul>	27 May - 3 June 2027 27 May - 3 June 2028	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Assistant</p>
	<ul style="list-style-type: none"> <li>All staff to participate in at least one internal or external event to recognise and celebrate NRW</li> </ul>	27 May - 3 June 2027 27 May - 3 June 2028	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Assistant, Office and Vibe Coordinators</p>
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year at or online from Uplyft's head office where community and stakeholders are invited.</li> </ul>	27 May - 3 June 2027 27 May - 3 June 2028	<p><b>Lead:</b> Chief Strategy Officer</p> <p><b>Support:</b> Marketing and Communications Coordinator</p>
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	May 2027, May 2028	<p><b>Lead:</b> Chief Operating Officer / Chief Strategy Officer</p> <p><b>Support:</b> Marketing and Communications Coordinator</p>
	<ul style="list-style-type: none"> <li>Have Uplyft stands at regional and metropolitan NRW community events with Uplyft Aboriginal and/or Torres Strait Islander branding, t-shirts and materials.</li> </ul>	May 2027, May 2028	<p><b>Lead:</b> Chief Operating Officer</p> <p><b>Support:</b> Heads of Departments</p>
	<b>3. Promote reconciliation through our sphere of influence.</b>	<ul style="list-style-type: none"> <li>Develop and implement a communication plan to raise awareness of reconciliation across Uplyft's workforce.</li> </ul>	June 2026
<ul style="list-style-type: none"> <li>Communicate Uplyft's commitment to reconciliation publicly (e.g. through the public website, social media and annual reports, etc).</li> </ul>		September 2026, September 2027	<p><b>Lead:</b> Chief Strategy Officer</p> <p><b>Support:</b> Marketing and Communications Coordinator</p>
<ul style="list-style-type: none"> <li>Continue to enhance partnerships and working relationships with RAP organisations in the community sector for collaboration in Out of Home Care, Early Childhood and Community Services with which Uplyft can connect on our reconciliation journey</li> </ul>		October 2026, October 2027	<p><b>Lead:</b> Chief Operating Officer</p> <p><b>Support:</b> Heads of Departments</p>



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence. (Cont.)	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	March 2027, March 2028	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Executive Assistant
	<ul style="list-style-type: none"> <li>Provide a copy of Uplyft's RAP as part of the standard induction process and 'New Employee Induction' checklist for all new employees.</li> </ul>	July 2026	<b>Lead:</b> Chief People Officer  <b>Support:</b> Organisational Development Manager
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and Uplyft's Cultural Advisory Committee on the renewal and development of relevant staff policies and Code of Conduct.</li> </ul>	November 2026	<b>Lead:</b> Chief People Officer  <b>Support:</b> Diversity and Inclusion Officer
	<ul style="list-style-type: none"> <li>Provide an annual education session for all staff on the Uplyft Code of Conduct, diversity &amp; inclusion and anti-discrimination policies.</li> </ul>	May 2027, May 2028	<b>Lead:</b> Chief People Officer  <b>Support:</b> Organisational Development Manager, Diversity and Inclusion Officer
5. Raise internal awareness of Uplyft's second innovate RAP	<ul style="list-style-type: none"> <li>Engage and inform key internal stakeholders of their responsibilities within Uplyft's RAP.</li> </ul>	July 2026	<b>Lead:</b> Chief People Officer  <b>Support:</b> Diversity and Inclusion Officer
	<ul style="list-style-type: none"> <li>Regularly provide an update on progress and Uplyft's RAP commitments to all staff through Uplyft's corporate intranet, newsletters and other communication channels.</li> </ul>	Quarterly 2026, 2027, 2028	<b>Lead:</b> Chief Strategy Officer  <b>Support:</b> Marketing and Communications Officer
	<ul style="list-style-type: none"> <li>Review and update Uplyft's Statement of Commitment in alignment with the second innovate RAP before re-release.</li> </ul>	June, 2026	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Executive Team
6. Enhance the cultural safety of service delivery to Aboriginal and/or Torres Strait Islander children, young people, and families	<ul style="list-style-type: none"> <li>Seek opportunities to co-design new services alongside local Aboriginal and/or Torres Strait Islander communities and families.</li> </ul>	February 2027, Review February 2028	<b>Lead:</b> Chief Operating Officer  <b>Support:</b> Heads of Departments
	<ul style="list-style-type: none"> <li>Embed opportunities for children in early childhood education and care to learn about Aboriginal and/or Torres Strait Islander cultures, languages, and stories.</li> </ul>	February 2027, Review February 2028	<b>Lead:</b> Chief Operating Officer  <b>Support:</b> Head of Early Childhood Education and Care



Action	Deliverable	Timeline	Responsibility
<b>6. Promote reconciliation through our sphere of influence. (Cont.)</b>	<ul style="list-style-type: none"> <li>Enhance the cultural safety of Uplyft offices through providing additional artwork, flags, logos and the inclusion of culturally appropriate resources for children and young people.</li> </ul>	November 2026, Re-view November 2027	<b>Lead:</b> Chief Financial Officer <b>Support:</b> Property Coordinator
	<ul style="list-style-type: none"> <li>Promote opportunities to educators and carers to develop culturally responsive training and resources to support children, young people and families.</li> </ul>	November 2026, Re-view November 2027	<b>Lead:</b> Chief People Officer <b>Support:</b> Organisational Development Manager, Diversity and Inclusion Officer, Safeguarding Manager
	<ul style="list-style-type: none"> <li>Continue to identify and implement specific professional development opportunities for staff to develop their knowledge and understanding of Aboriginal and/ or Torres Strait Islander peoples (e.g. trauma-informed practice).</li> </ul>	January 2027, Review January 2028	<b>Lead:</b> Chief People Officer <b>Support:</b> Organisational Development Manager, Diversity and Inclusion Officer



Spring into Learning Program



## Respect

We acknowledge and show our appreciation of the longest living cultures in the world that brings with it a vast spiritual, cultural, and physical knowledge of the land on which Uplyft and its services operate. It is essential for us to understand the histories, stories, and cultures to understand what has come before and to learn from the strengths, resilience, and achievements of Aboriginal and/or Torres Strait Islander peoples in the past and today in order to build greater understanding.

Through seeking ongoing connection to culture, we will move from cultural education to embedding a deep welcoming of Aboriginal and/or Torres Strait Islander cultures that are visible in our offices, our internal and external communications, training, recruitment and how people feel after interacting with Uplyft staff.

We will explicitly acknowledge the cultural knowledge and skills of Aboriginal and/or Torres Strait Islander staff, their status and role within their community as a key component of their work at Uplyft as well as their position title.

Respect, a core Uplyft value, is fundamental to working with Aboriginal and/or Torres Strait Islander families. Without respect, we cannot build relationships, create opportunities and progress on the journey of reconciliation and healing. Respect means treating all who interact us with respect, honouring their differences, valuing their input, and recognising what equality of opportunity means.



Action	Deliverable	Timeline	Responsibility
<b>7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation in conjunction with the development of Uplyft's broader learning and development framework, considering the local training needs based on region or location.</li> </ul>	November 2026, Re-view November 2027	<b>Lead:</b> Chief People Officer  <b>Support:</b> Organisational Development Manager, Diversity and Inclusion Officer
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors, including Uplyft's Cultural Advisory Committee, to inform on the Uplyft cultural learning strategy.</li> </ul>	November 2026	<b>Lead:</b> Chief People Officer  <b>Support:</b> Diversity and Inclusion Officer
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an annual training calendar of cultural learning for all staff based on the cultural learning needs review, as part of a Uplyft's learning and development framework.</li> </ul>	November 2026, Re-view November 2027	<b>Lead:</b> Chief People Officer  <b>Support:</b> Organisational Development Manager, Diversity and Inclusion Officer
	<ul style="list-style-type: none"> <li>Design and implement a dedicated Cultural Resources page on the intranet with the purpose of increasing staff understanding, value and recognition of Aboriginal and Torres Strait Islander culture and reconciliation at Uplyft.</li> </ul>	November 2026	<b>Lead:</b> Chief People Officer  <b>Support:</b> Diversity and Inclusion Officer
	<ul style="list-style-type: none"> <li>Continue to involve Traditional Owners in the delivery of cultural education programs.</li> </ul>	July, October 2026  January, April, July, October, and December 2027  January and April 2028	<b>Lead:</b> Chief People Officer  <b>Support:</b> Diversity and Inclusion Officer
	<ul style="list-style-type: none"> <li>Develop a naming convention for Uplyft meeting rooms where local Aboriginal terms are included as a dual name.</li> </ul>	August 2026	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Executive Team
	<ul style="list-style-type: none"> <li>Provide a plaque outlining the name of the artist and meaning of the artwork adjacent to all Aboriginal and Torres Strait artworks.</li> </ul>	November 2026	<b>Lead:</b> Chief Financial Officer  <b>Support:</b> Property Coordinator
	<ul style="list-style-type: none"> <li>Develop and publish details of all Uplyft's Aboriginal and Torres Strait Islander artwork on the intranet, ensuring respectful representation and adherence to copyright and cultural protocols</li> </ul>	November 2026	<b>Lead:</b> Chief Financial Officer  <b>Support:</b> Finance Team



Action	Deliverable	Timeline	Responsibility
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. (Cont.)	<ul style="list-style-type: none"> <li>Undertake a review of existing cultural protocols at Uplyft to ensure they remain contemporary.</li> </ul>	June 2026	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Assistant</p>
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country through incorporating these protocols in induction and on the Uplyft intranet, ensuring they effectively communication and accessible for all staff.</li> </ul>	July 2026	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Assistant</p>
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including, the opening of Uplyft's new Head Office.</li> </ul>	September 2026	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Assistant</p>
	<ul style="list-style-type: none"> <li>Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, including the inclusion of a RAP discussion topic on the Uplyft Monthly Meeting Agenda Template.</li> </ul>	August 2026, August 2027	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Leadership</p>
	<ul style="list-style-type: none"> <li>Continue to embed Acknowledgement of Country and other appropriate protocols within daily practices for children in early childhood education and care.</li> </ul>	August 2026, August 2027	<p><b>Lead:</b> Chief Operating Officer</p> <p><b>Support:</b> Head of Early Childhood Education and Care</p>
	<ul style="list-style-type: none"> <li>Maintain and review a list of key contacts for organising a Welcome to Country.</li> </ul>	July 2026	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Assistant</p>
	<ul style="list-style-type: none"> <li>Display an Acknowledgment of Country plaque in our offices and sites.</li> </ul>	August 2026	<p><b>Lead:</b> Chief Financial Officer</p> <p><b>Support:</b> Property Coordinator</p>



Action	Deliverable	Timeline	Responsibility
<b>9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>Commitment for the Reconciliation Committee and staff to participate in an external NAIDOC Week event.</li> </ul>	First week of July 2026  First week of July 2027	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Executive Assistant
	<ul style="list-style-type: none"> <li>Develop, maintain and implement a calendar of key cultural Aboriginal and/ or Torres Strait Islander days of significance to celebrate through events or communications.</li> </ul>	June 2026, June 2027	<b>Lead:</b> Chief Strategy Officer  <b>Support:</b> Marketing and Communications Coordinator



*Uplyft Awards Night 2025*

## Opportunities

Uplyft recognises the importance of building a culturally safe workforce and valuing diverse perspectives to create a greater sense of belonging and inclusion. We are proud to have developed our Aboriginal Workforce Strategy as a key outcome of our first Innovate RAP. Informed by a deeper understanding of our Aboriginal and Torres Strait Islander workforce, the strategy outlines a clear roadmap for fostering a culturally safe, respectful, and inclusive workplace. For the children, young people and families using our services, working closely with Aboriginal and/or Torres Strait Islander staff is often an invaluable source of inspiration, connection, and role-modelling.

### **We believe that by:**

- creating clear career pathways and more flexible opportunities to access skills, education, and employment experiences
- providing more flexible, culturally safe work conditions, and
- increasing the proportion of Aboriginal and/or Torres Strait Islander peoples to a minimum of 5% of our workforce,

We will contribute to better outcomes for children, young people and their families. To this end, Uplyft will seek to offer more accessible pathways into careers/employment and increase the proportion of Aboriginal and/or Torres Strait Islander peoples in our workforce.

Uplyft will also look to increase its percentage of Aboriginal and/or Torres Strait Islander suppliers through the promotion of Aboriginal and/or Torres Strait Islander suppliers, purchasing from local suppliers and monitoring its diversification of supply. Working with Aboriginal and/or Torres Strait Islander suppliers, communities, and individuals to build local supply partnerships will enable a meaningful contribution to the communities in which we operate.



Action	Deliverable	Timeline	Responsibility
<b>10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	<ul style="list-style-type: none"> <li>Consult with the Reconciliation Committee and Cultural Advisory Committee on workplace opportunities, recruitment, retention and professional development of Aboriginal and Torres Strait Islander staff.</li> </ul>	November 2026, Re-view November 2027	<b>Lead:</b> Chief People Officer <b>Support:</b> Diversity and Inclusion Officer
	<ul style="list-style-type: none"> <li>Continue to embed the Uplyft Aboriginal and Workforce Strategy to improve the recruitment, retention and professional development outcomes for Aboriginal and Torres Strait Islander staff.</li> </ul>	November 2026, Re-view November 2027	<b>Lead:</b> Chief People Officer <b>Support:</b> Diversity and Inclusion Officer
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	November 2026, Re-view November 2027	<b>Lead:</b> Chief People Officer <b>Support:</b> Diversity and Inclusion Officer
	<ul style="list-style-type: none"> <li>Continue to review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation at Uplyft.</li> </ul>	November 2026, Re-view November 2027	<b>Lead:</b> Chief People Officer <b>Support:</b> People and Culture Manager, Diversity and Inclusion Officer
	<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and/or Torres Strait Islander staff employed in our workforce over Uplyft's minimum target of five percent.</li> </ul>	November 2026, Re-view November 2027	<b>Lead:</b> Chief People Officer <b>Support:</b> People and Culture Manager, Diversity and Inclusion Officer
<b>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<ul style="list-style-type: none"> <li>Incorporate an Aboriginal and Torres Strait Islander procurement strategy as part of Uplyft's approach to procuring goods and services.</li> </ul>	July 2026, Review July 2027	<b>Lead:</b> Chief Financial Officer <b>Support:</b> Finance Team
	<ul style="list-style-type: none"> <li>Maintain register of Aboriginal and Torres Strait Islander businesses to support the ongoing procurement of goods and services on the staff Intranet.</li> </ul>	November 2026, Review November 2027	<b>Lead:</b> Chief Financial Officer <b>Support:</b> Finance Team
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff via email and on the intranet.</li> </ul>	June 2026, November 2027	<b>Lead:</b> Chief Financial Officer <b>Support:</b> Finance Team
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	November 2026, November 2027	<b>Lead:</b> Chief Financial Officer <b>Support:</b> Finance Team



Action	Deliverable	Timeline	Responsibility
<b>12. Build and support culturally appropriate child care and early intervention services for Aboriginal and/or Torres Strait Islander children</b>	<ul style="list-style-type: none"> <li>Continue to grow the Practice Lead team to include a Cultural Practice Lead position for Early Years programs to ensure early childhood learning and development programs are appropriate and engage Aboriginal and/or Torres Strait Islander children</li> </ul>	July 2026, Review July 2027	<b>Lead:</b> Chief Operating Officer  <b>Support:</b> Head of Early Childhood Education and Care
	<ul style="list-style-type: none"> <li>Continue to build awareness and support for more Aboriginal and/or Torres Strait Islander peoples to start their own Family Day Care and In-Home Care businesses with Uplyft.</li> </ul>	January 2026, Review January 2027	<b>Lead:</b> Chief Operating Officer  <b>Support:</b> Head of Early Childhood Education and Care
	<ul style="list-style-type: none"> <li>Support the delivery of at least one new playgroup or support group for Aboriginal families and children.</li> </ul>	November 2026, Re- view November 2027	<b>Lead:</b> Chief Operating Officer  <b>Support:</b> Operations Managers
	<ul style="list-style-type: none"> <li>Explore the services offered by Narragunnawali Reconciliation in Education for the ELC curriculum.</li> </ul>	August 2026	<b>Lead:</b> Chief Operating Officer  <b>Support:</b> Head of Early Childhood Education and Care
	<ul style="list-style-type: none"> <li>Adapt and implement Uplyft's child safeguarding practices and promotional materials to ensure they are appropriate for Aboriginal and Torres Strait Islander children.</li> </ul>	September 2026, Review September 2027	<b>Lead:</b> Chief Operating Officer  <b>Support:</b> Practice Leader – Culture, Safeguarding Manager





Action	Deliverable	Timeline	Responsibility
<b>13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	<p>June, August, October and December 2026</p> <p>February, April, June, August, October and December 2027</p> <p>February, April 2028</p>	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Team</p>
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG</li> </ul>	<p>July 2026</p>	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Team</p>
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	<p>June, August, October and December 2026</p> <p>February, April, June, August, October and December 2027</p> <p>February, April 2028</p>	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Team</p>
<b>14. Provide appropriate support for effective implementation of RAP commitments.</b>	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	<p>June 2026</p>	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Assistant, Manager Strategic Governance</p>
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	<p>June 2026</p>	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Team</p>
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	<p>June 2026</p>	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Manager Strategic Governance</p>
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	<p>June 2026</p>	<p><b>Lead:</b> Chief Executive Officer</p> <p><b>Support:</b> Executive Team</p>



Action	Deliverable	Timeline	Responsibility
14. Provide appropriate support for effective implementation of RAP commitments. (Cont.)	<ul style="list-style-type: none"> <li>Showcase RAP achievements at Leadership meetings.</li> </ul>	June, September, and December 2026	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Executive Team
		March, June, September, and December 2027	
15. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>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.</li> </ul>	June annually	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Executive Assistant
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</li> </ul>	1 August annually	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Executive Assistant
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	30 September annually	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Manager Strategic Governance
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	June, September, and December 2026	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Manager Strategic Governance
		March, June, September, and December 2027	
	<ul style="list-style-type: none"> <li>Continue to collect data and measure Uplyft staff current level of engagement in the implementation of RAP initiatives through Uplyft's annual employee engagement survey.</li> </ul>	November 2026, November 2027	<b>Lead:</b> Chief People Officer  <b>Support:</b> Diversity and Inclusion Officer
		October 2026, October 2027	
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	June 2026, June 2027	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Executive Assistant
<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	June 2026, June 2027	<b>Lead:</b> Chief Executive Officer  <b>Support:</b> Executive Assistant	



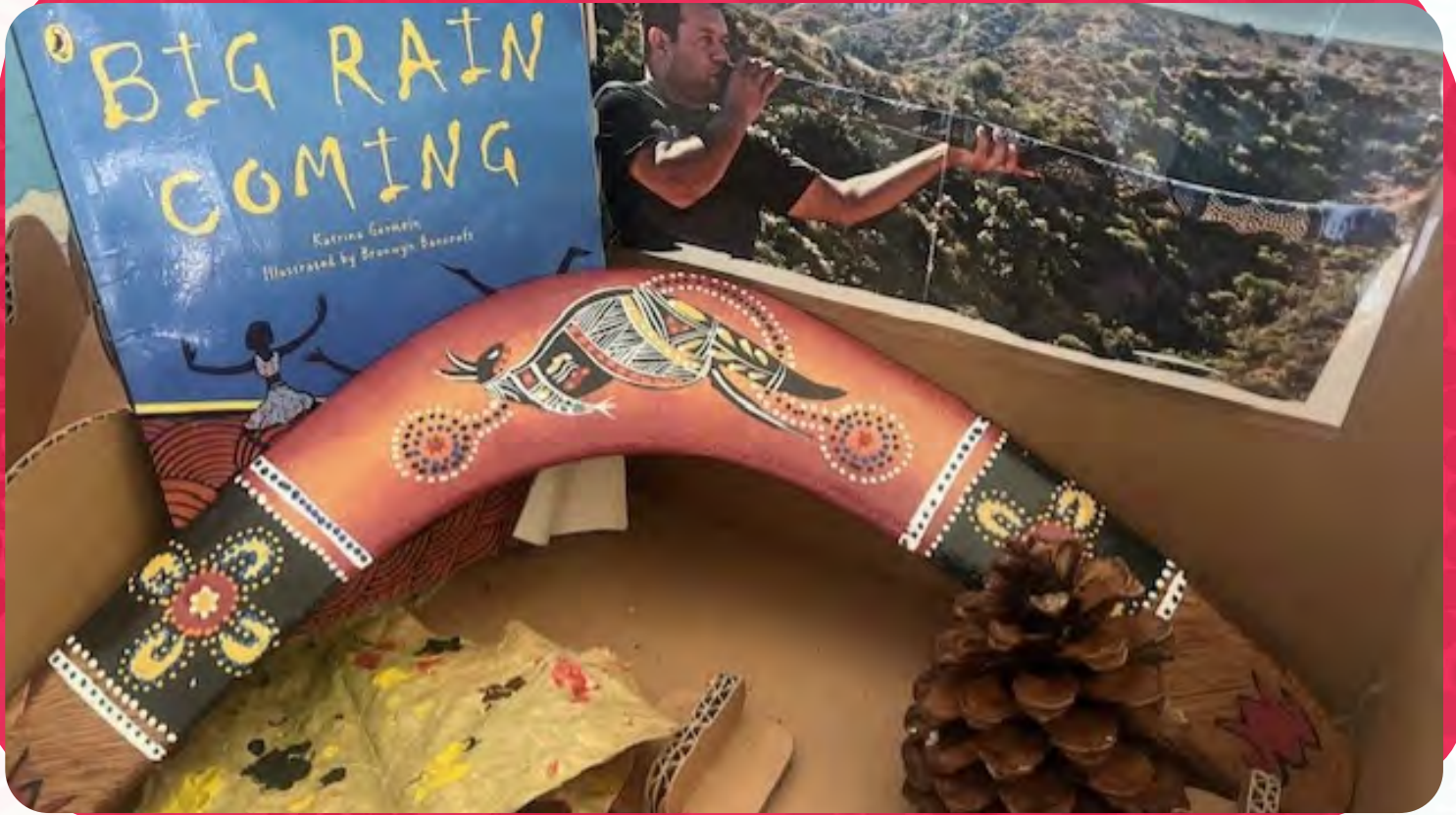
Action	Deliverable	Timeline	Responsibility
<b>15. Provide appropriate support for effective implementation of RAP commitments. (Cont.)</b>	<ul style="list-style-type: none"><li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li></ul>	May 2028	<b>Lead:</b> Chief Executive Officer <b>Support:</b> Manager Strategic Governance
<b>16. Continue our reconciliation journey by developing our next RAP.</b>	<ul style="list-style-type: none"><li>Register via Reconciliation Australia's website to begin developing our next RAP</li></ul>	November 2027	<b>Lead:</b> Chief Executive Officer <b>Support:</b> Executive Assistant



*Welcome to the World 2025*



# Examples of how we bring our RAP to life



Uplyft Family Day Care Services





### **Contact information**

For public enquiries about our RAP, contact:

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