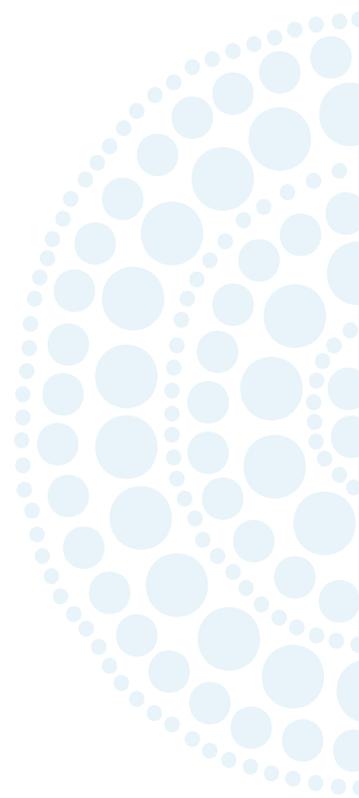




# Anglicare WA Stretch Reconciliation Action Plan

September 2023 – September 2026



AnglicareWA™



RECONCILIATION  
ACTION PLAN  
STRETCH

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## Acknowledgement of Country

Anglicare WA acknowledges 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.

## Use of language

### A note on referring to Aboriginal and Torres Strait Islander Peoples

Our staff, clients and community have varying preferences on the way they would like to be referred to. We ask first and mostly refer to people acknowledging their nation/language group names. As our services are on multiple First Nations Countries across WA, in this document we use Aboriginal and Torres Strait Islander Peoples and sometimes Aboriginal if we are talking about Traditional Owners in WA.





**Hayley Thompson**  
*Artist*

## About the Artist

Hayley Thompson is a proud Noongar and Yuggera yorga (Noongar - Perth & south-west of Western Australia, Yuggera: Brisbane, Ipswich). Hayley was born and raised on Whadjuk Noongar Boodja (Perth Noongar country) working in community and youth services and Aboriginal health for ten years. Working most recently in Port Hedland (Pilbara) as a Youth Mental Health Clinician for headspace South Hedland, whilst running her own Aboriginal art business part-time.

Headspace Hedland is proudly operated by Anglicare WA. (All headspace services are funded by the Australian Government Department of Health and Aged Care. Administration of funding is carried out by the headspace centre's local Primary Health Network, in this case, Country WA PHN (WA Primary Health Alliance).



## Artwork Description

Hayley has created artwork for Anglicare WA that represents growth, journey and community moving forward. It reflects Anglicare WA's vision "We believe in a just and fair Western Australia where everyone can thrive". Individual and community growth is imperative, we achieve this by supporting each other, learning from one another, and working with each other to better the health, lives, and outcomes for all. Communities flourish when its members live and work with passion, and that's why it is important we all support each other through life's journey. No matter where we are at in our own journey, we can positively

impact other people's journeys by showing respect and compassion. Communities coming together focusing on strengths only increases the power of people and promotes happiness and health prosperity.

The colours of this artwork reflect Anglicare WA's branding, which also reflects contemporary Aboriginal and Torres Strait Islander art colours of blue (water) and orange (land). There are four meeting places on the artwork which reflects the four key geographical areas that Anglicare WA employees and volunteers work in. East Perth hub, wider Metropolitan, Regional Western Australia, and Remote Western

Australia, all connected by the travelling footprints that represent the journeys of our Western Australian people. The groups of circles represent the different communities that Anglicare WA service. These communities are groups of people within our state such as workplaces, schools, community groups, sporting groups and support groups.

The outer parts of this artwork showcase the waterways and the hills that cover Western Australian lands. 'Culture, Community and Country' are three imperative parts of the artwork and ultimately three imperative parts to reconciliation.

## Welcome

**We are proud to present Anglicare WA's new Stretch Reconciliation Action Plan (2023-26), embodying our belief that reconciliation is everyone's responsibility.**

Anglicare WA's vision is for a just and fair West Australia where everyone can thrive, and our purpose is to drive positive outcomes for those in need and challenge barriers to thriving. We recognise the disproportionate impact these challenges have on Aboriginal and Torres Strait Islander people, and we reaffirm our commitment to Reconciliation.

Our past Stretch RAP journey (2019-2022) has seen us strengthen our commitment to reconciliation through the delivery of targeted cultural awareness training and immersion programs. Our Aboriginal business procurement has increased, we have made changes to our workplaces to improve cultural safety, increased staff involvement in honouring days of significance for Aboriginal people, and we have developed an Aboriginal Employment and Career Strategy which focuses more on Aboriginal staff retention and recruitment.

There are challenges on every journey and along with our successes we faced tests. Increasing and retaining Aboriginal staff continues to be a focus. Discussing, consulting, listening to, and collaborating with Aboriginal stakeholders and our advisors about our place in delivery of services to Aboriginal people and communities, while respecting the right to self-determination continues to be at the forefront of our decision making. We recognise there are some services that may be better delivered by Aboriginal organisations, and we may need to step aside. These are challenges we know we need to work on during this new Reconciliation journey (2023-26).

Our new Stretch RAP (2023-26) has a focus on ensuring our services are accessible and culturally safe for Aboriginal and Torres Strait Islander people, it seeks to deepen and develop stronger relationships with Aboriginal organisations, through genuine partnerships and offers of support and guidance when and if needed. Aboriginal employment and career advancement are important factors to improve outcomes, so increased activity is also geared towards providing opportunities for Aboriginal employment. An important part of our RAP is to explore the possibility of transitioning some of our services to be Aboriginal led.

We are thankful to our Aboriginal Advisory Group, Aboriginal Torres Strait Islander Engagement Lead and RAP Committee for their assistance and support on this journey. We also welcome our new Director of Aboriginal Engagement and General Manager Aboriginal Service Strategy who will provide additional momentum moving forward.

The Board and the Executive, with the guidance of our Aboriginal Advisory Group are committed to leading and supporting the organisation on this new Reconciliation Journey (2023-26).

Our organisation provides frontline community services, so we are acutely aware the COVID pandemic has brought a variety of new challenges to the community. To continue supporting the West Australian community through these issues, we need to continue to move and shift to respond effectively as homelessness, poverty, social issues, and mental health concerns increase across the state.



**Mark Glasson**  
Chief  
Executive  
Officer



**John Atkins**  
Chairperson

## Message from Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Anglicare WA on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP), its third RAP overall.

The RAP program provides organisations with a framework to contribute to the reconciliation movement through the pillars relationships, respect and opportunities. This framework allows for continuous development, pushing organisations to embed and expand on their commitments, while adapting to obstacles as they arise.

Anglicare WA has a mandate to serve Western Australians in need, and to challenge the barriers that prevent communities from thriving. Upholding principles of person-centred service delivery, it has recognised over its reconciliation journey the positive changes that result when Aboriginal and Torres Strait Islander peoples have self-determination and agency over the services they access.

To this end, this Stretch RAP looks to increase the cultural safety and accessibility of Anglicare WA's operations, to make sure that Aboriginal and Torres Strait Islander peoples are the stewards and active decision-makers in the programs that support their communities.

Supporting this aim are the foundations that the not-for-profit established in its previous RAP – its first Stretch RAP – where Anglicare WA focussed on its relationships with Aboriginal and Torres Strait Islander people and organisations, as well as investing in its employees' capabilities on and awareness of First Nations cultural safety.

Anglicare WA is looking to form two-way learning relationships with Aboriginal Controlled Organisations in this Stretch RAP, where expertise is shared and multiplied, and guiding principles for engagement are continuously improved. It is also investigating supporting the transition of Aboriginal Controlled Organisations into primary leadership roles in service provision for First Nations clients.

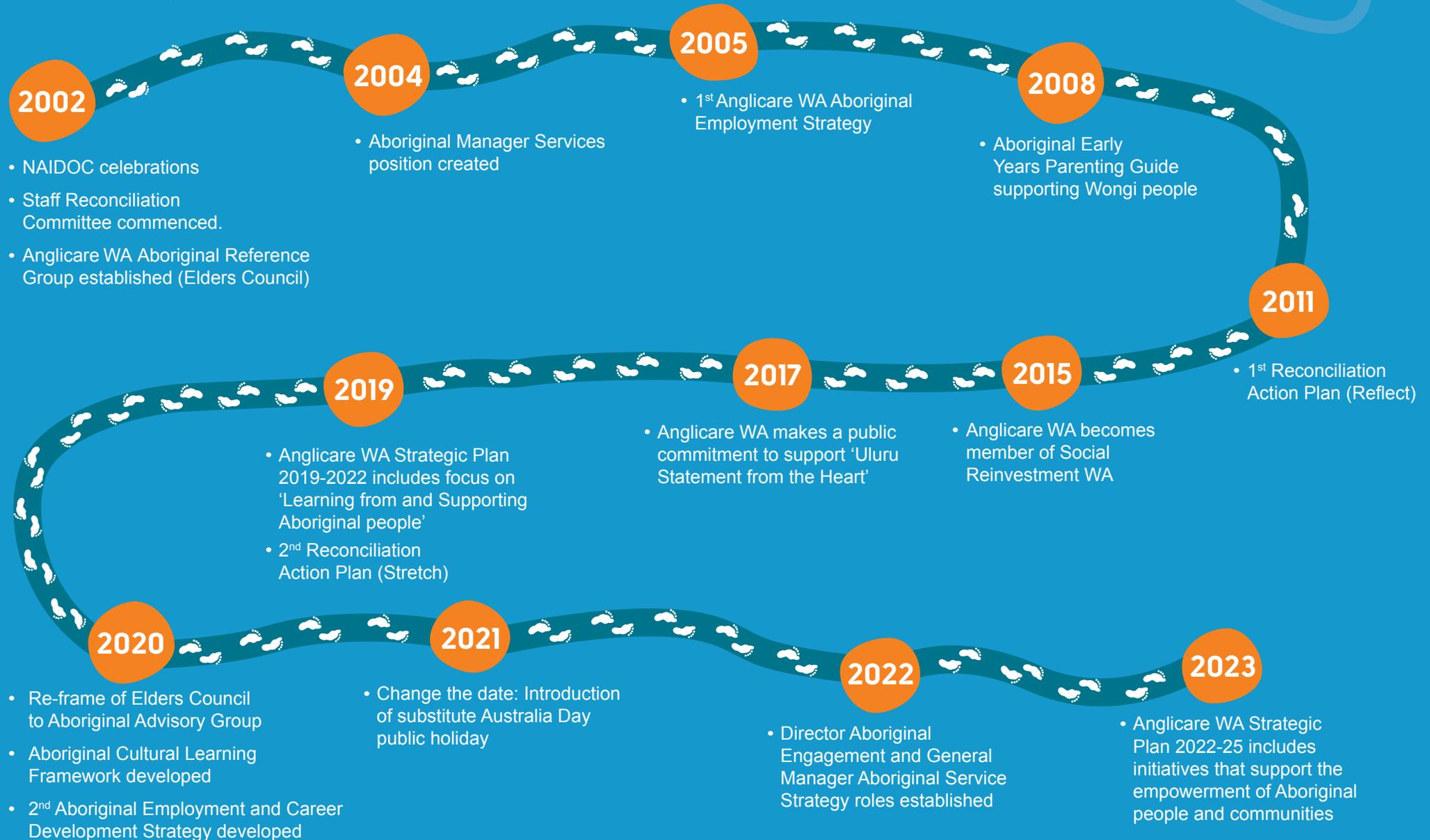
These initiatives, among many others, are demonstrative of Anglicare WA leveraging its operations and sphere of influence to create tangible benefits for Aboriginal and Torres Strait Islander people.

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



**Karen Mundine**  
*Chief Executive Officer  
Reconciliation Australia*

## Our Journey



## Our vision for reconciliation

Our vision is for Aboriginal and Torres Strait Islander peoples to be treated equally and to thrive. By sharing our expertise when and if needed, providing culturally safe services, and being an ally to Aboriginal and Torres Strait Islander peoples, we can help achieve this goal.

A Western Australia embracing its rich Aboriginal and Torres Strait Islander history, moving forward to build a nation based on respect for First Nations Peoples.

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## Principles

Our commitment to reconciliation is founded on these principles:

- Support Aboriginal and Torres Strait Islander self-determination. Self-determination is an 'ongoing process of choice' to ensure that Aboriginal and Torres Strait Islander communities can meet their social, cultural, and economic needs
- Build and maintain trusting and respectful relationships with Aboriginal and Torres Strait Islander peoples.
- Work alongside Aboriginal and Torres Strait Islander communities to dismantle barriers that prevent people living in an equitable Western Australia.
- Recognise and value the importance of cultural beliefs including, Aboriginal and Torres Strait Islander Lore, traditions, kinship and Aboriginal and Torres Strait Islander 'ways of doing'.
- Strive for social justice with Aboriginal and Torres Strait Islander peoples, delivering equitably in all aspects of our work .
- We are committed to having empowering relationships with individuals and communities guided through our activities and programs.
- Acknowledge and respect Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Australia.

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 online.



## Our Business

Anglicare WA is an incorporated not-for-profit organisation dedicated to serving Western Australian individuals, families, and communities. Our purpose is to drive positive outcomes with those in need and challenge barriers to thriving.

Anglicare WA is committed to person-centred service delivery, ensuring that the person who receives the service is at the centre of determining what supports they need and how they should be delivered. As an agency, we believe that people are experts on what services will best suit their own needs, and our role is to support them on their journey to thriving.

As a leading not-for-profit organisation, Anglicare WA has an important role in building strong communities and families, supporting people to enhance their resilience and capacity to thrive. Anglicare WA influences policy makers and ensures that institutions and systems are attuned to the needs of all people in the community. With a significant role in advocacy at both a State and National level, the organisation is widely respected for its expertise, leadership, and capacity to drive positive and lasting change.

## Our Service

We currently provide 89 different services in 74 communities throughout Western Australia, from Kununurra in the North to Albany in the South. Our services are available to people from all walks of life. We support people, families and communities across the following categories:

- Aboriginal communities
- Counselling and separation services
- Disability support services
- Family and domestic violence
- Financial assistance
- Housing and homelessness
- Mental health and suicide postvention
- Parenting support
- Sexual abuse support services
- Youth services

Overall, we have 655 staff with 5.3% (percentage) identifying as Aboriginal and/or Torres Strait Islander people.



## Reflections on our RAP Journey 2019-2022

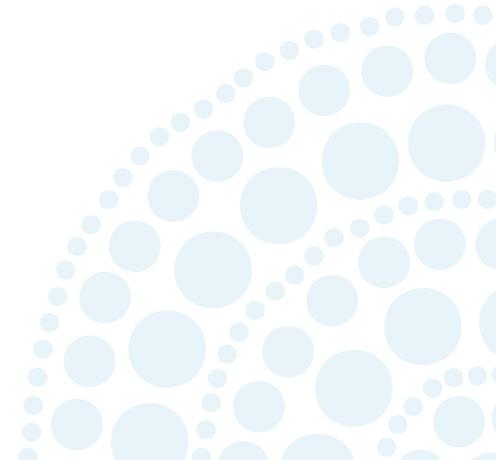
We believe Reconciliation Action Plans (RAPs) are important as they enable us to be more accountable to the wider Western Australian communities and our clients. Collaborating with Reconciliation Australia is a great way to adopt best practice activities and troubleshoot problems (please see link for more information - [www.reconciliation.org.au](http://www.reconciliation.org.au)).

Anglicare WA has been on a formal reconciliation journey since 2002. In 2019 the organisation commenced its first Stretch RAP, this RAP was comprehensive and helped lay the building blocks required to improve Aboriginal and Torres Strait Islander cultural awareness and safety within the organisation, these are some of the activities undertaken during our previous RAP:

- Celebrating and learning more about the world's oldest continuing culture through targeted cultural awareness and immersion activities.
- Developing and fostering positive relationships with Aboriginal and Torres Strait Islander communities and organisations through sharing our expertise, when and if needed.
- Learning from Aboriginal and Torres Strait Islander people and engaging formal and informal partnerships. Developing strategies and processes to increase Aboriginal and Torres Strait Islander business procurement.
- Enhancing cultural safety by implementing changes to our workplaces and establishing structures to support those changes.
- All Anglicare WA sites display Aboriginal and Torres Strait Islander and Torres Strait Islander flags and Acknowledgements of Country.
- Developing a strategy for Aboriginal and Torres Strait Islander Employment and delivery of key initiatives relating to retention and recruitment.
- Providing public advocacy and support for a range of social justice issues impacting Aboriginal and Torres Strait Islander people.

## Key achievements

- Aboriginal and Torres Strait Islander supplier expenditure has increased since 2019, with total expenditure for this reporting period being \$560k. Development and promotion of an Aboriginal Procurement Policy, alongside system changes assisting us to capture Aboriginal and Torres Strait Islander supplier information and promote uptake of Aboriginal and Torres Strait Islander suppliers.
- 87% of current full & part time staff have attended face to face cultural awareness training. COVID prevented face to face delivery at different times during reporting period, however we still trained groups via zoom.
- Inductees receive a presentation on how to organise a Welcome to Country and how to do an Acknowledgement of Country. This induction also includes an overview of Aboriginal and Torres Strait Islander engagement activities, policies, and strategic initiatives.
- Development of an Aboriginal and Torres Strait Islander Cultural Security Practice Guide.
- Development and commencement of our Aboriginal and Torres Strait Islander Employment and Career Development strategy.
- Staff participation in NAIDOC week, Sorry Day, and National Reconciliation Week celebrations increased.
- Creating of an Aboriginal and Torres Strait Islander business directory and portal accessible for all staff.
- Increase in partnerships formal and informal with Aboriginal and Torres Strait Islander Community Controlled Organisations (ACCO).
- Deepening relationships with some ACCOs, through sharing our expertise where required.
- Stronger public advocacy on supporting Aboriginal and Torres Strait Islander recognition and social justice issues.



## Key learnings

- COVID related restrictions impacted on Aboriginal Advisory Group face-to-face meetings, staff travel to the regions, staff attending and organising events for some NAIDOC and National Reconciliation Week celebrations.
- Retaining and recruiting Aboriginal and Torres Strait Islander employees remains a challenge. Aboriginal and Torres Strait Islander employment numbers currently sit at 5.3% of our workforce from an original baseline of 3.0%. Our goal for Aboriginal and Torres Strait Islander employment remains at 7%. We are committed to better retaining and attracting Aboriginal and Torres Strait Islander employees, and also providing career leadership development opportunities for our Aboriginal and Torres Strait Islander staff members.
- We are experiencing difficulties getting our staff to register their online Aboriginal and Torres Strait Islander cultural learning activities, even though we know that many of our staff have participated in activities. In addition to the mandatory Aboriginal cultural learning piece every year, we provide a list of online learning activities on our spark learning and development system.
- 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. There have been times when Cultural Awareness facilitators or the Aboriginal and Torres Strait Islander Engagement Lead have had to answer questions or direct staff to explore new learnings and engage in respectful but truthful discussions.
- Several ACCOs were instrumental in enabling us to learn, reflect, and move forward in a positive manner in order to support Aboriginal and Torres Strait Islander communities toward self-determination rather than taking over, challenging the organisation's position on how it supports ACCOs and builds capacities.
- Ensuring we are continually getting advice from our Aboriginal Advisory Group and Aboriginal and Torres Strait Islander Engagement Lead, when developing advocacy messages and campaigns involving Aboriginal people.



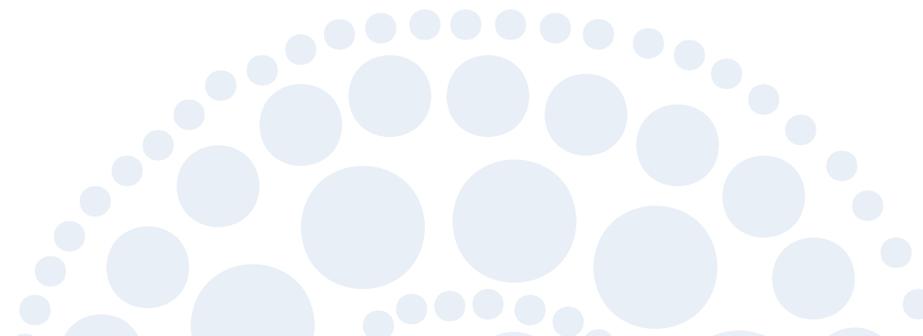
## Consultation process

There were 12 members on our Reconciliation Committee (see list below), which meets bimonthly to support, monitor, and champion our RAP activities. A voluntary recruitment process is used to recruit members, Managers allow staff time to participate in meetings and Reconciliation Committee members are sometimes offered invites to events supporting reconciliation.

- **Vik Jeyakumar**  
General Manager,  
Metropolitan Services
- **Melanie Pearse**  
Practice Consultant,  
Family Law Services
- **Jasmine Gregory**  
Aboriginal and Torres Strait  
Islander Engagement Lead –  
RAP Champion
- **Shelley Micale**  
(Until May 2023)  
Director People and Culture
- **Kate Chaney**  
(Until Feb 2022)  
Director of Innovation and  
Strategy – RAP Chairperson
- **Georgina Peel**  
Housing Support Worker
- **Michelle Peter**  
Service Manager,  
Rockingham and Peel
- **Kathy Kickett**  
Youth Worker,  
Foyer Oxford
- **Carina Cooke**  
General Manager,  
Regional North Services
- **Shani Jarvis**  
General Manager,  
People and Culture
- **Joshua Egan**  
(Until 2022)  
Manager,  
Learning and Development
- **Justine Hansen**  
Manager,  
Bindjareb Childhood and  
Parenting Programs

In 2021 the group met with our Aboriginal and Torres Strait Islander Advisory Group for lunch. Discussions around this new Stretch RAP commenced at the beginning of the 2022 year, with committee members putting forward ideas for the new RAP and then reviewing the final draft. Other stakeholders who were consulted with around the development of this new RAP include:

- Reconciliation Committee meeting, tabled RAP actions for discussion and draft
- Regional Managers meeting (GRMM) meetings x2
- Senior Management meeting for review (Nov 22)
- A copy provided to our Aboriginal and Torres Strait Islander Advisory Group. This group is made of Aboriginal community representatives, who provide us with advice and guidance with relation to Aboriginal engagement and service delivery. Review and comment (7th Dec 22, 15th Feb 2023, 15th May 2023)
- Sent to and discussed with Regional Managers, Executive and Anglicare WA Board
- Discussed on 'Town Hall' a regular online meeting for all Anglicare WA staff



## Our new Stretch Reconciliation Action Plan 2023-26

We will continue to work in these areas to maintain momentum:

- Aboriginal and Torres Strait Islander business procurement, continuing to utilise our existing Aboriginal and Torres Strait Islander suppliers for services and identifying new Aboriginal and Torres Strait Islander business providers.
- Implementation of our revised Aboriginal and Torres Strait Islander Employment and Career Development Strategy, enhancing and reviewing strategies for Aboriginal and Torres Strait Islander employment retention.
- Continuing the activities outlined in our Aboriginal and Torres Strait Islander Cultural Learning Strategy, which includes cultural awareness and immersion training and online learning requirements.
- Developing and enhancing relationships with ACCOs.
- Support and promote reconciliation across services ensuring that days of significance and celebration for Aboriginal and Torres Strait Islander peoples are celebrated and accessible.

This RAP reporting period has seen a number of changes externally and internally that require further attention.

- Enhance cultural security and adhere to local protocols through the roll out of an Aboriginal and Torres Strait Islander Cultural Security Framework and service guide into our services.
- Continue to support ACCOs to take a primary leadership role in service provision.
- If invited, we will share our expertise with the Aboriginal and Torres Strait Islander communities we work in.
- Promote positive race relations through anti-discrimination strategies.

## Our new Focus Areas and Actions

A framework for reconciliation is provided by Reconciliation Australia to support relationships, respect, and reconciliation initiatives in the workplace and beyond. In line with this framework, we have developed a number of focus areas. Based on our learnings, achievements, and consultations, we identified the following focus areas for our new Stretch RAP journey (2023-2026). In the following pages, we outline the focus areas, activities, and accountabilities associated with them.

### Anglicare WA's 2023 -2026 Stretch RAP Reconciliation Committee

All staff at Anglicare WA are welcomed to join us on our reconciliation journey. Membership is comprised of staff members from across our services, across our locations and across staffing and executive levels. We have Aboriginal staff from different services, locations, and staffing areas as well.

#### Aboriginal and Torres Strait Islander representatives

- **Leone Cottam-Williams** (Director, Aboriginal Engagement – RAP Chairperson)
- **Jasmine Gregory** (Aboriginal and Torres Strait Islander Engagement Lead – RAP Champion)
- **Georgina Peel** (Housing Support Worker)
- **Robyn Stavrou** (Financial Counsellor)
- **Jarred Wall** (General Manager, Aboriginal Service Strategy – RAP Champion)

#### Non-Indigenous Reconciliation Champions

- **Carina Cooke** (General Manager, Regional North Services)
- **Justine Hansen** (Manager, Bindjareb Childhood and Parenting Programs)
- **Shani Jarvis** (General Manager People and Culture)
- **Vik Jeyakumar** (General Manager, Metropolitan Services)
- **Kathy Kickett** (Youth Worker, Foyer Oxford)
- **Rachel Koulizous** (Practice Consultant Children and Families)
- **Kathryn Laferla** (Director, People and Culture)
- **Claire Lucas** (Director, Strategy and Innovation)
- **Tarsha Lucas** (Project Analyst, Digital Solutions)
- **Melanie Pearse** (Practice Consultant, Family Law Services)
- **Michelle Peter** (Service Manager Rockingham and Peel)
- **Gary Steadman** (Service Manager, East Perth)
- **Chris Thomason** (Chaplain)

## RAP FOCUS AREA

**Build a culturally secure and respectful service**



**A culturally inclusive, safe, and responsive workplace**



**Support Aboriginal and Torres Strait Islander Communities**



**Performance and accountability**



# Support Aboriginal and Torres Strait Islander Communities



Value and respect Aboriginal knowledge, systems and expertise and the right to self-determination and empowerment, through supporting positive outcomes for those in need and challenge barriers to thriving.

Focus area: aligns to pillar 3 initiative 7 (Mobilise Community Action) of Anglicare WA's Strategic Plan 2022-25

Action	Deliverable	Timeline	Responsibility
<b>01.</b> Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander and Torres Strait Islander stakeholders and organisations to support positive outcomes.	Meet with local Aboriginal and Torres Strait Islander and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	Aug 2024 Aug 2025 Aug 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: General Manager Aboriginal Service Strategy
	Working with Aboriginal and Torres Strait Islander stakeholders, develop, update and implement an engagement and/or expertise sharing plan.	March 2024	Lead: Director, Aboriginal Engagement Support: General Manager Aboriginal Service Strategy
	Establish and maintain 3 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	June 2026	Lead: General Manager Statewide Services Support: Regional Managers
<b>02.</b> Undertake mutual capacity building & knowledge share activities in partnership with ACCOs	Undertake an independent evaluation of opportunities for service transition, if endorsed by local Aboriginal and Torres Strait Islander community.	March 2024	Lead: General Manager Aboriginal Service Strategy Support: General Managers (services), Service Manager
	Establish resources required to support sharing of expertise and promote to services.	Sept 2023	Lead: Chief Executive Officer Support: Director, Aboriginal Engagement
	If invited by ACCOs, support at least 6 sharing mutual expertise projects.	Aug 2026	Lead: General Manager Statewide Services Support: General Manager Aboriginal Service Strategy
	In consultation with ACCOs, investigate the transition of 3 appropriate services to Aboriginal Community Controlled Organisations.	April 2026	Lead: General Manager Aboriginal Service Strategy Support: Director Services, Director Aboriginal Engagement, General Manager Statewide services, Regional Managers.

Action	Deliverable	Timeline	Responsibility
<b>03.</b> Develop a Framework for the organisation to walk with ACCOs in a Culturally informed, safe and respectful way.	Develop a Framework for the organisation to walk with ACCOs in a culturally informed, safe and respectful way.	Feb 2024	Lead: Director, Aboriginal Engagement Support: General Manager Aboriginal Service Strategy
	Educate staff about the above-mentioned Framework with the intent of raising cultural intelligence within the organisation.	Apr 2024	Lead: Director, Aboriginal Engagement Support: General Manager Aboriginal Service Strategy
<b>04.</b> Celebrate National Reconciliation Week (NRW) events to build, strengthen and maintain relationships with Aboriginal and Torres Strait Islander staff and communities.	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	15 May Annually	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
	Reconciliation Committee members to participate in 2 external NRW events.	27 May - 3 June 2024/2025/2026	Lead: Director, Aboriginal Engagement Support: Reconciliation Committee
	Encourage and support staff and senior leaders to participate in 4 external events to recognise and celebrate NRW each year.	27 May - 3 June 2024/2025/2026	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead, Reconciliation Committee
	Organise 4 internal NRW events, including at least one organisation wide NRW event, each year.	27 May - 3 June 2024/2025/2026	Lead: Aboriginal and Torres Strait Islander Engagement Lead Support: Diversity and Inclusion Lead
	Register all our NRW events on Reconciliation Australia's NRW website.	15 May 2024/2025/2026	Lead: Aboriginal and Torres Strait Islander Engagement Lead. Support: Diversity and Inclusion Lead, Media and Marketing Manager
	Encourage RAP Committee to participate in Sorry Day event each year.	26th May 2024/2025/2026	Lead: Aboriginal and Torres Strait Islander Engagement Lead. Support: RAP Committee

Action	Deliverable	Timeline	Responsibility
05. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly. Public event inviting stakeholders to attend release of new RAP. Compose and distribute covering letter with RAP attached and send to key stakeholders at the Regional and State Level. Promote achievements of RAP through other forums eg. Reconciliation WA, Reconciliation Australia.	Dec 2023	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead, Director People and Culture, Diversity and Inclusion Lead
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Aboriginal and Torres Strait Islander Engagement Lead Support: Media and Marketing Manager
	Collaborate with RAP and other like-minded organisations to implement innovative approaches to advance reconciliation, including supporting and attending events run by: Danjoo Koorliny, Reconciliation Australia, Reconciliation WA, Human Rights Commission, Aboriginal and Torres Strait Islander organisations and Social Reinvestment WA.	Aug 2024 Aug 2025 Aug 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead, Reconciliation Committee
	Promote the new RAP throughout the service through: <ul style="list-style-type: none"> <li>Town Hall, social media posts, workplace posts and new staff induction sessions.</li> <li>Provide an expression of interest for new RAP members.</li> </ul>	Dec 2023	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead, Reconciliation Committee, Manager of Media and Marketing.
	Participate in local and National reconciliation groups and events held by Reconciliation WA and Reconciliation Australia.	Aug 2024 Aug 2025 Aug 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
	Anglicare WA will continue to walk with Reconciliation Australia and the Community of Practice looking at the 2023 Referendum and RAP Alignment with the UN Declaration on the Rights of Indigenous Peoples and Institutional Integrity.	Oct 2023	Lead: Director, Innovation and Strategy Support: Director, Aboriginal Engagement

Action	Deliverable	Timeline	Responsibility
<b>06.</b> Build an Aboriginal and Torres Strait Islander Staff Network to build on strengths and support across the organisation.	Build Aboriginal Staff Network across Anglicare WA.	Dec 2023	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
	Hold at least three meetings online during the year.	Oct 2024	Lead: Director, Aboriginal Engagement
		Aug 2025 Aug 2026	Support: Aboriginal and Torres Strait Islander Engagement Lead
	Hold one in-person gathering per year.	Oct 2024 Oct 2025 Oct 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
<b>07.</b> Promote positive race relations through anti-discrimination strategies.	Include anti-discrimination policies and procedures onto the RAP agenda for regular review and updating. Include as standing agenda item for P&C agenda.	Dec 2023	Lead: Aboriginal and Torres Strait Islander Engagement Lead Support: Reconciliation Committee, Director People and Culture
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	Sept 2024	Lead: Chief Executive Officer
		Sept 2025 Sept 2026 Reviewed annually	Support: Directors, General Managers, Service Managers.
	Provide ongoing education to senior leaders and managers on the effects of racism.	Sept 2024	Lead: Learning and Development
		Sept 2025 Sept 2026 Reviewed annually	Support: Aboriginal and Torres Strait Islander Engagement Lead
	Engage with the Equal Opportunity Commission to discuss opportunities for educating staff.	Dec 2023	Lead: Aboriginal and Torres Strait Islander Engagement Lead Support: Learning and Development
	Review and improve HR policies and procedures concerned with anti-discrimination.	Sept 2024	Lead: Director, People and Culture
		Sept 2025 Sept 2026 Reviewed annually	Support: Diversity and Inclusion lead, Aboriginal and Torres Strait Islander Engagement Lead
Engage with Aboriginal and Torres Strait Islander staff and, or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	Dec 2024	Lead: Director, People and Culture Support: Diversity and Inclusion Lead, Aboriginal and Torres Strait Islander Engagement Lead	
Develop, implement, and communicate an anti-discrimination policy for our organisation by 2024.	Dec 2024	Lead: Director, People and Culture Support: Diversity and Inclusion Lead, Aboriginal and Torres Strait Islander Engagement Lead	

Action	Deliverable	Timeline	Responsibility
<b>08.</b> Promote the United Nations Declaration of Indigenous Peoples to staff.	Through internal communications channels educate staff about the United Nations Declaration of Indigenous Peoples (UNDRIP).	March 2024 Sep 2024 Sep 2025	Lead: Director, Aboriginal Engagement Support: Diversity and Inclusion Lead, Aboriginal and Torres Strait Islander Engagement Lead
	Include the United Nations Declaration of Indigenous Peoples (UNDRIP) in the Cultural Security Practice guide.	Dec 2023	Lead: Director, Aboriginal Engagement Support: Diversity and Inclusion Lead, Aboriginal and Torres Strait Islander Engagement Lead
<b>09.</b> Actively promote and support the Uluru Statement from the Heart and publicly support a Voice to Parliament	Anglicare WA Board to publicly support the Uluru Statement from the Heart.	Sept 2023	Lead: Director, Aboriginal Engagement Support: Diversity and Inclusion Lead, Aboriginal and Torres Strait Islander Engagement Lead
	Anglicare WA Board to publicly support a First Nations Voice to Parliament.	Sept 2023	Lead: Director, Aboriginal Engagement Support: Diversity and Inclusion Lead, Aboriginal and Torres Strait Islander Engagement Lead
	Join other organisations in this public support.	Sept 2023	Lead: Director, Aboriginal Engagement Support: Diversity and Inclusion Lead, Aboriginal and Torres Strait Islander Engagement Lead
	Educate staff on the history of the Uluru Statement from the Heart.	Oct 2023	Lead: Director, Aboriginal Engagement Support: Diversity and Inclusion Lead, Aboriginal and Torres Strait Islander Engagement Lead
	Mobilise community to be engaged in learning more about Australia's history and the Uluru Statement from the Heart.	Oct 2023	Lead: Director, Aboriginal Engagement Support: Diversity and Inclusion Lead, Aboriginal and Torres Strait Islander Engagement Lead

## Build a culturally secure and respectful service

We recognise and value the importance of Aboriginal and Torres Strait Islander Lore, cultural beliefs, traditions, and Aboriginal and Torres Strait Islander ‘ways of doing, knowing and being’ and how if they are supported and embraced by our service, can help to remove the barriers to thrive through the delivery and uptake of culturally secure services.

Focus area: Aligns to pillar 3 initiative 7 (Mobilise Community Action) of Anglicare WA’s Strategic Plan 2022-25

Action	Deliverable	Timeline	Responsibility
<b>10.</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Update and review the Aboriginal Cultural Learning Framework in consultation with the Aboriginal Advisory Group.	May 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Manager, Talent and Organisational Development Support: Aboriginal and Torres Strait Islander Engagement Lead, Aboriginal Advisory Group
	Communicate updated Aboriginal Cultural Learning Framework with staff.	July 2024	Lead: Manager, Talent and Organisational Development Support: Aboriginal and Torres Strait Islander Engagement Lead
	Ensure all RAP Committee members, HR Managers and for the Senior Executive Group to undertake formal and structured Aboriginal cultural learning in-line with Framework.	Dec 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Manager, Talent and Organisational Development Support: Aboriginal and Torres Strait Islander Engagement Lead
	By July 2026 75% all staff undertake formal, structured, face-to-face cultural learning provided by Cultural Educators from place.	Jul 2026	Lead: Manager, Talent, and Organisational Development Support: Aboriginal and Torres Strait Islander Engagement Lead
	By July 2026 20% of staff having participated in cultural immersion training. This will be organised by location Service Managers as Anglicare WA has services located across WA on multiple different Aboriginal countries. The immersion will be relevant to place.	Jul 2026	Lead: Manager, Talent, and Organisational Development Support: Aboriginal and Torres Strait Islander Engagement Lead
	By July 2026 80% of staff have completed an online piece of Aboriginal Cultural Learning via the Anglicare WA Hive modules.	Jul 2026	Lead: Manager, Talent, and Organisational Development Support: Aboriginal and Torres Strait Islander Engagement Lead
<b>11.</b> Grow cultural intelligence around significant reconciliation dates	Develop internal communications plan for regular updates for learning around significant reconciliation dates.	March 2024 March 2025 March 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: Director People and Culture
	Share background information on reconciliation dates amongst staff on workplace, via townhall and social media.	March 2024 March 2025 March 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: Director People and Culture

<b>12.</b> Demonstrate respect to Aboriginal and Torres Strait Islander and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2025	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
	Implement and communicate the Aboriginal and Torres Strait Islander Cultural Security Framework and Practice guide throughout the organisation.	Dec 2025	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead, General Manager Aboriginal Service Strategy
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at 3 significant events each year in each region.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Regional Manager Support: Service Managers, General Manager Statewide Services, Aboriginal and Torres Strait Islander Engagement Lead
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of meetings.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Aboriginal and Torres Strait Islander Engagement Lead
	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: General Managers Support: Service Managers
	Display Acknowledgment of Country plaques in all our offices or on our buildings.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: General Managers Support: Service Managers
<b>13.</b> Engage with Aboriginal and Torres Strait Islander and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	In consultation with Aboriginal and Torres Strait Islander stakeholders, support 3 external NAIDOC Week events each year, to be shared amongst regions for each year.	First week in July 2024, 2025, 2026	Lead: Regional Managers Support: Marketing, Service Managers, Aboriginal and Torres Strait Islander Engagement Lead
	RAP Committee members to participate in an external NAIDOC Week event.	First week in July, 2024, 2025, 2026	Lead: Reconciliation Committee Chairperson Support: Reconciliation Committee members
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Mar 2024 Mar 2025 Mar 2026 Reviewed annually	Lead: Director, People and Culture Support: Aboriginal and Torres Strait Islander Engagement Lead
	Support all staff to participate in 1 NAIDOC Week event in their local service area.	First week in July 2024, 2025, 2026	Lead: Regional Managers Support: Service Managers, Aboriginal and Torres Strait Islander Engagement Lead.

## A culturally secure, inclusive, and responsive workplace



Culturally safe workplace that reflects the communities that we support. A safe and culturally responsive workplace environment is one that acknowledges, respects, and accommodates difference.

Focus area: Aligns to pillar 3 initiative 7 of (Mobilising Community Action) & pillar 1 initiative 3 (Boost Service Impact) of Anglicare WA's Strategic Plan 2022-25.

Action	Deliverable	Timeline	Responsibility
<b>14.</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander and Torres Strait Islander recruitment, retention, and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and the Aboriginal and Torres Strait Islander Employment and Career Development Strategy.	Mar 2024	Lead: Director, People and Culture Support: Aboriginal and Torres Strait Islander Engagement Lead
	Review and seek cultural input to update our existing Aboriginal Employment and Career Development Strategy, ensuring it is relevant to address key employment and retention issues for 2023-2026.	Apr 2024	Lead: Director, People and Culture Support: Aboriginal and Torres Strait Islander Engagement Lead
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander and Torres Strait Islander stakeholders.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Director, People and Culture Support: Aboriginal and Torres Strait Islander Engagement Lead
	Remove barriers to Aboriginal and Torres Strait Islander participation in our workplace by reviewing HR and recruitment procedures and policies.	Mar 2024	Lead: Director, People and Culture Support: Aboriginal and Torres Strait Islander Engagement Lead
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: Executive Team, Aboriginal and Torres Strait Islander Engagement Lead, General Manager Aboriginal Service Strategy
	Develop a training and development plan with keen Aboriginal and Torres Strait Islander staff to support development into management and senior level positions.	June 2024	Lead: Director, People and Culture Support: Director, Aboriginal Engagement, Aboriginal and Torres Strait Islander Engagement Lead
	Increase Aboriginal and Torres Strait Islander employment to 7%.	July 2024 – 4.5% July 2025 – 6% July 2026 – 7%	Lead: Director, People and Culture Support: Aboriginal and Torres Strait Islander Engagement Lead, Director Aboriginal Engagement

## 15.

### Increase Aboriginal and Torres Strait Islander and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Ensure all staff are aware of and implement the Aboriginal and Torres Strait Islander procurement strategy.	March 2024	Lead: Corporate Services Manager Support: Director, Aboriginal Engagement, Aboriginal and Torres Strait Islander Engagement Lead
Investigate and maintain Supply Nation membership.	Dec 2023 Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Corporate Services Manager Support: Aboriginal and Torres Strait Islander Engagement Lead
Develop a stakeholder relationship with the Noongar Chamber of Commerce.	March 2024	Lead: Corporate Service Manager Support: Director, Aboriginal Engagement, Aboriginal and Torres Strait Islander Engagement Lead
Maintain commercial relationships with 10 Aboriginal and/or Torres Strait Islander businesses during RAP reporting periods.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Corporate Services Manager Support: Regional Managers, Director Aboriginal Engagement.
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Corporate Services Manager Support: Director, Aboriginal Engagement, General Manager Aboriginal Service Strategy, Aboriginal and Torres Strait Islander Engagement Lead
Ensure at least one quote from an Aboriginal business for procurement contracts over \$20k	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Corporate Services Manager Support: Executive Team
Aboriginal and Torres Strait Islander procurement to increase by 10% from original baseline (July 2023) each year with annual review.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Corporate Service Manager Support: Aboriginal and Torres Strait Islander Engagement Lead

## 16.

### Develop a Cultural Security Framework.

Develop Cultural Security Framework for Anglicare WA.	Mar 2024	Lead: Director, Aboriginal Engagement Support: General Manager Aboriginal Service Development
Roll out implementation of Cultural Security Framework across all WA Sites.	Sept 2026	Lead: Director, Aboriginal Engagement Support: General Manager Aboriginal Service Development

# Performance and Accountability

## Governance and Reporting

The implementation of actions outlined in this framework will be monitored through organisations accountability mechanisms.

Action	Deliverable	Timeline	Responsibility
<b>17.</b> Establish and maintain an effective Reconciliation Committee to drive governance of the RAP.	Maintain and encourage Aboriginal and Torres Strait Islander representation on the Anglicare WA Reconciliation Committee.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead, General Manager Aboriginal Service Strategy
	Review and update the Terms of Reference for our RAP Committee.	Dec 2023	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
	Meet bi-monthly to drive and monitor RAP implementation.	Feb/April/June/ Aug/Oct/Dec Annually	Lead: Reconciliation Committee Support: Director, Aboriginal Engagement
<b>18.</b> Provide appropriate support for effective implementation of RAP commitments.	Develop a budget for the implementation of the RAP activities.	Dec 2024	Lead: Director, Aboriginal Engagement Support: Director of Innovation and Strategy, Aboriginal and Torres Strait Islander Engagement Lead
	Embed key RAP actions in performance expectations of senior management and all staff.	Sept 2024	Lead: Director, People and Culture Support: Director, Aboriginal Engagement
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	Sept 2024	Lead: Director, Innovation and Strategy Support: Director, Aboriginal Engagement
	Maintain an internal RAP Champion from senior management.	Sept 2024 Sept 2025 Sept 2026 Review annually	Lead: Chief Executive Officer Support: Director, Aboriginal Engagement, Aboriginal and Torres Strait Islander Engagement Lead
	Ensure a member of the Executive is included on the RAP Committee as the Chairperson and RAP Champion.	Dec 2023	Lead: Chief Executive Officer Support: Director, Aboriginal Engagement, Aboriginal and Torres Strait Islander Engagement Lead
	Include our RAP as a standing agenda item at senior management meetings.	Oct 2023	Lead: Executive Support: Director, Aboriginal Engagement
	Include RAP update on the board agenda every 6 months.	June 2024	Lead: Executive Support: Director, Aboriginal Engagement

**19.**  
**Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.**

Ensure our registration details are up to date with Reconciliation Australian.	Sept 2024 Sept 2025 Sept 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug 2024 1 Aug 2025 1 Aug 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sept, 2024, 2025, 2026	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
Report RAP progress to all staff and senior leaders quarterly.	March, June, Sept, Dec 2024, 2025, 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings.	Dec 2024, 2025, 2026 Reviewed annually	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024, 2025, 2026	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Sept 2026	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead

**20.**  
**Continue our reconciliation journey by developing our next RAP.**

Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2026	Lead: Director, Aboriginal Engagement Support: Aboriginal and Torres Strait Islander Engagement Lead
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## Anglicare WA Commitment in support of the Uluru Statement from the Heart

The Uluru Statement from the Heart offers a historic mandate to create a fuller expression of Australia's nationhood.

Anglicare WA has supported the Statement since 2017. We thank First Nations Peoples for their generous invitation to walk together towards a better future for all Australians and accept this invitation.

In solidarity with First Nations Peoples, communities and organisations, we commit to advocating for the Australian Parliament to implement the Uluru Statement from the Heart's requests for Voice, Treaty, Truth in full.



You can read our full commitment to The Statement and a Voice to Parliament on our website.

## Uluru Statement from the Heart

We, gathered at the 2017 National Constitutional Convention, coming from all points of the southern sky, make this statement from the heart:

Our Aboriginal and Torres Strait Islander tribes were the first sovereign Nations of the Australian continent and its adjacent islands, and possessed it under our own laws and customs. This our ancestors did, according to the reckoning of our culture, from the Creation, according to the common law from 'time immemorial', and according to science more than 60,000 years ago.

This sovereignty is a spiritual notion: *the ancestral tie between the land, or 'mother nature', and the Aboriginal and Torres Strait Islander peoples who were born therefrom, remain attached thereto, and must one day return thither to be united with our ancestors. This link is the basis of the ownership of the soil, or better, of sovereignty.* It has never been ceded or extinguished, and co-exists with the sovereignty of the Crown.

How could it be otherwise? That peoples possessed a land for sixty millennia and this sacred link disappears from world history in merely the last two hundred years?

With substantive constitutional change and structural reform, we believe this ancient sovereignty can shine through as a fuller expression of Australia's nationhood.

Proportionally, we are the most incarcerated people on the planet. We are not an innately criminal people. Our children are alienated from their families at unprecedented rates.

This cannot be because we have no love for them. And our youth languish in detention in obscene numbers. They should be our hope for the future.

These dimensions of our crisis tell plainly the structural nature of our problem. This is *the torment of our powerlessness.*

We seek constitutional reforms to empower our people and take a rightful place in our own country. When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country.

We call for the establishment of a First Nations Voice enshrined in the Constitution. Makarrata is the culmination of our agenda: *the coming together after a struggle.* It captures our aspirations for a fair and truthful relationship with the people of Australia and a better future for our children based on justice and self-determination.

We seek a Makarrata Commission to supervise a process of agreement-making between governments and First Nations and truth-telling about our history.

In 1967 we were counted, in 2017 we seek to be heard. We leave base camp and start our trek across this vast country. We invite you to walk with us in a movement of the Australian people for a better future.

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*Anglicare WA recognises the voice of Aboriginal and Torres Strait people as expressed in the Uluru Statement from the Heart and stands beside them in their call for a First Nations Voice to be enshrined in the Australian Constitution. We also support the establishment of a Makarrata Commission to enable a fair and truthful relationship between all Australians.*

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**Contact details for public enquiries about the RAP**

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