



Julia Farr group

Reflect Reconciliation Action Plan

September 2025 to
August 2026



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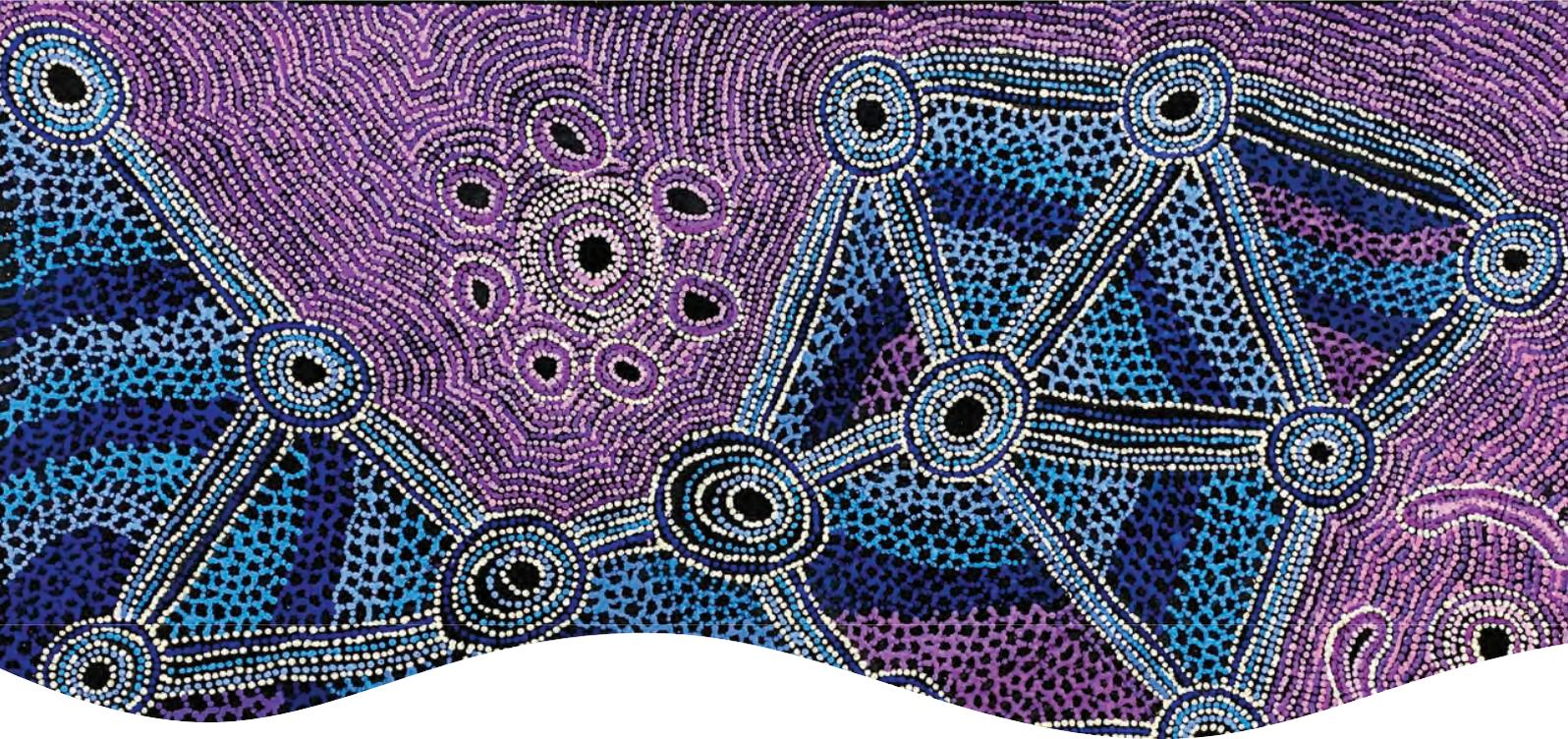
Acknowledgement of Country

The Julia Farr group RAP Committee would like to acknowledge the Traditional Owners of Country throughout Australia. We work on many Aboriginal lands, including the Kurna land where our head office is located. We extend our respect to all Aboriginal peoples on other lands on which we work, live and play.

For a least 65,000 years, the many nations of Aboriginal and Torres Strait Islander peoples have cared for Country across this vast continent of Australia, in all its beauty and diversity from coastal areas though to desert and remote islands. We are committed to listening, recognising the past and walking alongside First Nations peoples, building respectful relationships that support self-determination and a shared future.

We deeply value First Nations people's cultures and are committed to building a culturally safe workplace. We are currently undertaking the first stage of our Reconciliation Action Plan to ensure our organisation is a place of integrity and respect for all Aboriginal and/or Torres Strait Islander people. We seek to be inclusive and open to First Nations peoples of Australia.

We are committed to building connections to Kurna mob and connect to First Nations people and Country in regional communities. We acknowledge that we are at the very beginning of our journey of reconciliation but are committed to listen and learn. We also acknowledge those who have been helpful in this development and continue to look to their involvement and voice.



Artwork in our RAP

“Minyma Kutjara Wingellina”

Artist: Renita Stanley

Artwork story: This is the story of the older sister going a long way to get her younger sister and bring her back. They went through many places on the way, but I will only talk about a short bit of their journey at Wingellina. Two women who both came from up north and stayed a while. They both could see that Docker River was close. And as they were sitting there they performed ceremony, Inma. After they both threw away their weapons, they threw them away. Their head-rings, they threw away their head-rings. Then they got up and left. They went to another place, a hollow called Kantarangkutjara and then they travelled on to Docker River. The story of their travels after Docker River belongs to the Docker River people and others in distant country. My part of the story is short.

Renita is an artist at the IWIRI art studio. IWIRI is a member-based Aboriginal Corporation for Anangu (Pitjantjatjara/Yankunytjatjara people) who live in Adelaide. IWIRI brings the Anangu community together through knowledge, culture and community. All profits go back to support both the artists and the community wellbeing space.



Message from the CEO

Niina marni.

This big island we know as Australia was never an empty land. Instead, it has a long and proud history, spanning thousands of years, where generations of First Nations people have crafted a deep and abiding relationship with this land. First Nations people never ceded their sovereignty of this land, and I acknowledge the continuing pain this has created. I acknowledge the enormous privilege of residing in Australia, and pay my respect and gratitude to the Kurna people for the land where I work and live.

At Julia Farr group, our mission is to create a world where people with disability have access to the same opportunities as everyone else. Our boards and team are committed to ensuring we work in support of the disability community in all its diversity. We know that 25% of First Nations people have a disability (survey of Disability, Ageing and Carers, 2022). For our work to reflect the diversity of all Australians with disability, we must ensure we are listening to, and are inclusive of, First Nations people with disability.

We are committed to RAP actions that will assist our employees to build their knowledge and capabilities to create a culturally safe environment for everyone we work with, both within our organisation and in the community. We will look at ways to remove barriers to building relationships to support First Nations people to feel welcome and included to engage, collaborate and work with us.



Message from the CEO continued

As an organisation that works with people who have been historically ignored, systemically excluded and – in the worst cases – neglected and abused, we know how important it is to actively learn, connect, and strive to be inclusive in all that we do. We have committed to intersectionality as a focus in our strategic plan because we recognise that First Nations people with disability experience even higher levels of exclusion and discrimination.

We value all people, and we value their stories. We understand this commitment needs to be visible – and we need to be accountable to the community for our actions in pursuit of reconciliation.

We acknowledge and welcome the long path of learning and change ahead of us. Our Reflect RAP will build a strong foundation of reconciliation into the organisation. We recognise it is just one step towards a bigger picture of reconciliation, and that true progress is made through lasting commitment and reflection.

Ngaityalya

Tracey Wallace

Interim Chief Executive Officer, Julia Farr group

Our CEO, Robbi Williams, was on extended leave at the final approval stage for this plan. We recognise and thank Robbi for his early guidance in shaping this Reconciliation Action Plan.

Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Julia Farr group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Julia Farr group joins a network of more than 3,000 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 over 5.5 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.



Statement from CEO of Reconciliation Australia continued

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 Julia Farr group 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 Julia Farr group, 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 Business

The Julia Farr group is a social purpose organisation comprising of 3 entities, working across policy, research, advocacy, capacity-building, housing, and grant making to advance the life chances of people with disability.

The Julia Farr group consists of JFA Purple Orange, inhousing and Stretchy Tech, and the Julia Farr McLeod (JFM) Fund. The majority of the board members across each organisation experience disability, as well as many of the staff team.

Our work is driven by a commitment to rights-based inclusion. We are deeply committed to the values of:

- Personhood, where people with disability are able to exercise personal authority.
- Citizenship, where people with disability are active citizens in the life of their communities.
- Capacity Building, where the capacity of people with disability is enhanced at the individual, family and community levels.

JFA Purple Orange

JFA Purple Orange is a social profit organisation with a mission to create a more inclusive world where people with disability have access to the same opportunities as everyone else. Since 2006, JFA Purple Orange has been working alongside people with disability and their families to better understand their aspirations and life experiences and consider how these can be converted to stronger public policy, community practice, and individual action. Our work includes research, evaluation, consultation, capacity building, consultancy, and hosted initiatives.



Our Business continued

inhousing

inhousing is an innovative social landlord focused on the needs of individuals with disability. We aim to improve the lives of people with disability by creating quality homes, developing inclusive technology and building inclusive neighbourhoods.

Services provided by inhousing include:

- Social landlord of inclusive rental properties for people with disability.
- Design and construction of inclusive homes.
- NDIS SDA funds management and compliance for homes owned by individuals.
- Inclusive assistive technology solutions through our Stretchy Tech service.

Our approach is grounded in the belief that good housing is paramount to people's lives. inhousing builds, renovates, rents and manages high quality housing across Adelaide. We have a focus on being a socially-minded landlord; considering how we can support tenants to find and create a true home, not simply a house.

Stretchy Tech

Since 2017, Stretchy Tech's team of occupational therapists and technicians have been bringing life-changing results to people with disability through the provision of customised inclusive assistive technology. Stretchy Tech is the inclusive assistive technology business unit of inhousing. It was created in response to a growing need within the disability community for simple and contemporary inclusive assistive technology solutions that allow people to achieve what they would otherwise find difficult or beyond reach.



Our Business continued

JFM Fund

JFM Fund is committed to funding work that creates new models of inclusion, where people with disability take up valued, contributing roles in communities of their choice. We fund organisations and individuals with great, new, and disruptive ideas, supporting their innovation from start-up stage through to scale up. Through our grants, JFM Fund supports work that develops, tests and grows innovation in disability inclusion and will influence policy and practice, beyond the direct impact of the funding.

As an organisation which works closely with marginalised and historically disenfranchised communities, it is the natural next step to broaden our knowledge of, interaction with and respect for First Nations people. We know from our own work about creating disability inclusive workplaces that there are many actions that workplaces can and should take to become more inclusive, to ensure that they are culturally safe to current and potential staff.

A recently created position of Project Leader: Access and Inclusion will lead the effort to embed understanding, awareness and consideration of First Nations' experiences across the organisation.

We currently have around 100 staff working across various regions of South Australia, including one First Nations Pakana man staff member. Our main office is on Kurna yerta Country in Tarndanya (Adelaide), and we also have staff working in regional areas including Boandik Country (Mt Gambier), Barngala Country (Whyalla), Ramindjeri Country (Kangaroo Island) and Peramangk Country (Barossa Valley). While our work takes place prominently in metropolitan and regional South Australia, we have several projects per year occurring across other states and territories.

Our RAP

Julia Farr group is developing a RAP because it is important to us that our workplace actively recognises, celebrates and respects the relationship Aboriginal and Torres Strait Islander people have with this country's land and waterways that were stolen from Aboriginal and Torres Strait Islander people through colonisation and the laws and policies that were put in place and continue to operate today.

The RAP will support building knowledge and awareness as a strategic priority, aiming to embed this as part of a fundamental commitment to creating an inclusive culture and community. We need to take steps to ensure our workplace is inclusive and culturally safe space for Aboriginal and Torres Strait Islander people, and our RAP actions will support this.

We have established an internal RAP committee made up of 13 team members from across the organisation that meet monthly and steer and take account of the RAP plan. Our RAP Champion is our Strategy Leader of Governance and Philanthropy. The RAP committee will be expanding to include two Aboriginal Representatives from outside our organisation in 2025.

Many of our staff are on a learning journey to have a deeper understanding of Aboriginal and Torres Strait Islander cultures, stories and the knowledge of what cultural pride and safety really means. The Reflect RAP supports a series of action taken to share some of these stories and lived experiences within the team. From our disability advocacy work, we know that there are different perspectives of disability within Aboriginal and Torres Strait Islander communities. We seek to uphold the rights of everyone with disabilities. The JFA Purple Orange mission statement is to create a more inclusive world where people with disability have access to the same opportunities as everyone else. We cannot truly do this unless we listen to and embed the views of our Aboriginal and Torres Strait Islander people with disabilities into our work.

Our workplace reconciliation journey to date has mainly been based on storytelling, sharing of lived experiences from team members and attending trainings to learn about the intersectionality between disability and Aboriginality.

Our RAP continued

We are currently evaluating our inclusion statement. We understand that it can become a tokenistic approach where it creates 'othering'. We want to ensure that we demonstrate we are building a community together from a place of equity, solidarity and social justice rights. Additionally, we have been exploring Auslan sign history and its roots in 'White' history, sharing stories and history of signs with the wider team that are more culturally aligned with Deaf Blak culture and its significance, as well as attending the annual Aboriginal Sign Language Forum.

Many of our team members have individually participated in events that promote reconciliation in the past. In 2024 several members from our project and policy teams came together to walk for NAIDOC SA March at Tarndanyangga (Victoria Square) and have attended other events as an organisation that celebrate Aboriginal and Torres Strait Islander cultures.

Our workplace encourages yarning, sharing experiences and discussing allyship in our staff daily check in and relevant other meetings. We encourage staff to acknowledge Country at the start of each meeting and encourage a reflection about what this means for the people in the meeting or how they are taking action to support reconciliation – to ensure the acknowledgement does not become a formality, but that it becomes a commitment.

We have team members who are part of an external committee called Joining Hands and Minds (JHM), a southern Adelaide based initiative aimed at advancing the rights and knowledge of Aboriginal and Torres Strait Islander communities. JHM partners with Neporendi Community Centre and Onkaparinga Council to facilitate the region's community events such as events celebrating National Reconciliation Week and NAIDOC week. The committee comes together monthly for information sharing, from both Aboriginal and non-Indigenous perspectives, and conversations on how to support reconciliation and be a good ally. JFg team members then bring back any learnings and opportunities for engagement to the rest of the organisation. The committee network encourages us to promote opportunities to be on co-design groups or other project work opportunities that arises.

This Reflect RAP is part of our long-term journey towards reconciliation. It will allow us to expand the work we have started and delve deeper into our commitment to reconciliation.

Staff working on our RAP deliverables

| Name | Position in the organisation |
|-------------|--|
| Ayla | Project Officer Road to Employment and Disability Inclusion Training |
| Barry | Connector: SKILL Limestone Country Connector, Our Voice Connector, and Regional Employment Project Connector |
| Bradley | Manager Procurement and Risk |
| Danelle | Manager Policy & Projects |
| Elizabeth | Project Leader |
| Ellen | Policy and Research Leader |
| Ewa | Project Leader Access and Inclusion |
| Heidi | HR Business Partner |
| James | Policy and Research Leader |
| Jane | Strategy Leader Governance and Philanthropy |
| Lauren | Policy and Research Leader |
| Louie | Project Leader Together we Learn |
| Melanie | Senior Digital Communication Officer |
| Rebecca | Policy Specialist and Business Development Lead |

| Deliverable | Due date | Responsible |
|--|---|--------------------|
| Action: 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. | September 2025 Review January and May 2026 | Ayla and Ewa |
| Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | September 2025 Review January and May 2026 | Ayla and Ewa |
| Action: Build relationships through celebrating National Reconciliation Week (NRW). | | |
| Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and board members. | May 2026 | Ayla |
| RAP Committee members to participate in an external NRW event. | 27 May - 3 June 2026 and annually | Elizabeth and Ayla |
| Encourage and support staff and senior leaders and board members to participate in at least one external event to recognise and celebrate NRW. | 27 May - 3 June 2026 and annually | Danelle |

| Deliverable | Due date | Responsible |
|---|---|--------------------|
| Action: Promote reconciliation through our sphere of influence. | | |
| Communicate our commitment to reconciliation to all staff. | August 2025 | Ayla, Ewa and Jane |
| Identify external stakeholders that our organisation can engage with on our reconciliation journey. | September 2025 Review Dec 2025 and June 2026 | Ayla and Ewa |
| Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. | September 2025 Review Dec 2025 and June 2026 | Ayla and Ewa |
| Continue to provide spaces for our staff to grow in their understanding of allyship and to share opportunities for participation in reconciliation initiatives. | May 2026 | Ewa and Heidi |
| Action: Promote positive relationships with First Nations people and organisations through anti-discrimination strategies. | | |
| Research best practice and policies in areas of First Nations intersectionality and anti-discrimination. | December 2025 | James |
| Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | December 2025 | Heidi |

| Deliverable | Due date | Responsible |
|---|--|----------------|
| Action: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | | |
| Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. | December 2025 | Jane |
| Conduct a review of cultural learning needs within our organisation. | December 2025 | Heidi |
| Advertise the annual Aboriginal sign language forum for staff to attend. | August 2025 | Ewa |
| Action: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | | |
| Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. | September 2025 Review January and July 2026 | Lauren O'Brien |
| Increase staff and board members understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | December 2025 | Ayla and Heidi |

| Deliverable | Due date | Responsible |
|---|-------------------------|------------------------------------|
| Action: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | | |
| Raise awareness and share information amongst our staff and board members about the meaning of NAIDOC Week. | June 2026 | Ayla, Danelle, and Louie |
| Introduce our staff and board members to NAIDOC Week by promoting external events in our local area. | June 2026 | RAP group |
| RAP Committee members to participate in an external NAIDOC Week event. | First week in July 2026 | Elizabeth, Ayla, Ellen and Danelle |



Opportunities

| Deliverable | Due date | Responsible |
|---|----------------|---------------|
| Action: 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. | December 2025 | Heidi |
| Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | September 2025 | Heidi |
| Create an inclusion statement for our job advertisements to authentically welcome applications from First Nations peoples | September 2025 | Ewa and Heidi |
| Action: 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. | December 2025 | Bradley |
| Investigate Supply Nation membership. | December 2025 | Bradley |

| Deliverable | Due date | Responsible |
|--|--------------------|-----------------|
| Action: Establish and maintain an effective RAP Committee to drive governance of the RAP. | | |
| RAP Committee meets monthly to govern the RAP implementations | August 2026 | Ayla |
| RAP Committee adheres to the Terms of Reference for meetings and decision making. | Review August 2026 | James |
| Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee. | August 2026 | Ewa |
| Action: Provide appropriate support for effective implementation of RAP commitments. | | |
| Review resource needs to ensure RAP continues to receive support for implementation. | April 2026 | Ewa and Jane |
| Engage senior leaders in the delivery of RAP commitments. | September 2025 | Jane |
| Senior leader continues to champion our RAP internally. | August 2026 | Jane |
| Define appropriate systems and capability to track, measure and report on RAP commitments. | September 2025 | Ewa and Bradley |

| Deliverable | Due date | Responsible |
|--|---|----------------------------|
| <p>Action: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p> | | |
| <p>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.</p> | <p>June annually</p> | <p>Ewa</p> |
| <p>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</p> | <p>1 August annually</p> | <p>Ayla and Ewa</p> |
| <p>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</p> | <p>30 September annually</p> | <p>Ayla, Ewa, and Jane</p> |
| <p>Share RAP progress in communique and in board reports.</p> | <p>September 2025 (monthly ongoing)</p> | <p>Ewa</p> |
| <p>Action: Continue our reconciliation journey by developing our next RAP.</p> | | |
| <p>Register via Reconciliation Australia’s website to begin developing our next RAP.</p> | <p>March 2026.</p> | <p>Ewa</p> |



For any queries, contact:

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**RECONCILIATION
ACTION PLAN**

REFLECT