

# Anglicare WA's STRETCH Reconciliation Action Plan

September 2019 - November 2020 Progress Report



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## Terms Used

Throughout this document, we will refer to Aboriginal and Torres Strait Islander people as 'Aboriginal peoples'.

## Message from the CEO

As part of our ongoing commitment to reconciliation, we are pleased to present Anglicare WA's 2020 Progress Report on our Stretch Reconciliation Action Plan (2019-2022).

Anglicare WA has a long history of working closely with Aboriginal peoples, as clients, advisors and partners in social change. As an organisation, we are committed to understanding how we can learn from and support Aboriginal people. As part of this commitment, increasing Aboriginal employment and retention, ensuring cultural awareness and safety within our organisation and the services we offer the community, and strengthening our partnerships with Aboriginal Community Controlled Organisations (ACCOs) have been priorities for Anglicare WA over the past twelve months.

Although we have reached many milestones over the past year in our work with Aboriginal peoples, we acknowledge we have a lot further to go, especially in ensuring an increase in Aboriginal procurement and Aboriginal employment. This report highlights the work we still have to do, where our focus should lie to ensure lasting reconciliation, as well as our achievements in 2019 and 2020.



**Mark Glasson**  
Chief Executive Officer



## Acknowledgement of Country

Anglicare WA acknowledges the Aboriginal peoples of Western Australia as the Traditional Custodians of the land on which Anglicare WA works. We are privileged to work with and alongside Aboriginal and Torres Strait Islander families and communities and pay our respects to Aboriginal and Torres Strait Islander Elders, past and present.

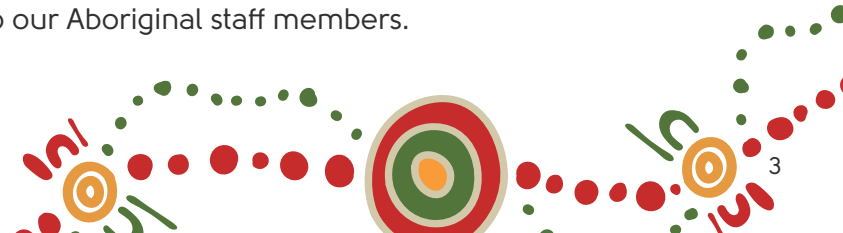
# Our Progress

After 18 months of consultation with Aboriginal Elders, community members and organisations Anglicare WA (AWA) launched its Stretch Reconciliation Action Plan (RAP) in September 2019. This document guides our reconciliation work to ensure greater equality and opportunities for Aboriginal peoples across our organisation, and highlights our commitment to meaningful relationships with Aboriginal organisations, community and Elders.

Since the launch of the Stretch RAP, the organisation's focus has been on increasing Aboriginal employment, growing cultural awareness and safety and strengthening our relationships with external Aboriginal organisations. Although we have had many achievements in the past 12 months, which are outlined in the timeline below – we have also experienced a period of significant learning and have faced some challenges.

Our challenges and learnings have predominantly come about due to COVID-19, which has seen:

- Several of our Reconciliation Action Plan (RAP) deliverables placed on hold, however in other situations, we adapted to new and innovative ways of working, engaging with people and hosting events to ensure Aboriginal voices were heard during the pandemic. Notably, the development of an Aboriginal Practice Framework is yet to be developed and will take priority in the second half of 2020;
- Further development of the Aboriginal Procurement Strategy. Despite some delays in having the document reviewed and endorsed, it will be finalised in January 2021 along with the Procurement Policy;
- A delay on the formation of our new Aboriginal Advisory Group (AAG), however we are excited to announce that the Group has been appointed and met in August 2020 for the first time;
- A delay in the launch of new Aboriginal traineeships which commenced in November 2020;
- A hold on Aboriginal cultural awareness and cultural immersion workshops were rescheduled to late 2020;
- Due to a funded contract coming to an end in the Kimberley this meant some of our Aboriginal staff contracts came to an end, Anglicare WA was unable to secure new positions for some Aboriginal staff within the organisation, resulting in a fall of Aboriginal employment;
- A move to hold our events online. Online events were organised for Close the Gap Day, Sorry Day and Reconciliation Week to ensure all staff members had opportunity to acknowledge and celebrate Aboriginal and Torres Strait Islander cultures and peoples. Our shift to online events also ensured small Aboriginal businesses had employment during the economic downturn brought on by COVID-19. The success of these online events, and the increased number of staff that had access to attend has highlighted the importance of ensuring staff have the opportunity to attend in person as well as online events for future Aboriginal led workshops and events; and
- Aboriginal employment numbers currently sit at 3% of our workforce. With a target of 7% Aboriginal employment by 2022, we are committed to better retaining Aboriginal employees, attracting new Aboriginal employees and providing career and leadership development opportunities to our Aboriginal staff members.



# Achievement Timeline

## September 2019

Approval of the Stretch RAP by Reconciliation Australia.

## October 2019

AWA Board resolves to evolve the Elders Council to an Aboriginal Advisory Group to strengthen our relationships with Aboriginal Community Controlled Organisations.

## November 2019

Local Engagement Plans developed by Service Managers to outline our commitment to working with local Aboriginal organisations.

Diversity and Inclusion Lead is appointed to work on implementing Stretch RAP Actions.

## December 2019

AWA begins to investigate establishing Aboriginal traineeships across the organisation.

Elders Council event held to thank our Elders Council members for their service to AWA.

## January 2020

Aboriginal dates of significance are available on the internal Learning and Development calendar.

EOI for Aboriginal Advisory Group members is advertised.

AWA begins advertising 50D positions on the Aboriginal Jobs Board.

People and Culture team further investigate appropriate roles and services for future trainees.

## February 2020

Aunty Liz Hayden and Danny Ford are nominated and confirmed as AWA Aboriginal Advisory group members.

AWA is developing partnerships with five Aboriginal Community Controlled Organisations across the State.

First Aboriginal Advisory Group meeting held with the AWA Board, addressing advocacy, RAP progress and AAG role.

AWA commits to taking part in Reconciliation Australia's 2020 RAP Barometer.

Cultural Awareness Training in Noongar Country commences with Kambarang Services, with more than 250 employees commit to attend.

AWA employees attend Reconciliation WA's YOKAI Forum focused on Aboriginal employment and retention.

AWA advertises three 50D positions.

AWA investigates opportunities to advocate for Aboriginal people and organisations across the State.

EOI close for Aboriginal Advisory Group membership.

Bindi Bindi Dreaming cater for four Cultural Awareness Training sessions.

## March 2020

headspace Pilbara staff members attend Aboriginal Mental Health First Aid Training, delivered by Robe River Guruma Aboriginal Corporation. The training teaches a practical, evidence-based action plan to assist Aboriginal and Torres Strait Islander adults experiencing a mental health problem or crisis until appropriate professional help is received or the crisis is resolved.

AWA acknowledges Close the Gap day internally with an online panel discussion.

AWA gains membership at the Diversity Council of Australia, all staff have access to diversity and inclusion related resources, reports and statistics.

112 employees have attended Cultural Awareness Training with Kambarang Services. Due to COVID-19, sessions are currently on hold and are planned to recommence in late 2020.

### April 2020

Aboriginal and Torres Strait Islander Lead appointed to work on implementing the Stretch RAP and building relationships internally and externally with Aboriginal peoples and organisations.

### May 2020

AWA acknowledges Sorry Day internally with a live panel discussion between Aboriginal and Torres Strait Islander Engagement Lead, the CEO and other staff.

Jade Dolman discusses Noongar culture and art with all employees during a live stream. Jade produces artwork during the session that is then used externally to celebrate Reconciliation Week.

AWA participates in Anglicare Australia First Nations Staff Network and Reconciliation Australia Network meetings regularly.

### RAP Committee meeting(s)

Attended RAP Leadership Gathering meeting (WA) 7th May – to discuss what we were doing for Reconciliation Week and get ideas from others.

### Anglicare Australia

First Nations staff meeting – great meeting, got to see their report from their mini-conference and talk to all the staff.

News story in Anglicare's national newsletter Aspect about our activities during Sorry Day and Reconciliation Week.

### June 2020

AWA streamlines all RAP reporting to ensure comprehensive and timely reporting takes place internally, to the AWA Board, externally and to Reconciliation Australia.

16 Anglicare WA Broome staff and our Director of Services completed Cultural Awareness with Yawuru Elders at Eco Beach. Snr Law Boss Nealo MacKenzie introduced the training with a song gifted by the Karajarri people and a smoking ceremony. Men learnt how to make boomerangs, spears and clubs; while the women made beach sandals.

Marissa Verma from Bindi Bindi Dreaming films a cooking class at AWA that will be shared with staff during NAIDOC Week 2020.

AWA provides funding to a local Aboriginal sport club.

As part of the Social Reinvestment WA network, AWA contributed to a campaign seeking Fine Default Reform.


### July 2020

An Aboriginal Community Engagement Workplace page is launched for Aboriginal and non-Aboriginal staff to share resources, events and information.

A 50D job position is advertised.

Services are provided with funds to undertake activities relating to cultural immersion and awareness training; to hold events such as NAIDOC and Reconciliation Week; and recruit an Aboriginal Trainee (Perth, Kalgoorlie, Kimberley).

Four new members appointed to the AWA Aboriginal Advisory Group.



A local AWA Aboriginal employee from Kununurra receives a scholarship from the Kimberley Montana Ahwon.

A RAP outcomes update is included in the AWA Annual Report.

The Aboriginal and Torres Strait Islander Engagement Lead travels through the regions to support Aboriginal staff and their managers.

One on one discussions are held with staff around mentoring support and opportunities for training and professional development.

Discussion begins to undertake a mural project at the AWA East Perth with an Aboriginal artist.

Acknowledgement of Country in all staff emails is reviewed and updated.

AWA Advocacy and Team Leaders in the North West develop a position statement to respond to proposed alcohol restrictions.

As part of the Social Reinvestment WA network, AWA sign a letter to the Premier, Governor General and several Ministers in support of increasing the minimum age of criminal responsibility.

### August 2020

The team at Foyer Oxford begin discussion with Marissa Verma to establish a series of Aboriginal led workshops.

AWA sponsors the annual Danjoo Koorliny Summit hosted by UWA. AWA staff attend a series of Summit workshops led by Aboriginal Elders.

The AWA Aboriginal Procurement Strategy draft is finalised and awaiting final approval.

The AWA Procurement Policy is reviewed to include Aboriginal procurement as a priority.

AWA takes part in the biannual Reconciliation Australia RAP Barometer.

A 50D job position is advertised.

Three Aboriginal traineeships are approved which will see trainees work from Kalgoorlie, Perth and Kimberley worksites.

The AWA Aboriginal Employment Strategy is drafted and will be sent to the Aboriginal Advisory Group for review, with anticipated approval. This strategy will be promoted publicly in October.

The Aboriginal and Torres Strait Islander Lead sits on the panel for 50D position job interviews, and will continue to do so in the future.

The first meeting with the newly formed Aboriginal Advisory Group is held. The group will now support AWA to improve cultural safety, Aboriginal advocacy and RAP priorities.

Redesign of AWA's Acknowledgement of Country commences to include all Traditional Owner groups across the State.

AWA continues to enjoy the benefits from a collaboration with the Yorgum Healing Service Aboriginal Corporation in our Albany office.

Aboriginal Engagement Lead has been involved in a number of service designs projects, these services based in the Kimberley with Aboriginal peoples being the main clientele.

### September 2020

Aboriginal Engagement Lead is now on the Social Reinvestment Committee made up of community service stakeholders including local ACCOs.

The processes around Aboriginal consultation and engagement is starting to move in line with best practice with regard to Aboriginal community engagement. AWA now has an Aboriginal Advisory Group, the members of which were selected based on their skills (e.g. employment, mental health, community control, business, community sector and government) and have demonstrated experience in Aboriginal community engagement.

Developing relationships with training organisation and institutions that support Aboriginal employment and development - Wirrapunda Foundation, Curtin - Centre for Aboriginal studies and Maxima Employment Services.

Aboriginal and Torres Strait Islander Lead is a point of contact with regard to queries raised by staff across the State on Aboriginal engagement and service delivery.

We have 3 Aboriginal staff members on the RAP Committee.

Anglicare WA provide advocacy support for 'Raise the Age'.

### October 2020

An Aboriginal Advisory Group meeting takes place.

### November 2020

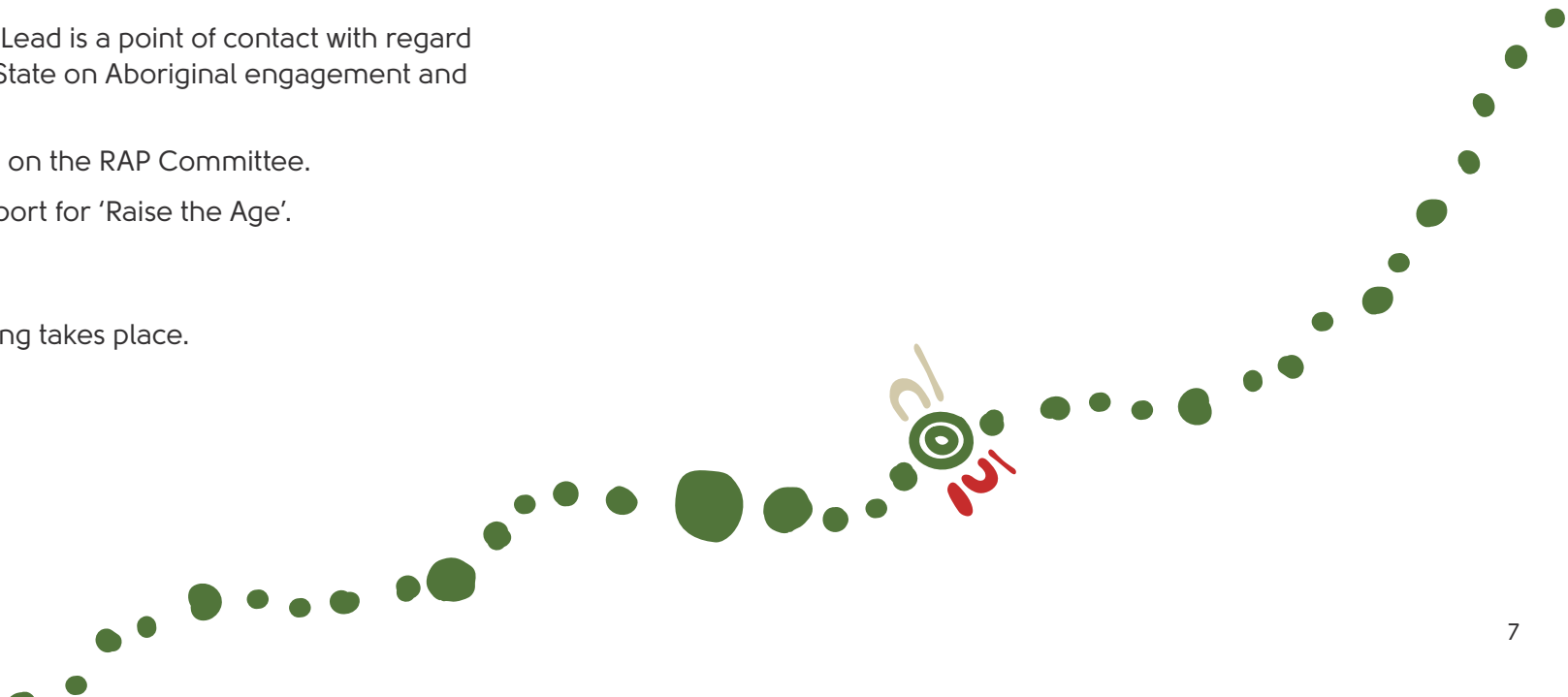
The Aboriginal Employment and Career Strategy endorsed by the Aboriginal Advisory Group.

AWA celebrated NAIDOC with the local community at several sites across WA. An internal event took place at the East Perth office to celebrate Noongar culture.

AWA has made significant headway in regard to Aboriginal staff sitting on interview panels.

Due to the increase of candidates applying for 50d positions, we now have a pool of potential candidates to draw upon.

The Kimberley team have been actively trying to relocate Aboriginal staff in projects that have come to an end.



# RAP Actions Status



## Relationships

Action	Deliverable	Timeline	Status
<b>1. RAP Committee actively monitors RAP development and implementation</b>	• Oversee the development, endorsement and launch of the RAP.	September 2019	Achieved by the deadline
	• Ensure there are Aboriginal peoples on the RAP Committee.	September 2019, reviewed annually	On track
	• Meet at least four times per year to monitor and report on RAP implementation.	Feb, May, Aug, Nov	On track
	• Appoint an internal RAP Champion(s) from senior management.	September 2019	Achieved by the deadline
	• Review Terms of Reference for the RAP Committee.	September 2019	Achieved by the deadline
	• Review Terms of Reference for the Elders Council to provide guidance and cultural advice, particularly in relation to advocacy priorities.	September 2019	Achieved by the deadline
<b>2. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal staff and other staff</b>	• Organise at least 3 internal NRW events each year across the State.	Annually in May	On track
	• Register all external NRW events via Reconciliation Australia's NRW website.	Annually in April	On track
	• Encourage staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Annually in May	On track
	• Ensure our RAP Working Group participates in Perth's Sorry Day event each year.	Annually in May	On track



Action	Deliverable	Timeline	Status
<b>3. Maintain and leverage mutually beneficial relationships with Aboriginal peoples, communities and organisations to support positive outcomes</b>	• Develop and implement local engagement plans to work with our Aboriginal stakeholders across all our geographical regions and report at least annually to relevant Aboriginal stakeholders.	September 2019, reviewed annually	On track
	• Meet with at least one local Aboriginal organisation in each service area in which we operate to develop guiding principles for future engagement.	March 2020	Achieved by the deadline
	• Establish formal two-way partnerships to build capacity in at least two Aboriginal organisations and where possible, support a transition to Aboriginal organisations becoming primary service providers.	June 2020	On track
	• Become a member of Reconciliation WA network and participate in events regularly.	September 2019	Achieved by the deadline
<b>4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</b>	• Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	September 2019	Achieved by the deadline
	• Promote equality and equity for Aboriginal peoples through public advocacy, including at least one external advocacy campaign annually.	December, reviewed annually	On track
	• Engage our senior leaders in the delivery of RAP outcomes through inclusion in the 2019-2022 Strategic Plan.	December 2019	Achieved by the deadline
<b>5. Ensure we provide culturally appropriate services</b>	• Regularly seek input from the Elders Council, local Elders across Western Australia, Aboriginal Community Controlled Organisations, Aboriginal staff and our First Nations Consultant to ensure that we are providing culturally appropriate services.	Review annually in June	On track
	• Identify at least two formal or informal local forums or networking groups concerning culturally appropriate service delivery.	September 2019	On track
	• Attend, listen and report back learnings from at least two forums to Anglicare WA and across the community sector each year.	June 2020, 2021	On track
	• Listen and share across the community sector through participation in local formal and informal Aboriginal networking groups.	Ongoing, reviewed annually in September	On track
	• Ensure that input from Aboriginal stakeholders is incorporated in our service design, through regular updates to Regional Managers, Service Managers and staff.	Ongoing, reviewed annually in September	On track
	• Communicate that all our service venues are culturally appropriate by displaying Aboriginal flags, posters and signs.	September 2019	Achieved after the deadline
	• Develop an internal Aboriginal Practice Framework, integrated with our Service Excellence approach.	June 2020	Not achieved



# Respect

Action	Deliverable	Timeline	Status
<b>6. Increase knowledge and understanding of Aboriginal cultures, histories and achievements</b>	<ul style="list-style-type: none"> <li>Develop, implement and review an Aboriginal cultural learning strategy for our staff which defines continuous cultural learning needs of employees in all areas of our operations and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).</li> </ul>	December 2019	Achieved by the deadline
	<ul style="list-style-type: none"> <li>Require all staff to undertake online cultural learning activities, either through Reconciliation Australia's Share Our Pride online tool or equivalent.</li> </ul>	December 2019	Partially complete – not on track
	<ul style="list-style-type: none"> <li>Ensure cultural learning activities are part of induction.</li> </ul>	December 2019	Achieved by the deadline
	<ul style="list-style-type: none"> <li>50% of full-time and part-time staff to undertake face to face cultural workshop learning activities, including RAP Committee and Executive.</li> </ul>	December 2020	Achieved by the deadline
	<ul style="list-style-type: none"> <li>10% of full-time and part-time staff to undertake cultural immersion learning activities.</li> </ul>	December 2020	On track
	<ul style="list-style-type: none"> <li>Provide 1:1 cultural support to all Aboriginal staff, through our First Nations Consultant or other Aboriginal staff, as requested.</li> </ul>	December 2020	On track
	<ul style="list-style-type: none"> <li>Maintain a cultural directory of local Aboriginal organisations at all service locations.</li> </ul>	December 2019	Partially complete – not on track



Action	Deliverable	Timeline	Status
<b>7. Demonstrate respect to Aboriginal peoples and communities by embedding cultural protocols as part of the way our organisation functions</b>	• Review our cultural protocol document for Welcome to Country and Acknowledgement of Country and other local cultural protocols.	September 2019	Achieved by the deadline
	• Invite a local Traditional Owner to provide a Welcome to Country, at significant events each year, including our Annual General Meeting and all other public events.	At least annually	On track
	• Maintain and review a list of key contacts for organising a Welcome to Country.	December 2019	Achieved by the deadline
	• Include an Acknowledgement of Country at the commencement of internal meetings and all other gatherings.	Review annually in June	On track
	• Create and display an Acknowledgement of Country plaque in all of our offices.	December 2019	Achieved by the deadline
	• Continue to include an Acknowledgement of Country in our meeting templates.	Review annually in June	On track
	• Continue to include Reconciliation as a standing item in all formal internal service delivery meetings.	Review annually in June	On track
	• Where possible, fly Aboriginal and Torres Strait Islander flags at AWA offices.	December 2019	On track
<b>8. Celebrate NAIDOC Week and provide opportunities for Aboriginal staff to engage with culture and community during NAIDOC Week</b>	• Support all staff to participate in NAIDOC Week events in the local community.	Annually in June	On track
	• Provide opportunities for all Aboriginal staff to participate in community NAIDOC Week events.	Review annually in June	On track
	• Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	Review annually in June	On track
	• In consultation with Aboriginal peoples, hold an internal or public NAIDOC Week event.	Review annually in June	On track
	• Senior staff to promote NAIDOC Week through email and internal and external social media.	Review annually in June	On track
	• Develop a calendar of significant Aboriginal events and activities to promote them.	Review annually in June	On track
<b>9. Undertake advocacy on behalf of our Aboriginal clients</b>	• Confirm Aboriginal advocacy priorities with the Elders Council annually.	February	On track
	• Use appropriate channels to further Aboriginal advocacy priorities.	Review annually in February	On track
	• Check all advocacy messaging with Elders Council Chair.	Review annually in February	On track



# Opportunities

Action	Deliverable	Timeline	Responsibility	
<b>10. Increase Aboriginal recruitment and retention</b>	<ul style="list-style-type: none"> <li>Increase Aboriginal employment to 7%.</li> </ul>	June 2022	Partially complete – not on track	
	<ul style="list-style-type: none"> <li>Develop, implement, review and update Aboriginal employment and retention strategy, which includes professional development.</li> </ul>	December 2019	Achieved after the deadline	
	<ul style="list-style-type: none"> <li>Engage with existing Aboriginal staff to consult on employment strategies, including professional development.</li> </ul>	December 2019	Achieved after the deadline	
	Recruitment:	<ul style="list-style-type: none"> <li>Include an Aboriginal person on recruitment panels for community and client-facing roles where possible.</li> </ul>	Review annually in June	On track
		<ul style="list-style-type: none"> <li>Commence interviews with an Acknowledgment.</li> </ul>	Review annually in July	On track
		<ul style="list-style-type: none"> <li>Support unsuccessful Aboriginal job applicants to seek alternative roles within the organisation.</li> </ul>	December 2020	On track
		<ul style="list-style-type: none"> <li>Advertise all job vacancies through Aboriginal networks.</li> </ul>	December 2020	On track
		<ul style="list-style-type: none"> <li>Create at least 3 Aboriginal employment pathways per year, such as traineeships and placements.</li> </ul>	Review annually in June	On track
		<ul style="list-style-type: none"> <li>Investigate funding to develop an Aboriginal Graduate Program.</li> </ul>	June 2020	Partially complete – not on track
		<ul style="list-style-type: none"> <li>Provide development opportunities for Aboriginal staff to support their transition to leadership positions.</li> </ul>	Review annually in June	Partially complete – not on track
	Retention:	<ul style="list-style-type: none"> <li>Provide cultural mentoring for all Aboriginal staff as required.</li> </ul>	Review annually in June	On track
		<ul style="list-style-type: none"> <li>Provide Aboriginal staff the opportunity to meet for support and to advise the organisation.</li> </ul>	Quarterly from September 2019	On track
	<b>11. Increase Aboriginal supplier diversity</b>	<ul style="list-style-type: none"> <li>Develop and implement, an Aboriginal Procurement Strategy.</li> </ul>	December 2019	Partially complete – not on track
<ul style="list-style-type: none"> <li>Develop at least three commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>		June 2022	On track	
<ul style="list-style-type: none"> <li>Where possible, obtain at least one quote from an Aboriginal business for all procurement contracts over \$20,000.</li> </ul>		Review annually in June	On track	
<b>12. Clinical supervision</b>	<ul style="list-style-type: none"> <li>Provide clinical supervision to staff at Aboriginal Community Controlled Organisations where requested and where feasible.</li> </ul>	Review annually in June	Partially complete – not on track	

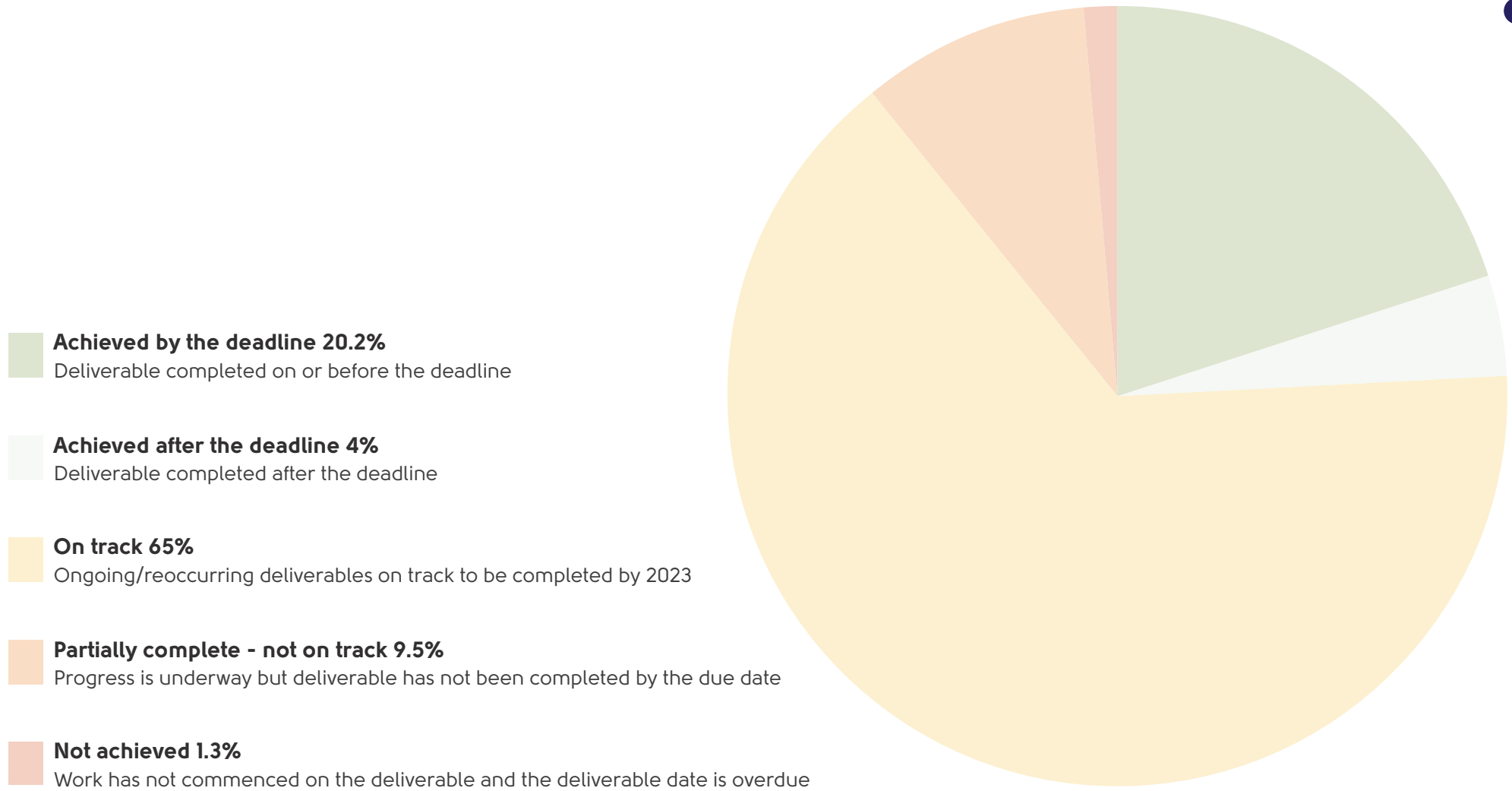


# Governance, Tracking Progress and Reporting

Action	Deliverable	Timeline	Responsibility
<b>13. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report</b>	• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	On track
	• Investigate participation in the RAP Barometer.	May 2020 and 2022	Achieved by the deadline
	• Develop and implement systems and capability needs to track, measure and report on RAP activities.	May 2020	Achieved after deadline
	• Measure our progress against our RAP using Results Based Accountability.	Biannually	On track
<b>14. Report RAP achievements, challenges and learnings internally and externally</b>	• Publicly report our RAP achievements, challenges and learnings.	Annually in June	On track
	• Communicate quarterly updates on RAP progress to all staff.	Quarterly	On track
<b>15. Review, refresh and update RAP</b>	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	January 2022	On track
	• Send draft RAP to Reconciliation Australia for feedback.	Commence March 2022	On track
	• Submit draft RAP to Reconciliation Australia for formal endorsement.	Receive by June 2022	On track
<b>16. Elders Council</b>	• Report to our Elders Council semi-annually on progress against our RAP.	February and August annually	On track



# Stretch RAP Progress at a Glance





We look forward to progressing our Stretch RAP Actions over the coming years, and understanding how we can better support and learn from Aboriginal and Torres Strait Islander peoples.

For queries relating to Anglicare WA's reconciliation work, please contact:

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