A decorative background graphic on the left side of the page. It features several concentric circles in red, green, and white, connected by dotted lines in red and white. The circles are arranged in a way that suggests movement or a path.

Anglicare WA's **STRETCH** Reconciliation Action Plan

September 2019 – September 2022

Contents

Welcome	2
The Anglicare WA Reconciliation Journey	3
Reconciliation Australia CEO Statement	4
Our Vision for Reconciliation	6
Our Organisation	8
Our RAP	9
Our People	10
Our Services	11
Relationships	12
Respect	14
Opportunities	16
Governance and Reporting	18

Terms Used

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

Welcome to Anglicare WA's 2019-2022 Stretch Reconciliation Action Plan

Anglicare WA has a long history of working closely with Aboriginal peoples, as clients, advisors and partners in social change. We are proud of our history and of the support we provide to approximately 5,000 Aboriginal peoples across the State each year. We also recognise that our organisation, just like our community and our country, still has a lot further to go.

Our vision is a just and fair Western Australia, where everyone can thrive. Working towards this vision requires us to directly challenge the barriers to thriving experienced by Aboriginal peoples across Western Australia and to drive positive outcomes with Aboriginal clients.

We are excited to recommit to learning from and supporting Aboriginal peoples and communities in our 2019-2022 Stretch Reconciliation Action Plan. We look forward to deepening the relationships we have, continuing to grow our understanding and demonstrating our respect, and creating further opportunities for Aboriginal peoples and communities.



A handwritten signature in black ink, appearing to read 'M Glasson'.

Mark Glasson
Chief Executive Officer



A handwritten signature in black ink, appearing to read 'John Atkins'.

John Atkins
Chairman

Acknowledgement of Country

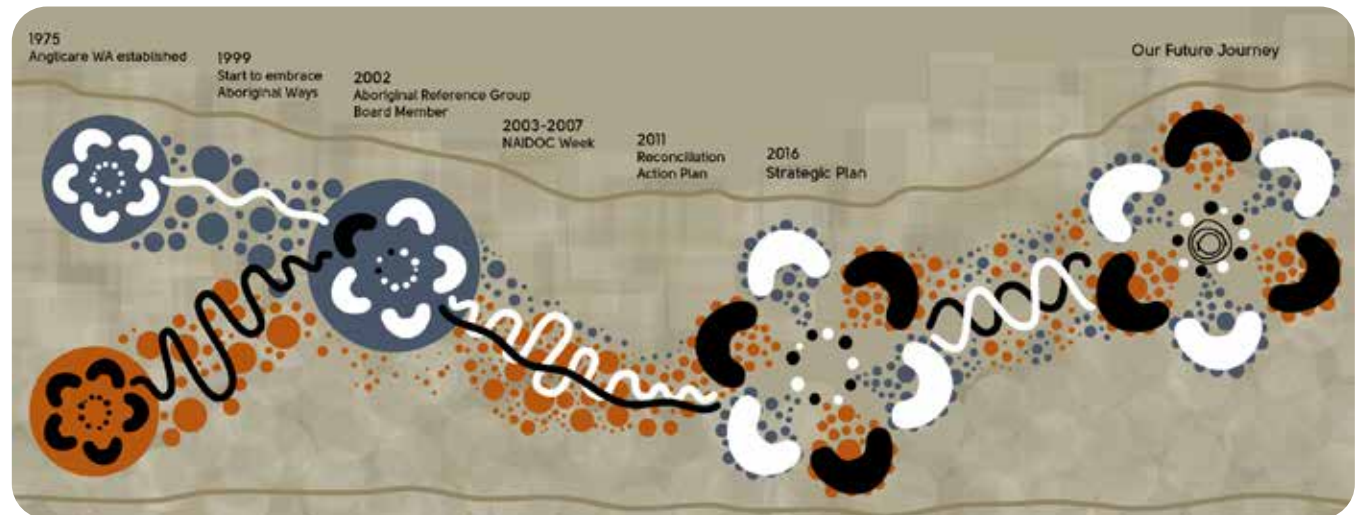
Anglicare WA acknowledges the Aboriginal peoples of Western Australia as the Traditional Custodians of the land on which Anglicare WA works.

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.

The Anglicare WA Reconciliation Journey

Anglicare WA has been on a journey of reconciliation since 2002, when we first established an Aboriginal Reference Group. The first phase of this journey is represented in the artwork to the right, which was created by Matthew Pearse under the direction of Olive Woods and Josey Hansen for our 2011 RAP.

This artwork depicts Anglicare WA coming together with Aboriginal people, to sit at the same table, then moving together towards combining and then integrating our ways of working.



The next phase of our journey is depicted in the artwork to the left created by Tamara Hayden in 2016. This depicts Anglicare WA staff sitting and listening to community, and travelling out to communities and their people across the State.

The artwork throughout this RAP was created in collaboration with Whadjuk Noongar woman Ingrid Cumming and *Key2, a creative force for good*.

This artwork depicts the next phase of the Anglicare WA journey, with the symbols representing the men, women and children Anglicare WA provides services to, across the State. The dots that meander through the RAP represent the travel across our landscape to reach and support so many different people and places. The colours represent the diversity of Aboriginal peoples Anglicare WA works with and the tailored approaches required to suit the varied needs and aspirations of different communities and their people.

Reconciliation Australia CEO Statement

Reconciliation Australia congratulates Anglicare WA on its past successes and continued commitment to reconciliation, as it implements its second Reconciliation Action Plan (RAP); its first Stretch RAP.

The RAP program is a fast-growing collective of over 1,000 organisations that have developed and implemented practical plans of action that aim to drive reconciliation across three key pillars of the program: relationships, respect and opportunities.

Since 2002, Anglicare WA have demonstrated a deep commitment to working with and listening to Aboriginal and Torres Strait Islander peoples in leadership roles. The organisation's establishment and maintenance of a dedicated Aboriginal Elders Council is commendable.

Through implementation of this RAP, Anglicare WA will continue to demonstrate its commitment to Aboriginal and Torres Strait Islander self-determination through supporting a transition to Aboriginal organisations becoming primary service providers for Aboriginal clients.

It is also fantastic to see Anglicare WA champion the equality and equity dimension of reconciliation, setting an example for other organisations to respect the unique rights of Aboriginal and Torres Strait Islander peoples, and make meaningful progress toward improved wellbeing outcomes.

On behalf of Reconciliation Australia, I congratulate Anglicare WA for adopting its first Stretch RAP, and look forward to watching the organisation's progress on the journey to reconciliation.



A handwritten signature in black ink, appearing to read 'Karen Mundine'.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



We embrace **RECONCILIATION**

We learn from and support Aboriginal and Torres Strait Islander people,
communities and organisations



AnglicareWA

Our **Vision** for Reconciliation

Anglicare WA's vision is a just and fair Western Australia where everyone can thrive. We believe that this can only be achieved in a spirit of reconciliation between Aboriginal and non-Aboriginal peoples in Western Australia.

Anglicare WA recognises Aboriginal peoples as unique among all Australians in their ancient sovereignty over this land and its waters. We believe that reconciliation is the responsibility of modern Australia in acknowledging the historical context of injustice.

Anglicare WA has been working for many years to improve our responsiveness and engagement with Aboriginal peoples. We have tackled the challenge structurally, through policy and training, and through a range of other strategies. We have established and maintained key structures to ensure that we can hear, and respond to, Aboriginal leadership.

We believe reconciliation will be advanced if we, as individuals and as an organisation:

- acknowledge and respect Aboriginal peoples as the Traditional Custodians of Australia;
- strengthen our relationship with Aboriginal peoples and communities;
- recognise and value the importance of Aboriginal Lore, and cultural beliefs, traditions, and 'ways of doing';
- strive for social justice with Aboriginal peoples, by improving the delivery of our services and insisting on equity in all aspects of our work and the communities we walk alongside; and
- use a principle of empowerment in all Anglicare WA programs and activities.

Our reconciliation journey formally started in 2002 with the formation of an Aboriginal Reference Group, which was later to become the Aboriginal Elders Council, to enable insightful conversations with the Aboriginal community.

We would like to acknowledge Aunty Liz Hayden, Uncle Ben Taylor, Jim Morrison, Danny Ford, Carol Innes and Olive Woods, who have made a significant contribution to our journey of reconciliation as long-standing members of our Elders Council.

Since 2003 we have displayed plaques in all major offices recognising Traditional Owners

and acknowledging them as the original custodians of the land. Where possible these plaques reflect local languages. In addition all formal meetings commence with an Acknowledgement of Country.

In 2011 we established our first Reconciliation Action Plan with a focus on:

- Appropriate and effective services;
- Employment;
- Organisational culture;
- Local collaboration; and
- Social justice.

We believe we can have the biggest impact on social justice and equality between Aboriginal and non-Aboriginal peoples by supporting Aboriginal and non-Aboriginal clients with our services and partnering with Aboriginal Community Controlled Organisations, which are the main focus areas of this plan. We enhance our impact through supporting Aboriginal employees.

This Reconciliation Action Plan has been developed to guide us as individuals and as an organisation further down this path. More information about Anglicare WA's journey of reconciliation can be found at anglicarewa.org.au/who-we-are/Our-Commitment-to-Reconciliation.



Our Organisation

600
staff

250
volunteers

56
locations

86
services

In line with Anglicare WA's vision of a just and fair Western Australia where everyone can thrive, our priority is to grow strong communities and strong people within them. We believe that strong relationships are the way to achieve this; that the challenges of life are best met together, by networks of friends and neighbours, colleagues and communities. Our purpose is to drive positive outcomes for those in need and challenge barriers to thriving.

We support Western Australia's most disadvantaged people through the services we provide. Aboriginal peoples are over-represented amongst the State's most socially and economically disadvantaged people. Addressing deep injustices and inequalities is a core part of achieving our purpose and vision.

Anglicare WA is one of the largest and most respected community services organisations in Western Australia. With 600 staff and more than 250 volunteers we have a large footprint across the State, operating from 56 metropolitan and regional locations and offering 86 services.

We provide services which relate to:

- Strengthening relationships;
- Responding to trauma and family violence;
- Housing people experiencing homelessness (also supporting those at risk of homelessness);
- Building financial resilience;
- Supporting people to live with and recover from adversity in the community;
- Supporting and building the capability of children, young people and parents going through separation; and
- Assisting people going through key life transitions.

Through our services, we continually aim to grow our capacity to help people and communities to thrive. Our priority of building strong communities and strong people within them is at the centre of all that we do.

At this time approximately 3% of our staff identify as Aboriginal peoples. These staff work right across Western Australia with higher representation in our regional centres, particularly the Kimberley and Goldfields regions.

Our RAP

Anglicare WA is developing a Stretch RAP because our approach to reconciliation has evolved and we believe we are able to deliver on our RAP outcomes. We want to ensure that the initiatives that are occurring across our organisation are tied together under a common vision and our progress is sustained.

Our Reconciliation Committee has developed this plan with the sponsorship of our senior leaders. It includes input from our Aboriginal and non-Aboriginal staff, our Elders Council and local Aboriginal Elders from the community locations where our services are delivered.

The plan is championed by our CEO and the RAP Committee includes Aboriginal and non-Aboriginal representatives from across the organisation, including Regional and General Managers, front line staff, specialist consultants from across the State and our Executive. Aboriginal staff are active members of the committee and have been pivotal in the drafting of the plan, particularly our Practice Consultant First Nations.

Current committee members include:

Kate Chaney	Director Innovation & Strategy (Chair)
Brad Collard*	Practice Consultant First Nations
Freya Barr	Marketing & Communications Manager
Carina Cooke	Regional Manager, North West
Samara Clark	headspace Pilbara Manager
Michelle Peter	Service Manager, Peel Region
Kathy Kickett	Youth Worker – Case Management (Foyer Oxford)
Melissa Puertollano	Aboriginal Advisor, Kimberley Family Relationship Centre
Shani Jarvis	People & Culture Manager
Vik Jeyakumar	Regional Manager, Metro
Lara Steel	Practice Excellence General Manager
Jo DeChief	Manager, Regional South & Therapeutic Specialist

Recently, Liz Hayden, a long-standing member of our Elders Council, has also joined our RAP Committee. Our external Elders Council advises the Anglicare WA Board, through its annual meeting with our Board and as required.

* Until August 2019

Anglicare WA has many services that are collaborating effectively with local Aboriginal peoples in the design, development, delivery, monitoring and evaluation of services. This provides a base for us to ensure that, over the next three years, all staff have significantly improved their participation in reconciliation, through increased opportunities for Aboriginal peoples – both as employees and service users; through respect for Aboriginal peoples, cultures, and resilience in the face of inter-generational trauma and its challenges; and through commitment and improving relationships between Aboriginal and non-Aboriginal staff, clients, managers, the Executive and Board.

Our People



Melissa Puertollano
Aboriginal Family Advisor

"My name is Melissa Puertollano and I am a Noongar (Balladong and Whadjuk) and Kija woman. I am an Aboriginal Family Advisor in the Kimberley Family Relationship Centre at Anglicare WA in Broome.

I was fortunate to have both of my parents in my life who introduced my siblings and I to different people, places and circumstances that were fun, challenging, remote and defining. I have connections to many large families across Western Australia, so we never lost a sense of who our families were or where we were from and we continue to celebrate our Aboriginality.

I am proud to have been involved in the development of Anglicare WA's Stretch Reconciliation Action Plan and to play a role in this important journey. It signifies the effort taken to building relationships with Aboriginal people and communities through listening, learning and respect."



Elizabeth (Auntie Liz) Hayden
Elders Council Member

"My name is Liz Hayden and I am a Noongar woman, wife, mother, grandmother, great grandmother and an active member of my community.

I have been walking and working on Noongar Country as a consultant in the scope of Aboriginal Mental Health for many years and I previously worked in mainstream community psychiatric support services and have provided training in Aboriginal mental health first aid and Aboriginal emotional, social, mental health and wellbeing.

I strongly believe that Country has great capacity as a healer, and I promote Return to Country for Healing. Sharing stories and solid family connections hold the Noongar community together, as we work towards challenging stereotypical beliefs that are problematic in preventing Aboriginal people receiving equity and access.

The journey of Reconciliation has been a powerful journey because Anglicare WA has integrated Aboriginal identity into its organisation. In 2002, the Anglicare WA Elders Council was formed and I have enjoyed working alongside and informing the organisation for the many years since. The journey has been one of reciprocal respect."



Our Services

Anglicare WA provides nine different service types across Western Australia. Our place-based and person-centred approach means the unique needs of our clients are always at the forefront of our work.

We recognise that to deliver services in Aboriginal communities we must establish strong local relationships. These relationships are developed slowly and gradually, demonstrating constancy and establishing trust, waiting to be invited in and then allowing the community to lead the way.

Here are examples of some of our services that have adapted to meet the needs of Aboriginal peoples and communities.

HIPPY Kalgoorlie

Since 2016, we have been delivering the nationally developed Home Interaction Program for Parents and Youngsters (HIPPY) in Kalgoorlie. This free home based parenting and early childhood learning program works with Aboriginal families over two years during school terms to empower and support parents as their child's first teacher.

We actively work with the local community to better understand the unique needs of our clients and develop a range of tailored resources and tools that improve engagement with Aboriginal families. Our home tutors are Aboriginal parents who are trained in parenting services and able to bring their knowledge and skills to provide empathetic and culturally appropriate support to Aboriginal families.

Kimberley Sexual Abuse Prevention and Support Service

This service offers free counselling to child and adult victims of sexual abuse and assault. Counselling takes place in a safe environment, where victims are able to work through trauma with highly qualified counsellors.

Our counsellors also deliver group programs and community education initiatives about sexual assault and abuse. This program helps people recognise the symptoms and effects of sexual abuse of children, and how to provide support for healing. Regular travel into both the West and East Kimberley ensures that people in remote Aboriginal communities are able to access this service too.

Almost 50% of clients we support through this service identify as Aboriginal or Torres Strait Islander peoples.

Family Domestic Violence Response Service

The Family Domestic Violence Response Service (FDVRS) works in partnership with the Department of Child Protection and the WA Police to improve the safety of child and adult victims of family and domestic violence. The service uses a collaborative approach that focuses on timely and early intervention following a police call out to a domestic violence incident.

Anglicare WA's FDVRS operates from Broome, Kalgoorlie, and Kununurra, responding to the individual needs of victims and community. More than 60% of our clients identify as Aboriginal or Torres Strait Islander peoples.

Kutjungka Youth – Indigenous Australians Health Program

Immersed in local culture, community and language, this service works closely with Elders to develop specialised counselling, social and emotional education and other community activities to enhance the wellbeing of young people in remote communities. Activity and task related workshops are coordinated with local Aboriginal young people, where they receive support to identify their personal goals and build self-esteem. Conversations are led by the young people involved as they go on a journey of self-discovery.

This service is based in Balgo with outreach to Mulan and Billiluna communities with all participants identifying as Aboriginal or Torres Strait Islander peoples.

We support nearly 5,000 Aboriginal clients each year



Relationships

Our success as a provider of services to people across Western Australia is largely determined by our ability to establish and sustain relationships; with the people we serve, with other service providers and within the communities in which we work. Without trust, respect, compassion and knowledge of culture, we are not able to meet the needs of Aboriginal clients and communities. We need to engage meaningfully with our Aboriginal stakeholders to ensure that our services are culturally informed and appropriate.

Anglicare WA is committed to building strong and meaningful relationships between Aboriginal peoples and other Australians. We see great value in strengthening those relationships as they will provide more appropriate and inclusive services to Aboriginal communities. Building strong relationships with Aboriginal peoples and communities will provide an inclusive and informed environment in which healing and reconciliation can take place.

Action	Deliverable	Timeline	Responsibility
1. RAP Committee actively monitors RAP development and implementation	• Oversee the development, endorsement and launch of the RAP.	September 2019	Director Innovation & Strategy
	• Ensure there are Aboriginal peoples on the RAP Committee.	September 2019, reviewed annually	Director Innovation & Strategy
	• Meet at least four times per year to monitor and report on RAP implementation.	Feb, May, Aug, Nov	Diversity & Inclusion Coordinator
	• Appoint an internal RAP Champion(s) from senior management.	September 2019	CEO
	• Review Terms of Reference for the RAP Committee.	September 2019	CEO
	• Review Terms of Reference for the Elders Council to provide guidance and cultural advice, particularly in relation to advocacy priorities.	September 2019	CEO/Chair
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	Regional Managers
	• Register all external NRW events via Reconciliation Australia's NRW website.	Annually in April	Diversity & Inclusion Coordinator
	• Encourage staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Annually in May	CEO/Diversity & Inclusion Coordinator
	• Ensure our RAP Working Group participates in Perth's Sorry Day event each year.	Annually in May	Director Innovation & Strategy

Action	Deliverable	Timeline	Responsibility
3. Maintain and leverage mutually beneficial relationships with Aboriginal peoples, communities and organisations to support positive outcomes	<ul style="list-style-type: none"> 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	Service Managers
	<ul style="list-style-type: none"> 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	Service Managers
	<ul style="list-style-type: none"> 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	Director Services
	<ul style="list-style-type: none"> Become a member of Reconciliation WA network and participate in events regularly. 	September 2019	Diversity & Inclusion Coordinator
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	<ul style="list-style-type: none"> Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. 	September 2019	Marketing Manager
	<ul style="list-style-type: none"> Promote equality and equity for Aboriginal peoples through public advocacy, including at least one external advocacy campaign annually. 	December, reviewed annually	CEO/ Advocacy Lead
	<ul style="list-style-type: none"> Engage our senior leaders in the delivery of RAP outcomes through inclusion in the 2019-2022 Strategic Plan. 	December 2019	CEO
5. Ensure we provide culturally appropriate services	<ul style="list-style-type: none"> 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	Director Services
	<ul style="list-style-type: none"> Identify at least two formal or informal local forums or networking groups concerning culturally appropriate service delivery. 	September 2019	Service Managers
	<ul style="list-style-type: none"> Attend, listen and report back learnings from at least two forums to Anglicare WA and across the community sector each year. 	June 2020, 2021	Director Services
	<ul style="list-style-type: none"> Listen and share across the community sector through participation in local formal and informal Aboriginal networking groups. 	Ongoing, reviewed annually in September	Service Managers
	<ul style="list-style-type: none"> 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	First Nations Consultant
	<ul style="list-style-type: none"> Communicate that all our service venues are culturally appropriate by displaying Aboriginal flags, posters and signs. 	September 2019	Service Managers
	<ul style="list-style-type: none"> Develop an internal Aboriginal practice framework, integrated with our Service Excellence approach. 	June 2020	First Nations Consultant



Respect

Anglicare WA acknowledges that Aboriginal peoples are the Traditional Owners of the land and values the inherent strengths of Aboriginal peoples. We celebrate the continuing cultures of Aboriginal peoples and recognise the ongoing contribution to our communities.

We acknowledge the past, recognise the impact the past has had on Aboriginal peoples and will work with Aboriginal communities in a manner that is cognisant of how the past still affects the present day in very real and tangible terms.

Action	Deliverable	Timeline	Responsibility
6. Increase knowledge and understanding of Aboriginal cultures, histories and achievements	<ul style="list-style-type: none"> 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	Learning & Development Manager
	<ul style="list-style-type: none"> Require all staff to undertake online cultural learning activities, either through Reconciliation Australia's Share Our Pride online tool or equivalent. 	December 2019	Director People & Culture
	<ul style="list-style-type: none"> Ensure cultural learning activities are part of induction. 	December 2019	Director People & Culture
	<ul style="list-style-type: none"> 50% of full-time and part-time staff to undertake face to face cultural workshop learning activities, including RAP Committee and Executive. 	December 2020	Director People & Culture
	<ul style="list-style-type: none"> 10% of full-time and part-time staff to undertake cultural immersion learning activities. 	December 2020	Director People & Culture
	<ul style="list-style-type: none"> Provide 1:1 cultural support to all Aboriginal staff, through our First Nations Consultant or other Aboriginal staff, as requested. 	December 2020	First Nations Consultant / Regional Managers
	<ul style="list-style-type: none"> Maintain a cultural directory of local Aboriginal organisations at all service locations. 	December 2019	Service Managers

Action	Deliverable	Timeline	Responsibility
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	First Nations Consultant
	• Invite a local Traditional Owner to provide a Welcome to Country, at significant events each year, including at our Annual General Meeting and all other public events.	At least annually	CEO
	• Maintain and review a list of key contacts for organising a Welcome to Country.	December 2019	First Nations Consultant
	• Include an Acknowledgement of Country at the commencement of internal meetings and all other gatherings.	Review annually in June	CEO
	• Create and display an Acknowledgment of Country plaque in all of our offices.	December 2019	Facilities Coordinator
	• Continue to include an Acknowledgement of Country in our meeting templates.	Review annually in June	Service Managers
	• Continue to include Reconciliation as a standing item in all formal internal service delivery meetings.	Review annually in June	Manager Governance, Quality, Risk
	• Where possible, fly Aboriginal and Torres Strait Islander flags at Anglicare WA offices.	December 2019	CEO
8. Celebrate NAIDOC Week and provide opportunities for Aboriginal staff to engage with culture and community during NAIDOC Week	• Support all staff to participate in NAIDOC Week events in the local community.	Annually in June	Director, People & Culture
	• Provide opportunities for all Aboriginal staff to participate in community NAIDOC Week events.	Review annually in June	Director Services
	• Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	Review annually in June	Service Managers
	• In consultation with Aboriginal peoples, hold an internal or public NAIDOC Week event.	Review annually in June	First Nations Consultant/ Service Managers
	• Senior staff to promote NAIDOC Week through email and internal and external social media.	Review annually in June	Director Innovation & Strategy
	• Develop a calendar of significant Aboriginal events and activities to promote them.	Review annually in June	Diversity & Inclusion Coordinator
9. Undertake advocacy on behalf of our Aboriginal clients	• Confirm Aboriginal advocacy priorities with the Elders Council annually.	February	CEO
	• Use appropriate channels to further Aboriginal advocacy priorities.	Review annually in February	CEO
	• Check all advocacy messaging with Elders Council Chair.	Review annually in February	CEO



Opportunities

It is important for our staff, our communities and for the Aboriginal peoples accessing our services to integrate an Aboriginal worldview across our organisation and systems, establishing meaningful relationships between service providers and Aboriginal Elders and community, and building staff capacity to enhance cultural security.

In order to provide the best services amongst Aboriginal communities, we need to be an employer of choice for Aboriginal peoples. In order to provide opportunities in the workplace, we need to have traineeships and specific strategies to bring Aboriginal employees to Anglicare WA. We then need to ensure they are supported and developed so that they have the opportunity to reach their potential as employees. We must ensure the voice of Aboriginal staff and Elders can reach all levels and areas of the business, in order to ensure our services are culturally appropriate and that staff are appropriately supported.

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal recruitment and retention	Recruitment:		
	• Increase Aboriginal employment to 7%.	June 2022	Director People & Culture
	• Develop, implement, review and update Aboriginal employment and retention strategy, which includes professional development.	December 2019	Director People & Culture
	• Engage with existing Aboriginal staff to consult on employment strategies, including professional development.	December 2019	Director People & Culture
	• Include an Aboriginal person on recruitment panels for community and client-facing roles where possible.	Review annually in June	Director People & Culture
	• Commence interviews with an Acknowledgment.	Review annually in July	Director People & Culture
	• Support unsuccessful Aboriginal job applicants to seek alternative roles within the organisation.	December 2020	Director People & Culture
	• Advertise all job vacancies through Aboriginal networks.	December 2020	Director People & Culture
	• Create at least 3 Aboriginal employment pathways per year, such as traineeships and placements.	Review annually in June	Director People & Culture



Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal recruitment and retention (continued)	<ul style="list-style-type: none"> Investigate funding to develop an Aboriginal Graduate Program. 	June 2020	Director People & Culture
	<ul style="list-style-type: none"> Provide development opportunities for Aboriginal staff to support their transition to leadership positions. 	Review annually in June	Director People & Culture
	Retention:		
	<ul style="list-style-type: none"> Provide cultural mentoring for all Aboriginal staff as required. 	Review annually in June	First Nations Consultant
	<ul style="list-style-type: none"> Provide Aboriginal staff the opportunity to meet for support and to advise the organisation. 	Quarterly from September 2019	First Nations Consultant
11. Increase Aboriginal supplier diversity	<ul style="list-style-type: none"> Develop and implement, an Aboriginal procurement strategy. 	December 2019	Director Corporate Services
	<ul style="list-style-type: none"> Develop at least three commercial relationships with Aboriginal and/ or Torres Strait Islander businesses. 	June 2022	Director Corporate Services
	<ul style="list-style-type: none"> Where possible, obtain at least one quote from an Aboriginal business for all procurement contracts over \$20,000. 	Review annually in June	Director Corporate Services
12. Clinical supervision	<ul style="list-style-type: none"> Provide clinical supervision to staff at Aboriginal Community Controlled Organisations where requested and where feasible. 	Review annually in June	Regional Managers



Governance 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	Director Innovation & Strategy
	• Investigate participation in the RAP Barometer.	May 2020 and 2022	Diversity & Inclusion Coordinator
	• Develop and implement systems and capability needs to track, measure and report on RAP activities.	May 2020	Diversity & Inclusion Coordinator
	• Measure our progress against our RAP using Results Based Accountability.	Biannually	Business Intelligence Team
14. Report RAP achievements, challenges and learnings internally and externally	• Publicly report our RAP achievements, challenges and learnings.	Annually in June	Director Innovation & Strategy
	• Communicate quarterly updates on RAP progress to all staff.	Quarterly	Diversity & Inclusion Coordinator
15. Review, refresh and update RAP	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	January 2022	Director Innovation & Strategy
	• Send draft RAP to Reconciliation Australia for feedback.	Commence March 2022	Director Innovation & Strategy
	• Submit draft RAP to Reconciliation Australia for formal endorsement.	Receive by June 2022	Director Innovation & Strategy
16. Elders Council	• Report to our Elders Council semi-annually on progress against our RAP.	February and August annually	CEO



Tyne Campbell and Georgina Edwards, with assistance from Keenan Edwards, (Ngarinyin side) performing the Welcome to Country smoking ceremony on Ngarinyin and Balangara lands at Home Valley Station on the Gibb River Road for the East Kimberley Anglicare WA 2019 Conference



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