



unison^u
Communities
that thrive



Reflect Reconciliation Action Plan

July 2025 - December 2026

Acknowledgement of Country

Unison acknowledges and pays respect to the Traditional Owners of the land on which our services and properties are located, the Wurundjeri people, the Boonwurrung people and the Wathaurong people of the Kulin Nation. We pay our respects to their culture, their customs and to Elders past, present and emerging.

About the Artwork

The artwork Unison by Bianka Carson speaks to our progress as an organisation from individual to connected communities.



About the Artist

“My Aboriginal ancestral roots originated from my mother through my grandmother in Ceduna and I was born on Boandik country. Ceduna tribes include Wirangu, Mirning, Kokatha and Pitjantjatjara tribes. My language group is Wirangu. I am very passionate about my cultural heritage. I grew up with many stories around using natural resources and remedies where possible. Some stories were around bush medicine and other stories related to the land, animals and spirits. I love painting with bright colours and blending colours together to create different kinds of shades, gradients and patterns within a painting, but it depends on what I feel like painting at the time.” - Bianka Carson

Unison CEO Statement

I'm proud to present our inaugural Reflect RAP as we continue in our goals towards reconciliation between Aboriginal and Torres Strait Islander peoples and Unison Housing (Unison).

Unison's role as an organisation that delivers social and community housing for people at risk of homelessness has evolved with the recognition that Aboriginal and Torres Strait Islander peoples' experience severe housing disadvantage.

Cultural safety is a significant barrier for Aboriginal and Torres Strait Islander people accessing services in the housing and homelessness sector more broadly, and to meet people's needs for safe and supportive homes, we must positively engage with our diverse Victorian communities, facilitate support and provide choice.

For Unison to be seen as an organisation where people feel safe and welcome by people accessing services, mutual understanding and respect in partnership with Aboriginal and Torres Strait Islander tenants, stakeholders and employees is vital.

There is so much to learn from the rich histories and cultures of First Nations Peoples who, as the Traditional Owners, have made these lands their home for generations.

In the creation of this RAP, we have reflected on the many opportunities in our work practices, our property developments, property management, and as an employer in support of reconciliation. I look forward to progressing our reconciliation journey this year and in years to come.



James King,
Unison CEO

Reconciliation Australia CEO Statement

Reconciliation Australia welcomes Unison Housing to the RAP program with the formal endorsement of its inaugural Reflect RAP. Unison 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 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 Unison 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 Unison, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine,

Reconciliation Australia CEO

Our Business

Since 2014, Unison has existed to develop, manage and provide people with access to affordable housing across Melbourne and areas of regional Victoria.

We develop, own and manage social, transitional and affordable housing, provide owners corporation management and cleaning and ground services. The people Unison provides housing and property services to come from many different walks of life, but they are united in wanting to live in a safe, welcoming, thriving, connected community, where they feel supported and proud of where they live.

In addition, we provide homelessness services, connecting people to safe and affordable short and medium-term accommodation combined with support to address any issues that may have contributed to their tenuous housing situation. We also help people re-establish and maintain a secure home in the private rental market. We believe that a thriving community needs a range of housing options to suit different people's circumstances and incomes. We manage many different types of housing, from single dwellings to multi-storey towers, providing different housing pathways to the community.

As a not-for-profit organisation, we reinvest our operating surplus back into our services, our properties and our communities. Importantly, this allows us to invest in the development of much needed affordable housing.

Unison employs 134 people across our offices in Melbourne's suburbs, Geelong and Werribee. Currently the number of Aboriginal and/or Torres Strait Islander people is unknown.

Unison's homes are located across Melbourne and Victoria, including Melbourne's CBD, Footscray, Seddon, Kensington, Collingwood, Heidelberg, Heidelberg Heights, Werribee and Newtown.

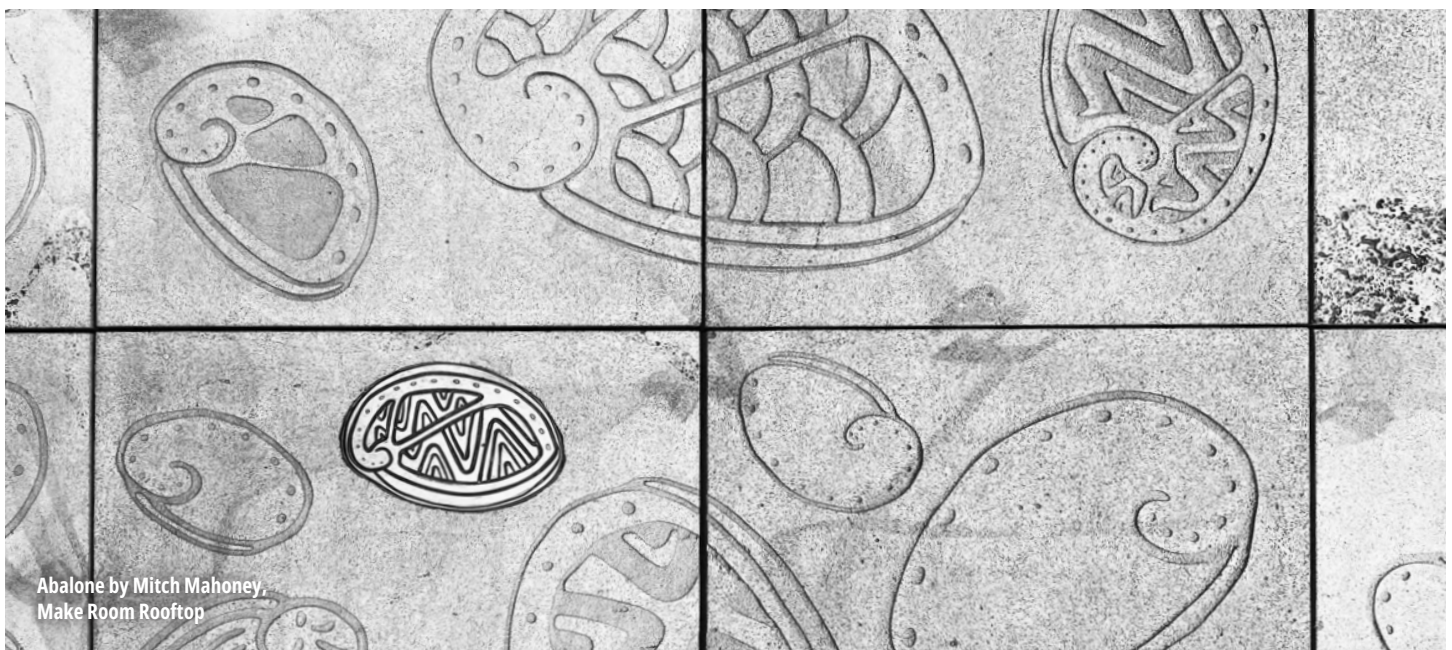


Our RAP

It is our vision for reconciliation to acknowledge the deep connection Aboriginal and Torres Strait Islander peoples have to the land and waters that our developments and our services take place on, and to incorporate this into our relationships, future opportunities and governance of our business. By undertaking our first RAP, we reflect on how we work together with Aboriginal and Torres Strait Islander peoples who may need to access our services, and to put consultative, collaborative and culturally safe ways of working at the heart of our housing and development operations in the interest of working towards reconciliation.

All current and future Unison employees are also part of our Victorian community, and are working to provide a sense of home to the renters who rely on our services and our new developments. Through implementing this RAP, we invite our employees, our Executive Team and our Board of Management to learn about our RAP, get involved and consider how they will contribute to Aboriginal and Torres Strait Islander cultural safety. We will strive to collaborate and consult with Aboriginal and Torres Strait Islander peoples to create a safe, inclusive and culturally diverse workplace, where Unison employees feel confident to identity as being Aboriginal and Torres Strait Islander people within the workplace.

Our RAP Champion is our Director People, promoting and advancing our people's engagement and awareness of our RAP and Unison's drive to see reconciliation become an integral part of our operations.



Our Partnerships

Unison works closely with local governments in planning, developing and servicing its buildings. Of particular support is the unique partnership with City of Melbourne on Unison’s Make Room accommodation.

Make Room is a new building dedicated to providing safe and supported accommodation for people sleeping rough in the city. Completed in November 2024, the Make Room building has transformed an unused council building into specialist homelessness accommodation.

The City of Melbourne has provided guidance and expertise in Aboriginal and Torres Strait Islander cultural safety and community as part of the Make Room development, including dedicated smoking and culturally sensitive gathering areas.



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.	December 2025	Director Housing and Homelessness
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2025	Director Housing and Homelessness
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2025	Director People
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2025	Director People
	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	Director People

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July 2025	Director People
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2025	Director People
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2025	Director People
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	January 2026	Director People
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2026	Director People

Respect

Action	Deliverable	Timeline	Responsibility
5. 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.	September 2025	Director People
	Conduct a review of cultural learning needs within our organisation.	September 2025	Director People
6. 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.	December 2025	Director Housing and Homelessness
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024	Director People

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Director People
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Director People
	RAP Working Group to participate in an external NAIDOC Week event.	First Week in July, 2025	Director People



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.	July 2026	Director People
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2026	Director People
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.	July 2026	Deputy CEO
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2026	Deputy CEO

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	July 2025	CEO
	Draft a Terms of Reference for the RWG.	July 2025	CEO
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	December 2026	CEO
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2025	CEO
	Engage senior leaders in the delivery of RAP commitments.	September 2025	CEO
	Appoint a senior leader to champion our RAP internally.	July 2025	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2025	Director People
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	HR Business Partner
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Director People
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Director People
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2026	Director People



Contact us

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