

Stretch Reconciliation Action Plan for the period November 2017 – November 2020



Richmond Wellbeing would like to acknowledge that we stand on Nyoongar country. Richmond Wellbeing pays respect to the Elders past, present and future who are the Traditional Custodians of this land, acknowledging them as the holders of wisdom and culture.

Our vision for reconciliation

Our vision for reconciliation is to work alongside Aboriginal and Torres Strait Islander peoples to provide culturally appropriate and safe wellbeing services to local Aboriginal and Torres Strait Islander communities to support a community where people are able to recover and live a valued and fulfilling life.

Our business

Richmond Wellbeing (RW) has a rich history of over 40 years supporting Western Australia's (WA) mental health community and is part of a network of Richmond Fellowship organisations throughout the world. Mental health services provided by RW are recovery focused to support wellbeing and for people with mental illness to recover and live a valued and fulfilling life. Collaboration and community are at the centre of RW values and opportunities to support communities are embraced and strengthened by working together with communities and other agencies. RW embraces diversity, respect and valuing difference and has a range of programs to support people's difference, needs and hopes. Services include National Disability Insurance Scheme (NDIS) supports and community services; supported accommodation; outreach support and peer work. Involvement in recognition and reconciliation has been facilitated in the Looking Forward and Jinjarra projects with the involvement of Aboriginal Elders in guiding service development and delivery and fostering community connections. RW provides culturally appropriate mental health services for Aboriginal peoples specifically through its collaboration and participation in these programs and also more broadly through Aboriginal engagement in all of its service provision.

RW is proactive in pursuing service excellence within and beyond its own services. It has continued to increase its role in workforce development not only for RW's staff, but also broadly for the mental health and community sectors and for consumers and their families. RW's strategic priorities are focused on improving and optimising service delivery to diversify and grow the business and expand its availability within Western Australia, particularly in the Perth metropolitan region. It also prioritises increasing culturally appropriate and safe wellbeing services to local Aboriginal and Torres Strait Islander communities.

Richmond Wellbeing currently employs 220 peoples, over 13 service locations, of whom 12 are of identified Aboriginal and Torres Strait Islander descent. It is a state-focused service, but does provide some training services nationally. We have ten Board members and four executive members, including the Chief Executive Officer. These leaders at RW are supported and advised to connect to land, culture, spirituality, ancestry and community, primarily by Aboriginal Elders, Uncle Albert and Aunty Irene McNamara.

The head office for RW is in Cannington and includes corporate staff as well as community service provision and training services. Other locations in the Perth metropolitan region are: Bassendean Residential Services; Kelmscott Community Options residential service; Ngulla Mia, East Perth, supported residential service; PaRK Service Rockingham; PHaMS Midland, Bassendean; Recovery House, Queens Park; Subiaco supported accommodation; and Westminster supported accommodation. Services such as NDIS supports are provided extensively within the Perth metropolitan

region and throughout the south west of WA in Bunbury, Busselton, Albany and Esperance. There is only one service in the North of WA, providing the ICLS service in Port Hedland.

Our Reconciliation Action Plan

Our Reconciliation Action Plan (RAP) is intended to demonstrate and strengthen RW's commitment to providing more culturally appropriate and safe services to the Aboriginal community. RW recognises that simply having Aboriginal staff and clients in the organisation does not mean that we have achieved recognition of Aboriginal and Torres Strait Islander peoples or implemented all of the culture change and learning required. This is a starting point for us, and the platform upon which this RAP is built. Development of our RAP has helped us understand that over the past four years we have simply made a good start on the reconciliation process with Aboriginal and Torres Strait Islander peoples. Innovation is a continuing aspect of development and implementation of cultural learning and we have grown in being more inclusive, respectful and responsive to Aboriginal and Torres Strait Islander peoples. This process has been internal in our organisational processes and capacity as well as external in our engagement and service provision within the community. Now we want to stretch our thinking, grow and develop as people and as an organisation, with the reconciliation process being integral to our core business.

This stretch RAP will require us to increase the expectations we have of ourselves and to provide the Aboriginal community with more meaningful ways of participating in co-design and production of services and the establishment of more inclusive and acceptable community services. Aboriginal Elders will guide RW in implementing these changes and setting clear, relevant and measurable targets.

The leadership team of the RW Executive, the Board and senior Aboriginal staff, along with the Elders, have been the main champions of the RAP and its development internally. This process has been led by Adrian Munro who is the Executive Manager of Operations, and the RAP champion role rests with this position. RW relies extensively on the wisdom and guidance of the Elders. A RAP committee commenced in June 2016, supported by their leadership and with oversight of the RW Executive. Membership of the RAP Working Group comprises;

Albert McNamara: Aboriginal Elder
Irene McNamara: Aboriginal Elder
Vanessa Corunna: RW Staff member (Aboriginal)
Fred Penny: RW Staff member (Aboriginal)
Adrian Munro: Executive Manager Operations (EMO)
Neil Guard: CEO
Daniel Walsh: Senior Outreach Manager
Dusa Tokic: Senior Residential Manager

All members are employees of RW.

The RAP is championed across the organisation (and externally) and is embraced as integral to who we are, our core values, purpose and strategic priorities. The RAP working group is closely aligned to RW's Aboriginal advisory group, the Looking Forward group. This Advisory group has been meeting since 2013, and includes the Elders, RW Executive, Senior Managers, Senior Aboriginal staff and frontline staff. The Advisory group provides guidance, direction and oversight on how we develop and implement strategies pertaining to Aboriginal staff, the Aboriginal community and culture change within the organisation. This group oversees the changes, innovation, growth and development of the organisation in all things related to reconciliation, our specific RW Aboriginal Mental Health programs and improving our services for Aboriginal communities.

Consultation informing the development of the RAP has been extensive and has included all staff, Aboriginal Elders, Reconciliation WA, Aboriginal academics and many people in the Aboriginal community. RW has also consulted with many respected Aboriginal leaders in the community, such as Jim Morrison, Danny Ford and Dr Michael Wright. Aboriginal and non-Aboriginal staff have stepped forward to actively facilitate change within the organisation and drive community engagement with Aboriginal peoples. For example, one of RW's Aboriginal staff has visited every site and service, including Port Hedland in the North of the state, to speak to other staff to inform and educate on what a RAP is, and to gain suggestions and ideas concerning what we could include.

The draft RAP was circulated to all key stakeholders within RW as an informative process to receive feedback on the proposed strategies and measurable targets, prior to its finalisation. Once finalised and approved, service managers will implement actions as appropriate to their role within the organisation and the different sites.

Our Reconciliation Progress to Date

Richmond Wellbeing embarked on recognition, engagement and reconciliation processes some years ago and these processes align to our core values of hope, inclusion, service excellence and compassion. In developing this RAP, RW acknowledges that its reconciliation journey so far has had some impact within the organisation and also externally within the community and for the people we serve, but needs more focus and ownership.

We also recognise the positive progress achieved through relationships, respect and opportunities. Examples of these achievements include:

Relationships

- Participating in the Looking Forward project: Dr Michael Wright from our partners at the Telethon Kids Institute has been working alongside local Aboriginal Elders, Uncle Albert and Aunty Irene McNamara, and RW to assist us in reflecting as an organisation, and transforming our services for Aboriginal communities.
- The Aboriginal advisory group (running since 2013)
- Aboriginal specific events celebrated over the past three years, including:
 - Commemorating National Sorry Day and in 2016 this was with a bush walk (employees, clients and community supporters) alongside the Elders. During this event, RW took the opportunity to announce the development of our Reconciliation Action Plan to employees and other supporters.
 - National Sorry Day in 2017 was celebrated in a very moving event at our head office, and we heard from two staff who were part of the stolen generation.
 - Hosting an Aboriginal Family Fun day at the Champion Centre in Armadale, as part of our Mental Health Week celebrations, attended by hundreds of people who identified as Aboriginal or Torres Strait Islander and many others who didn't. This has now occurred every year since 2013.
 - RW's Ngulla Mia site has also seen great successes this year, with the integration of learnings from the Looking Forward project prompting greater support for NAIDOC Week and better understanding of issues affecting Aboriginal residents.

Respect

- Acknowledgement or Welcome to Country at events.
- Email signatures and all other RW communications include the Aboriginal and Torres Strait Islander Flags, and a Welcome to or Acknowledgement of Country.
- Aboriginal flag flying at RW's head office and also displayed with other flags at RW's 40-year anniversary gala event held at WA's Government House.

- Aboriginal Elders present at all significant events.
- Information on the website e.g. includes statements on reconciliation from the CEO and acknowledgement of country in information on recovery for our clients. The website has also been reviewed and relaunched, to include more diverse images of people, particularly Aboriginal peoples
- Training – All staff attend Cultural Awareness Training
- Every RW building or site has, in its reception, a painting of Nyoongar country that was drawn by a local Aboriginal Elder. Beneath it is a statement of acknowledgment, written by our Elders. This is the first thing people will see in every RW site.
- Aboriginal art displayed at most sites, with the acknowledgement of the artist and the story behind the painting.

Opportunities

- Transformational changes within RW resulting from the Looking Forward project have led to a significant increase in the number of Aboriginal staff employed and the number of Aboriginal clients accessing our services.
- Two stories are included below that reflect the positive progress we have made in recruitment and retention.
- Increased flexibility in treatment and support services, for example outreach approaches to increase opportunities for engagement, plus:
 - Developed Aboriginal specific flyers and print material
 - Providing an opportunity in many instances for Aboriginal clients to request Aboriginal staff.
 - Tailoring information on the website to engage Aboriginal peoples in mental health supports, such as NDIS, that emphasise the role of connection to land, spirituality, ancestry and community.

Learning and Reflection Shaping our Future

Over the past 5 years RW has learned significantly through working alongside Aboriginal Elders and reflecting on our experiences and their wisdom. This has included reflecting on what we believe and how we approach reconciliation. The words and wisdom of Elders are always in our minds, challenging and changing the way we think, feel and act. These fundamental shifts in thinking and significant progress in our maturity as people and as an organisation are outlined below.

Ownership and Responsibility

In 2013 when our organisation had few Aboriginal staff or clients, our thinking was that we offer the services, and if Aboriginal peoples choose not to access the services or apply for opportunities for employment, this isn't our problem and there is little we can do to address it. This position was both naïve and foolish, and failed to take responsibility for what was occurring or to acknowledge the fact that Aboriginal people might feel unsafe or uncomfortable in our service. At this time, as we engaged with the Looking Forward Project, an Aboriginal elder said to us:

'The Aboriginal people don't trust you, we don't respect you and we don't want to set foot in your service.'

This was both confronting for us and quite a shock. The comment could have dismissed as ill-informed and incorrect, but instead RW chose a different approach. We decided to ask ourselves 'What if this is actually true, and what if the Aboriginal community has good reason to feel this way?'. RW decided at that moment to work from the position and understanding that the statement was true and that if Aboriginal peoples are not accessing our services, it is a reflection on us, and that it is incumbent on us as an organisation to take full ownership and responsibility and fix this. We further decided that only through working with and listening to the Elders, and committing for the long term would we truly understand the situation and learn what we needed to do to change and address it.

From this point, RW has seen providing services to the Aboriginal community as core business, and that the number of Aboriginal staff and clients in our service was one way that the Aboriginal community can rate our service and tell us how well, or not, we are doing. This was a fundamental shift

for RW, and also reflected a change in attitude that we are funded to provide services to the Aboriginal peoples, they deserve a high quality, culturally safe and appropriate service, and if we couldn't make the required changes, then Aboriginal peoples would miss out on supports that they are entitled to and absolutely need.

RW's position has since developed and matured even further, to the point that we now see ourselves as accountable to the Aboriginal community, and have in place a range of mechanisms whereby Aboriginal peoples, including Elders, community groups, staff and Aboriginal leaders can provide feedback to us regarding our services, and can demand us to improve. We have clearly outlined to our Elders that we see ourselves as being accountable to them for the services we provide to their community, and if they feel that we can or need to improve, they can confront us about it and demand more. This process can happen in a range of forums that Elders attend, when Aboriginal staff attend the RW Executive meeting, or when we host meetings with the Aboriginal community.

The change in attitude and belief is in part due to our deep reflection on what it means to be a 'service provider' and to 'deliver services'. RW acknowledges it is here to respond to the needs of the community, and to serve them, provide what they need, when they need it and how they need it. To truly serve the community, we must deeply listen to their concerns, respond to what they need and say, and provide services in accordance with this.

In 2013, if RW had gone out of business, the Aboriginal community would not have known, nor would they have cared. That is not the case today, as we are now connected in the local Aboriginal community, and have built trust, respect and rapport. The same Elders who gave us a damning assessment in 2013 are now telling us that we have built a platform, and we've started on the journey. Now they want us to prove how serious we are, show that we are committed for the long term, and they want to see us continue to grow. That is how we see ourselves; that we still have much work to do and there are many areas in which we need to improve, and we want to be leaders in this space.

Aboriginal Culture

When RW started the journey in 2013, we were told by the Elders that they didn't believe that the people of WA truly acknowledged their culture. This was a key finding of the Looking Forward Project, and it was in part due to the WA Government arguing against the native title claims of Nyoongar peoples, by stating in court that Nyoongar peoples didn't have a culture, that it has stopped many years ago. This statement was a major setback for reconciliation in Nyoongar country. RW's response includes initiatives in a range of areas:

Acknowledge

RW decided that the first thing we needed to do was to acknowledge the Nyoongar culture. On a practical level this was achieved through initiatives such as:

- Displaying a painting of Nyoongar country in each office and site, beneath which there is an acknowledgement statement.
- Including the Aboriginal and Torres Strait Islander flags and an acknowledgement in our email signatures and newsletters
- Including a Welcome to, or Acknowledgements of Country at all events, and
- Treating the Elders in a manner that demonstrates our deep respect for them, their culture and their standing in the community.

Respect

Our next step was to show that we respect Aboriginal culture. To date, this has been addressed through having all staff attend cultural awareness training as part of their induction to RW, introducing days on country, and through our overall strategy of making our services more culturally safe and appropriate for Aboriginal peoples. As mentioned above, we took responsibility for this and saw it as a very important step, and the great increase in Aboriginal staff and clients demonstrates the success in this area, as we have implemented so many strategies and projects to achieve this change.

Celebrate

Our next step, which we aim to build on through the RAP, is to celebrate the Nyongar culture, and Aboriginal culture more broadly. This will be achieved by the many strategies outlined in this plan and we will know we have achieved our objective when Aboriginal peoples feel that they add value to RW, and that their culture is respected, valued and celebrated; for example, Aboriginal staff should feel that they can, at all times, express and be proud of their Aboriginal heritage and culture, and can express that as they choose.

Understanding Aboriginal History

The Elders have spoken to RW many times about the history of colonisation of this nation, how it deeply impacted, and continues to impact, the Aboriginal peoples. They continue to impress upon us that our thinking and planning in the present and for the future, must remember the past, which is best summarised by the following key points, that we continually reiterate to staff:

It Happened

We must acknowledge as fact, that Aboriginal children were stolen, Aboriginal land was stolen, the 1905 Act actively disadvantaged Aboriginal peoples, and they have been subjected to systemic racism and disadvantage since colonisation. These facts are sometimes disputed, and/or people understate the severity of what occurred. In order for us to ever develop a platform for reconciliation, we must all come from a position of truth and a shared understanding.

It is for this reason that the Kevin Rudd apology was so significant, because it brought into the open the facts of what occurred, allowing us to move forward with a shared understanding. RW acknowledges and is now well aware of the facts of what has occurred to Aboriginal peoples since colonisation. Much of this understanding has occurred over the past 5 years as we have heard first-hand accounts from so many Aboriginal peoples, and through Aboriginal cultural awareness training. RW acknowledges the frustration and hurt felt by the Aboriginal peoples when many Australians have not believed or under-estimated the facts of how they have been treated since colonisation; we are aware of the facts and we accept them as truth.

Its Real

Aboriginal peoples have also told us repeatedly that what happened in the past is still very raw for them, and still impacts them today. This is because of the inter-generational trauma that has resulted from events such as the stolen generation and the 1905 Act. Their message for service providers and the community broadly is that the history is only very recent, it is not forgotten, and in fact, the Aboriginal community is still deeply affected by the events of this century. The terrible atrocities the Aboriginal peoples suffered are still fresh and raw in their memory, and it impacts so much of their lives. This frustration and hurt is seen when isolated instances of injustice or discrimination towards Aboriginal peoples lead to a strong and overwhelming public demonstration by Aboriginal peoples. While some may consider the demonstration as disproportionate, it is but a glimpse at the underlying yet overwhelming hurt, anger, bitterness and frustration at the way they have been treated over 200 years.

For this reason, we need to deeply listen to the Aboriginal peoples, especially the Elders, as they recount the stories of what has happened to them and the truth telling. We need to understand the events of the past and why they have resulted in the present day feelings. And as service providers we need to be cognisant that the events of colonisation are not ancient history that has been forgotten; its modern history that they are still living.

It Matters

The important part of the above is what it means for us today. The Aboriginal peoples are telling us that the past still matters today and that the community and service providers need to take this into account. When we engage with Aboriginal communities, when we plan for our services and when we partner with Aboriginal peoples, we need to be aware of the history, understand how it still impacts them today, and plan and act accordingly. This is why RW needs to include a Welcome to Country at all significant events and needs to acknowledge and celebrate events such as NAIDOC Week and National Sorry Day. We also need to actively support other initiatives that address injustices of the past and advocate for greater rights for

Aboriginal peoples. This includes the Recognise campaign, supporting local Aboriginal groups when they raise concerns at the inaction from the 'Bringing them Home Report' and advocate for more career pathways for Aboriginal peoples. Our support for these current day events demonstrates that we accept and acknowledge the past, we understand and recognise the lasting impact it continues to have on Aboriginal peoples, and that we are mindful of this as we look forward in partnership with the Aboriginal peoples.

Our Commitment to Reconciliation

RW recognises that this nation is deeply hurt and wounded, because of colonisation and the impact it has had on Aboriginal peoples. These actions have discriminated against the Aboriginal peoples, actively excluded them from social and economic participation and our laws have facilitated the removal of children and the stealing of land. Because of this, our nation is deeply wounded and divided and the foundation of this nation is unstable and off-alignment. We cannot continue to progress as a nation and build on a platform of injustice, division and racism.

While we cannot change the past, we can reconcile the past, and this reconciliation will bring healing for all Australians, not just the Aboriginal peoples. This will mean that our country can move forward on a strong and balanced platform, its people united with common agreement and understanding of the place of Aboriginal peoples in our society, the rights and inclusion they must be afforded and how their culture will be protected and celebrated in this country. Only on this platform can our country move forward and prosper.

Dr Martin Luther King said that his civil rights movement was not for the rights of black Americans, but for the healing of the nation. RW believes this to be equally true for Australia, as every Australian will benefit from reconciliation, regardless of their ethnicity, country of origin, religious beliefs or social status. Reconciliation is not just for Aboriginal peoples, it's about Australia demonstrating the values we believe in and stand for, and creating a more just and inclusive society for the next generation. RW is firmly committed to reconciliation for the long term, and will demonstrate this in its leadership across the sector and our community.

Stories from Aboriginal staff:

Caterina Wenzel - Recovery Support Worker

My Name is Caterina and I have been with Richmond for almost a year. I have worked in Aboriginal primary health care for 7 years and in this time I have never worked for a company so understanding and open to learn from and about the Aboriginal peoples. Richmond have so many talented and passionate staff/volunteers working towards achieving the best care for our community and I am truly honored to be a part of that.

During my time with Richmond I have noticed that the Indigenous clients accept the way life is, the good and especially the bad. It saddens me to meet people who are struggling so much, people who are lost and feel like there is no other way to live because that's just what it has always been. The life they are living is what the generations before them lived and it's the way generations after them will live.

I want nothing more but to open the eyes of my clients and show them all the possibilities of the world, to guide them through whatever obstacles stand in their way so they can have the best quality of life Working for Richmond I feel I can help and inspire people for change.

One of the things I love about Richmond is how they take on students from schools such as Marmoodtj and AHCWA to do practical placements. It is absolutely fantastic and is such a great way to experience what working for Richmond is like.

Richmond is a great company. I can see the organisation achieving great things in the future and I can't wait to see it all unfold.

Fred Penny – Aboriginal Support Facilitator

I am a Nyoongah man from the Southwest of Western Australia. In line with the Government policies of the day as a 3-year-old child I was forcibly taken from my parents and made a Ward of the State. I was put in a place called St Francis Xavier's Wandering Mission. All up, I was in Government care for 12 years. Post-Mission I carried the impact of this deep-seated experience with me for many years. Issues such as anger, trust, suspicion, rejection and more were with me wherever I went and always affected the various relationships I had.

I went from job to job because every time there was an issue or problem I chose to run (flight) rather than fight. I would often go into a workplace and expect that there was going to be an issue that would make me feel undermined, etc. When it happened, it just confirmed what I already thought anyway. This is probably a part of the after-effects from being taken away from your parents and culture and placed with complete strangers from another culture altogether.

It is important for Aboriginal peoples who've been through what I've been through to be able to (ideally) trust people (especially 'white' people) and to feel that they are not being judged and minimised in any way. Truthfully, from day one as an employee I have felt and been included, encouraged, supported and valued at Richmond Wellbeing to the point that it seems almost unreal. It's definitely been a lot different to my many other work experiences. Unlike previous jobs, at Richmond Wellbeing, I have not had to keep my guard up and wait for the walls to come crashing down...as I predicted.

In conclusion, I believe that the workplace and workers will reflect the attitudes and spirit of the management. Whatever they are doing up the top is certainly being reflected in a positive way throughout the whole organisation.

For me, Richmond Wellbeing is most certainly user-friendly for Aboriginal peoples...and for all people.

The Richmond Wellbeing Reconciliation Action Plan



Relationships

Building strong and meaningful relationships between Aboriginal and Torres Strait Islander peoples and other Australians will provide more inclusive services with ways of working and governance that ensure cultural respect and connections across our organisation, collaborations and partnerships. Important to the role of Richmond Wellbeing is using a Nyoongar world view to consider the health outcomes of Aboriginal peoples, the system barriers and new ways of working that will allow us to act in a culturally safe and sensitive manner with Aboriginal peoples and communities.


Richmond Wellbeing exists to provide support to marginalised groups in our community. Unfortunately, Aboriginal peoples face more disadvantage than any other group in our society and we need to have specific strategies to work alongside the Aboriginal peoples and the Elders, in order to address this. This can only be achieved on a platform of relationships of trust and respect, built over a period of time, and with many groups within the Aboriginal community. We need to learn about each other and where we come from, communicate in a way that values everyone's contribution and perspective and see the Elders as the holders of Aboriginal culture.

Focus area: *Service delivery of mental health supports; Community engagement with local Aboriginal peoples' networks, communities and organisations; internal staff and external partners*

Action	Deliverable	Timeline	Responsibility
1. RAP Working Group (RWG) actively monitors RAP development and implementation	<ul style="list-style-type: none"> RAP Working group to meet a minimum of four times per year to monitor and report on RAP implementation. Formalise the terms of reference for the RWG endorsed by the Board and the Elders Internal RAP Champions to be involved in celebrations and their role and identity communicated across the organisation Maintain the involvement of at least two Aboriginal staff (male and female) and the two Elders on the RWG Expand the external membership of the Aboriginal and Torres Strait Islander Reference Group - the Looking Forward Project group. Develop and distribute an expression of interest to join the RWG to appropriate community members. Oversee the development, endorsement and launch of the RAP. 	November 2017, then quarterly	Executive Manager of operations (EMO)
		November 2017	CEO, Board
		November 2017	EMO
		November 2017, 2018, 2019	EMO
		February 2018	EMO
		November 2017	Corporate Executive
		November 2017	RWG Chairperson

<p>2. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff</p>	<ul style="list-style-type: none"> • Organise 4 internal National Reconciliation Week (NRW) events each year • Register all National Reconciliation Week events via Reconciliation Australia's NRW website. • Encourage staff and senior leaders to participate in external events to recognise and celebrate NRW • Ensure our RAP Working Group participates in 2 external National Reconciliation Week events each year. • Continue the role and involvement of Aboriginal Elders and other Aboriginal community members into our office to connect and share experiences. • Expand the connection, engagement and sharing of experiences to cover all sites (at least 2 other than head office) • Participation in events documented and reported 	<p>27 May – 3 June</p> <p>27 May – 3 June</p> <p>November 2017, 2018, 2019</p> <p>May 2018, 2019, 2020</p> <p>November 2017 – November 2020</p> <p>November 2017, 2018, 2019</p> <p>November 2018, 2019, 2020</p>	<p>EMO and Internal RAP champions EMO</p> <p>EMO and Internal RAP champions EMO</p> <p>Executive Manager of Operations</p> <p>RAP Champions and RWG Chairperson</p> <p>RWG Chairperson and RAP Champions</p>
<p>3. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</p>	<ul style="list-style-type: none"> • Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. • Meet with 3 of the local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. • Commit to establishing three formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence. • Develop marketing and communication tools to support Aboriginal peoples in accessing appropriate services and getting the “right” support they need from Richmond Wellbeing • Develop service delivery partnerships with relevant Aboriginal organisations 	<p>March 2018</p> <p>May 2018</p> <p>May – December 2018</p> <p>July 2018, 2019, 2020</p> <p>June 2018</p>	<p>RWG</p> <p>EMO</p> <p>CEO</p> <p>Executive Corporate Services (ECS)</p> <p>EMO, ECS</p>
<p>4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</p>	<ul style="list-style-type: none"> • Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. • Engage our senior leaders in the delivery of RAP outcomes. • Promote reconciliation through ongoing active engagement with all stakeholders. • Ensure information on the RAP is included in all induction processes for staff and volunteers. 	<p>December 2017</p> <p>November 2017 to November 2020</p> <p>November 2017 to November 2020</p> <p>December 2017</p>	<p>CEO, ECS</p> <p>EMO, ECS, RAP champions</p> <p>EMO, ECS, RWG</p> <p>ECS</p>

5. Increase Aboriginal and Torres Strait Islander client numbers.	<ul style="list-style-type: none"> Increase % of Aboriginal Clients in our services to be at least 10%. Develop at least one NDIS resources for Aboriginal consumers that is culturally appropriate 	December 2018 January 2018	Service managers EMO RWG
6. Support external agencies that promote constitutional recognition and reconciliation	<ul style="list-style-type: none"> Explore opportunities to support Aboriginal and Torres Strait Islander constitutional reform. Support and become members of Reconciliation Western Australia 	June 2018 December 2017	Board, CEO, RWG; EMO EMO

	Respect		
<p>RW sees the inherent strengths of Aboriginal peoples and their culture and what they positively contribute to this country. We don't seek to 'fix' their problems; rather, we seek to work in partnership on common goals, seeing the Elders as best placed to lead the response in improving health outcomes through specific Aboriginal Mental Health programs. To do this, we must respect the Aboriginal peoples, acknowledge them as Traditional Owners of the land, celebrate their continuing culture and see their culture as something that Australia can find great pride in. This is all built on a relationship of mutual respect.</p>			
<p>These relationships must acknowledge the past, recognise the impact the past has had on the Aboriginal peoples and 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.</p>			
<p>Focus area: <i>Governance, quality, strategic outcomes; especially through building workforce capability by investing in people and culture</i></p>			
Action	Deliverable	Timeline	Responsibility
6. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	<ul style="list-style-type: none"> Strengthen the cultural capacity component of Richmond Wellbeing's training and development framework and broaden the ways this is provided (e.g. online and cultural immersion) Promote the Reconciliation Australia's Share Our Pride online tool to all staff. Build on Richmond Wellbeing's Aboriginal and Torres Strait Islander cultural awareness training for staff to support understanding and commitment for the cultural learning needs of employees in all areas of our business, including the following indicators and targets: <ul style="list-style-type: none"> 90% staff to undertake online cultural learning activities. 	June 2018 June 2018 June 2018 (review and then to June 2020)	Training Manager HR manager CEO, ECS, EMO

	<ul style="list-style-type: none"> ○ 90% staff to undertake face to face cultural workshop learning activities. ○ 60% staff to undertake cultural immersion learning activities. ● All RAP Working Group members to undertake cultural learning activities. ● All senior executives to undertake cultural learning activities. 	<p>June 2018</p> <p>June 2018</p>	<p>CEO, EMO</p> <p>HR Manager, CEO</p>
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	<ul style="list-style-type: none"> ● Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. ● Invite a local Traditional Owner to provide a Welcome to Country, at all significant events each year, including our annual staff awards ceremony. ● Staff and Senior Leadership to provide an Acknowledgement of Country at all other events. ● Maintain and review a list of key contacts for organising a Welcome to Country. ● Include an Acknowledgement of Country at the commencement of internal meetings. ● Display an Acknowledgment of Country plaque in all of our office(s)/on our office building(s). ● Embed Aboriginal and Torres Strait Islander cultural protocols within a protocol document relevant to State and/or Territory and specific local communities. ● Include visual demonstrations of RW's commitment and respect in visual imagery such as Aboriginal art work in buildings; website images; brochures 	<p>June 2018</p> <p>June 2018</p> <p>June 2018</p> <p>June 2018</p> <p>June 2018</p> <p>June 2018</p> <p>June 2019</p> <p>June 2018</p>	<p>ECS, EMO</p> <p>RWG Chairperson</p> <p>EMO, ECS</p> <p>RWG</p> <p>CEO</p> <p>EMO</p> <p>EMO</p> <p>RWG Chairperson</p>
8. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	<ul style="list-style-type: none"> ● Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. ● Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in community NAIDOC Week events. ● Support all staff to participate in NAIDOC Week events in the local community. ● In consultation with Aboriginal and Torres Strait Islander peoples, hold at least 2 internal and 1 public NAIDOC Week events. Senior staff will acknowledge NAIDOC Week and its importance. 	<p>June 2019</p> <p>July 2018</p> <p>July 2018</p> <p>July 2018</p>	<p>ECS</p> <p>EMO, RWG</p> <p>CEO, ECS, EMO</p> <p>RWG, EMO</p>

9. Promote greater collaboration and opportunities for cultural immersion for RW staff by increasing external networks and publicity	<ul style="list-style-type: none"> • Develop staff placements for non-Aboriginal staff in Aboriginal controlled agencies 	June 2018	ECS, EMO, RWG
	<ul style="list-style-type: none"> • Develop and implement a cultural mentoring program for existing staff and managers. This could be focused on a specific role such as care coordinators or on casual support staff for NDIS 	June 2018	ECS
	<ul style="list-style-type: none"> • Host an Aboriginal Art competition to celebrate and promote art as a tool for recovery from mental distress. 	November 2017	ECS



Opportunities

It is important for our staff, our communities and for the Aboriginal peoples accessing our services to integrate an Aboriginal (Nyoongar) 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 for the Aboriginal community, 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 Richmond Wellbeing. We then need to ensure they are supported and developed so that they have the opportunity to reach their potential as employees. This way, they can give back to their community through their work for RW. 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.

Implementing these directions will facilitate system change using a strengths based perspective and, encompassing cultural determinants of health, for improved social, emotional and cultural wellbeing of the whole community.

Focus area: *Focussing on people, capability and culture is an opportunity to achieve our key strategic outcomes: growth in service delivery; demonstrated improvements in client outcomes; improvements in employee retention, engagement and satisfaction; growth in revenues and net profitability of operations*

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander recruitment and retention	<ul style="list-style-type: none"> • Increase Aboriginal and Torres Strait Islander employment to 20 across the organisation and 5% of FTE. • Develop an Aboriginal and Torres Strait Islander employment strategy that focusses on attraction, recruitment, retention, development and promotion strategies. 	June 2020	CEO, EMO, RWG
		December 2017	EMO, ECS

	<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. Continue to advertise all job vacancies in Aboriginal and Torres Strait Islander media, local networks and contacts and encourage applications. Employ Aboriginal staff across corporate services, finance and operations Have Aboriginal staff in manager, co-ordinator and team leader positions Facilitate placements for Aboriginal students and sponsor an award at Clontarf Aboriginal College 	<p>December 2017</p> <p>Nov 2018, 2019, 2020</p> <p>December 2018</p> <p>December 2018</p> <p>June 2018, 2019, 2020</p>	<p>ECS, EMO</p> <p>HR Manager</p> <p>ECS</p> <p>EMO, ECS</p> <p>ECS, EMO</p>
11. Increase Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. Set targets for procuring goods and services from Aboriginal and Torres Strait Islander owned businesses. Develop at least 2 commercial relationships with Aboriginal and/or Torres Strait Islander businesses. Promote procurement opportunities to Aboriginal and Torres Strait Islander businesses. 	<p>December 2019</p> <p>December 2017</p> <p>June 2018</p> <p>February 2018</p>	<p>Exec Manager Finance (EMF)</p> <p>EMF, CEO</p> <p>EMF, EMO</p> <p>EMF, EMO, CEO</p>
12. Increase Aboriginal and Torres Strait Islander mentoring, networks and employment pathways	<ul style="list-style-type: none"> Implement an Aboriginal and Torres Strait Islander professional mentoring network. Implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships - 1 per year). Support Aboriginal and Torres Strait Islander leadership both internally and externally of the organisation. Investigate opportunities to increase Aboriginal and/or Torres Strait Islander representation on our Board. Include Aboriginal community organisations as service partners/collaborators in relevant tendering for business opportunities 	<p>March 2018</p> <p>June 2018 – June 2020</p> <p>July 2018-June 2020</p> <p>June 2018</p> <p>July 2018 – June 2020</p>	<p>EMO, ECS, RWG</p> <p>ECS, EMO</p> <p>EMO, ECS</p> <p>Board, CEO,</p> <p>CEO, EMO</p>



Governance, tracking progress and reporting

Action	Deliverable	Timeline	Responsibility
13. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	<ul style="list-style-type: none"> • Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia. • Investigate participation in the RAP Barometer. • Develop and implement systems and capability needs to track, measure and report on RAP activities. • Investigate opportunities to measure the impact of RAP activities. • Introduce mechanisms in our services whereby Aboriginal clients and carers can provide feedback on our services in a culturally appropriate manner. 	30 September	EMO, RWG
		May 2018	EMO
		January 2018	EMO, RWG
		June 2018	EMO, RWG
14. Report RAP achievements, challenges and learnings internally and externally	<ul style="list-style-type: none"> • Publically report our RAP achievements, challenges and learnings in the annual report and RAP • Report on progress at RWG meetings, team meetings, Executive meetings and Board meeting • Communicate quarterly updates on RAP progress to all staff 	September 2018, 2019, 2020	CEO, ECS
		July 2018, 2019, 2020	CEO, EMO, ECS
		Jan, Apr, Jul, Oct 2018, 2019, 2020	CEO, RWG
15. Review, refresh and update RAP	<ul style="list-style-type: none"> • Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. • Send draft RAP to Reconciliation Australia for feedback. • Submit draft RAP to Reconciliation Australia for formal endorsement. 	May 2020	EMO, RWG
		August 2020	EMO, RWG
		November 2020	EMO, RWG

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