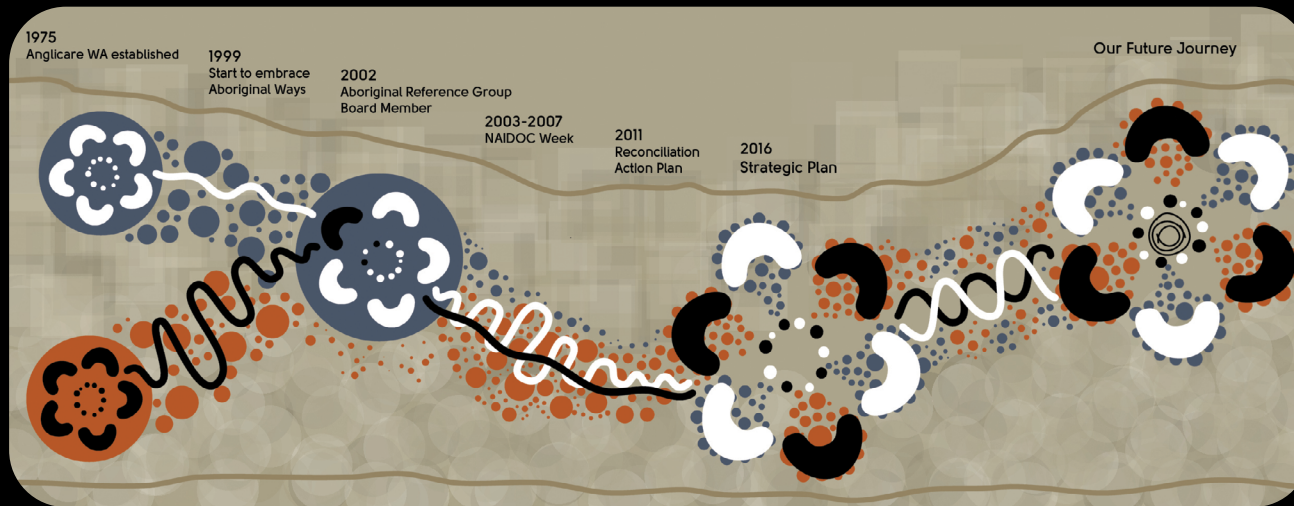


Anglicare WA's STRETCH Reconciliation Action Plan

September 2020 - November 2021 Progress Report



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Terms Used

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

Acknowledgement of Country

We acknowledge Aboriginal people as the Traditional Custodians of this land. We pay our respects to their strength, cultural resilience and the Elders past and present.

Message from the CEO

Anglicare WA has been on a journey of reconciliation since 2002. Working with Aboriginal people to learn and improve the way we work is now part of how we do business. I am delighted to share with you our 2020-2021 Reconciliation Action Plan Annual Report with you, which captures our achievements, challenges, and learnings over the past year.

I am extremely proud of the way the organisation has grown in terms of learning more about Aboriginal culture and values. In the last year, 65% of our staff have received Aboriginal Cultural Awareness training. This training, delivered by local Aboriginal people in each area in which we operate, provides staff with invaluable knowledge and insights assisting them to work effectively and respectfully with Aboriginal people. Like many organisations we have a very diverse workforce, so this training has helped us shift mindsets to align more with our core values and our commitment to reconciliation.

Over the past year we have also seen a deepening of relationships with our existing Aboriginal Community Controlled Organisation (ACCO) partners along with the development of many new ones. We have learned a lot during this period, through truly reciprocal relationships. Partnering to create new or improved services for Aboriginal people also means we're accountable to Aboriginal communities to work in a culturally safe and respectful way. There is still room for improvement, but we're certainly up for the challenge.

We understand that our Reconciliation Action Plan are mechanisms which helps shape and guide activities in this area, and we also understand it is up to us to make these activities meaningful and long-lasting. The only way we can make changes is through continuing to work closely with Aboriginal people. This is what we intend to do moving forward.

We hope you enjoy reading about our RAP journey for the 2020-21 year.



Mark Glasson
Chief Executive Officer



Our Progress

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

- NAIDOC activities were again restricted this year within Anglicare WA and throughout the community. We postponed our NAIDOC activities until September.
- Supporting our trainees in Kalgoorlie and Broome helped us to identify areas for improvement to support them and things to consider for the future.
- Our Aboriginal Advisory Group members have busy schedules with competing priorities, so getting them all together with our Executive has been challenging. On average, four of our six members have attended each of our four meetings.
- Our Aboriginal Advisory Group has provided fantastic guidance and advice, some of which has challenged the organisation to think differently about its role.
- Aboriginal employees currently make up 4.5% 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. Program loss has impacted on this number.

- We have delayed the launch of our Aboriginal Cultural Security Framework; we want to ensure the consultation process includes all stakeholders' feedback before we launch.
- Face to face cultural awareness training has been well attended, with 62% of staff have recorded participation in our online cultural awareness training activities.
- The organisation challenged its position on how it supports Aboriginal Community Controlled Organisations, capacity building several ACCOs has helped us learn, reflect, and move forward in positive way with a view to supporting the Aboriginal community toward self-determination and not taking over.
- Cultural Awareness and Immersion activities have certainly challenged many staff's preconceived ideas and values, some staff have been comfortable with this journey and others have struggled a little. Our Aboriginal and Torres Strait Islander Lead has had to answer many questions relating to new learnings and engage in respectful but truthful discussions about how to move forward.



Our Achievements

<p>65% of staff have received Aboriginal cultural awareness Training</p>	<p>Supported by our Aboriginal Advisory Group</p>	<p>Key policies and strategies developed to support Aboriginal Engagement</p>
<p>'Aboriginal Engagement' Intranet hub developed</p>	<p>Advocacy support</p> <ul style="list-style-type: none"> • Raise the Age • SRWA development 	<p>Aboriginal staff network meetings commenced</p>

This year we continued our reconciliation journey, implementing our 'Stretch' Reconciliation Action Plan (RAP), which commenced in September 2019. The RAP focuses on actions relating to relationships, respect and opportunities. Highlights include the implementation of our Aboriginal Employment Strategy, acknowledgment of country and connection through a range of events across the State; and cultural awareness training for 65% of our full-time and part-time employees.

ABORIGINAL ADVISORY GROUP

During 2020 Anglicare WA moved from having a local Elders Council to establishing an Aboriginal Advisory Group (AAG), with broader geographic representation and expertise, to provide guidance on our long-range Aboriginal engagement strategy. Our AAG consists of Aunty Liz Hayden, Vanessa Elliott, Danny Ford, Barbara Ahmat, Annie Young and Robert Watson.

The AAG has provided feedback and advice to the organisation on service delivery and advocacy matters to improve services and support our engagement with the Aboriginal community.

ACCO PARTNERSHIPS

In many of our service locations, we have strong relationships with local Aboriginal Controlled Community Organisations (ACCOs). Our 30 ACCO relationships vary significantly according to local circumstances and include: integrated service relationships, such as joint service provision and co-location; skills sharing, such as back-office support and training; and community support, through events and informal referrals.

These partnerships also increasingly involve co-designed services. Some key co-design highlights from the last 12 months include:

- A co-design project with Ngnowar Aerwah Aboriginal Corporation, to redesign Alcohol and Other Drug and Mental Health Support Services in Wyndham.
- The joint development of a Family Violence Service with Emama Nguda in Derby; and
- A co-design project with Yorganop, to develop a culturally appropriate model for extending the age of care from 18 to 21.

When co-designing services, the partnerships draw on the different areas of expertise of Anglicare WA and ACCOs, to deliver effective, locally relevant services. This year we learnt a lot about the trust and openness needed to build and maintain these partnerships. We will continue to develop and deepen key partnerships with ACCOs across the State.

CULTURAL AWARENESS TRAINING

Our commitment to raising cultural awareness across the organisation has continued, with 65% of our workforce participating in face-to-face cultural awareness training. In addition, teams in Bunbury, Albany, Mandurah, Perth, Port-Hedland, Karratha, Katanning, Mandurah, and Rockingham also participated in a range of immersive cultural activities.

Many staff reported that the cultural awareness training had built their knowledge, while some also reported that it made them realise how much more there is to learn. Promoting self-directed cultural learning is now a key focus over the coming period to continue our journey.

CELEBRATIONS OF ABORIGINAL CULTURE AND RECONCILIATION

Reconciliation Week 2021 saw our teams drive and engage in a number of events across the State. Activities included screenings of movies and documentaries, participating in Reconciliation walks, lunches, and morning teas, all organised to help us celebrate Reconciliation and learn more about Aboriginal people and culture.

This year for NAIDOC Week our staff participated in events in our offices and joined local Aboriginal community celebrations. Teams working on Wadjuk Noongar Boodja were delighted to participate in Noongar Language lessons and to practice their Acknowledgement of Country with the Noongar Boodja Language Centre Manager, George Hayden.



RAP Actions Status



Relationships

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

Action	Deliverable	Timeline	Status
3. Maintain and leverage mutually beneficial relationships with Aboriginal peoples, communities and organisations to support positive outcomes	• 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	Achieved or 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 or on track
	• 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	Achieved or on track
	• Become a member of Reconciliation WA network and participate in events regularly.	September 2019	Achieved or on track
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	• Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	September 2019	Achieved or on track
	• Promote equality and equity for Aboriginal peoples through public advocacy, including at least one external advocacy campaign annually.	December, reviewed annually	Achieved or on track
	• Engage our senior leaders in the delivery of RAP outcomes through inclusion in the 2019-2022 Strategic Plan.	December 2019	Achieved or on track
5. Ensure we provide culturally appropriate services	• 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	Achieved or on track
	• Identify at least two formal or informal local forums or networking groups concerning culturally appropriate service delivery.	September 2019	Achieved or 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	Achieved or on track
	• Listen and share across the community sector through participation in local formal and informal Aboriginal networking groups.	Ongoing, reviewed annually in September	Achieved or 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	Achieved or on track
	• Communicate that all our service venues are culturally appropriate by displaying Aboriginal flags, posters and signs.	September 2019	Achieved or on track
	• Develop an internal Aboriginal Practice Framework, integrated with our Service Excellence approach.	June 2020	Achieved or on track



Respect

Action	Deliverable	Timeline	Status
6. Increase knowledge and understanding of Aboriginal cultures, histories and achievements	• 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).	December 2019	Achieved or on track
	• Require all staff to undertake online cultural learning activities, either through Reconciliation Australia's Share Our Pride online tool or equivalent.	December 2019	Achieved or on track
	• Ensure cultural learning activities are part of induction.	December 2019	Achieved or on track
	• 50% of full-time and part-time staff to undertake face to face cultural workshop learning activities, including RAP Committee and Executive.	December 2020	Achieved or on track
	• 10% of full-time and part-time staff to undertake cultural immersion learning activities.	December 2020	Achieved or on track
	• Provide 1:1 cultural support to all Aboriginal staff, through our First Nations Consultant or other Aboriginal staff, as requested.	December 2020	Achieved or on track
	• Maintain a cultural directory of local Aboriginal organisations at all service locations.	December 2019	Achieved or on track

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



Opportunities

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal recruitment and retention	• Increase Aboriginal employment to 7%.	June 2022	Partially complete – not on track
	• Develop, implement, review and update Aboriginal employment and retention strategy, which includes professional development.	December 2019	Achieved or on track
	• Engage with existing Aboriginal staff to consult on employment strategies, including professional development.	December 2019	Achieved or on track
	• Include an Aboriginal person on recruitment panels for community and client-facing roles where possible.	Review annually in June	Achieved or on track
	• Commence interviews with an Acknowledgment.	Review annually in July	Achieved or on track
	• Support unsuccessful Aboriginal job applicants to seek alternative roles within the organisation.	December 2020	Achieved or on track
	• Advertise all job vacancies through Aboriginal networks.	December 2020	Achieved or on track
	• Create at least 3 Aboriginal employment pathways per year, such as traineeships and placements.	Review annually in June	Achieved or on track
	• Investigate funding to develop an Aboriginal Graduate Program.	June 2020	Partially complete – not on track
	• Provide development opportunities for Aboriginal staff to support their transition to leadership positions.	Review annually in June	Partially complete – not on track
	• Provide cultural mentoring for all Aboriginal staff as required.	Review annually in June	Achieved or on track
	• Provide Aboriginal staff the opportunity to meet for support and to advise the organisation.	Quarterly from September 2019	Achieved or on track
11. Increase Aboriginal supplier diversity	• Develop and implement, an Aboriginal Procurement Strategy.	December 2019	Partially complete – not on track
	• Develop at least three commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2022	Achieved or on track
	• Where possible, obtain at least one quote from an Aboriginal business for all procurement contracts over \$20,000.	Review annually in June	Achieved or on track
12. Clinical supervision	• Provide clinical supervision to staff at Aboriginal Community Controlled Organisations where requested and where feasible.	Review annually in June	Achieved or on track



Governance, Tracking Progress and Reporting

Action	Deliverable	Timeline	Responsibility
13. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Achieved or on track
	• Investigate participation in the RAP Barometer.	May 2020 and 2022	Partially complete – not on track
	• Develop and implement systems and capability needs to track, measure and report on RAP activities.	May 2020	Achieved or on track
	• Measure our progress against our RAP using Results Based Accountability.	Biannually	Achieved or on track
14. Report RAP achievements, challenges and learnings internally and externally	• Publicly report our RAP achievements, challenges and learnings.	Annually in June	Achieved or on track
	• Communicate quarterly updates on RAP progress to all staff.	Quarterly	Achieved or on track
15. Review, refresh and update RAP	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	January 2022	Not yet due
	• Send draft RAP to Reconciliation Australia for feedback.	Commence March 2022	Not yet due
	• Submit draft RAP to Reconciliation Australia for formal endorsement.	Receive by June 2022	Not yet due
	• Report to our Elders Council semi-annually on progress against our RAP.	February and August annually	Achieved or on track



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

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