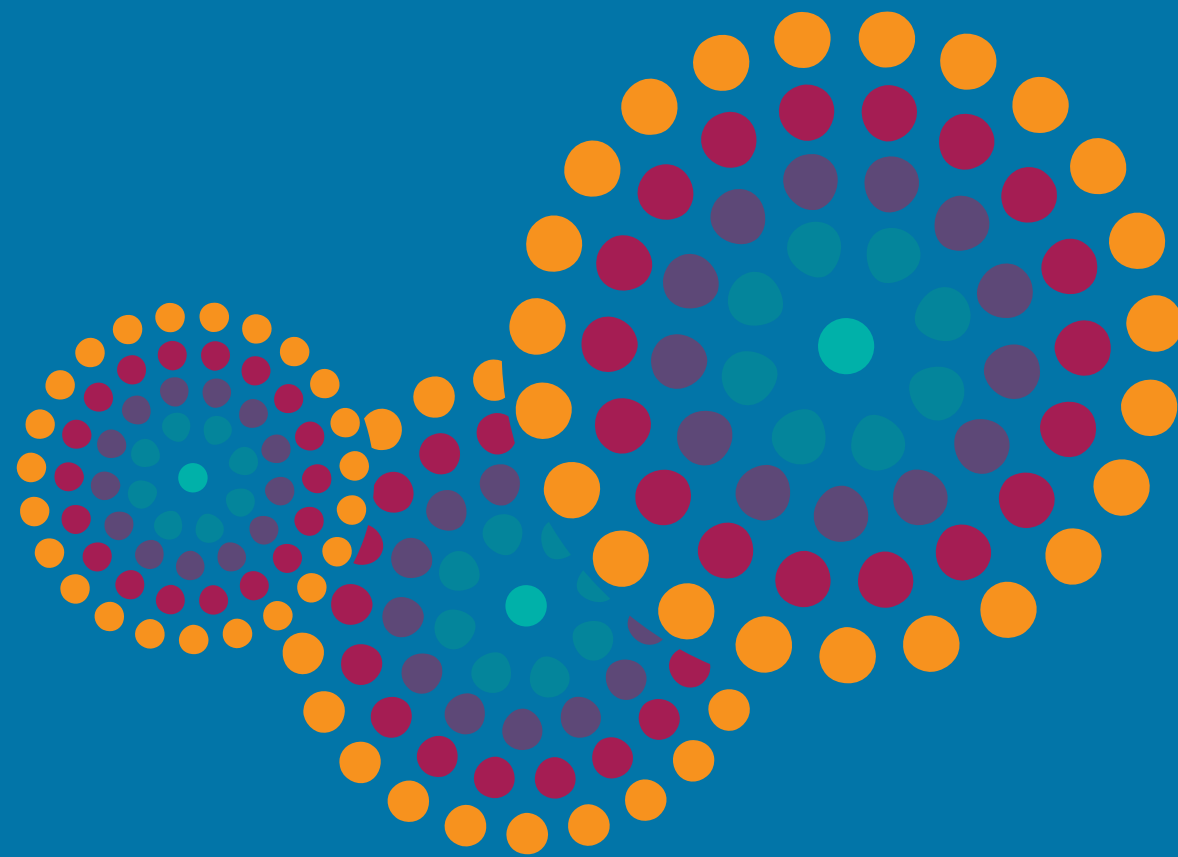




# RECONCILIATION ACTION PLAN

ANGLICARE INNOVATE JANUARY 2020 – DECEMBER 2021



# ANGLICARE'S VISION FOR RECONCILIATION

ANGLICARE IS CALLED BY JESUS' EXAMPLE TO RESPOND TO HUMAN NEED AND INJUSTICE. OUR VISION IS TO DEVELOP PREVENTATIVE AND INNOVATIVE PROGRAMS TO ALLEVIATE POVERTY AND ENSURE ALL ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES IN OUR REGION ARE ABLE TO THRIVE AND HAVE A FULL LIFE.

Cover image: Mary Moore (centre) and her family in Moruya, NSW. Photo taken by Clinton Bell.

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## ACKNOWLEDGEMENT OF COUNTRY

WE ACKNOWLEDGE THE ABORIGINAL NATIONS OF THIS LAND; ITS MANY CUSTODIANS WHO CONTINUE TO CARE FOR COUNTRY, AND THE WAY IN WHICH COUNTRY HAS CARED FOR HER PEOPLE. WE ACKNOWLEDGE THE HISTORY OF THIS LAND AND THE STORIES OF RESILIENCE AND SURVIVAL WHICH MAKE UP INDIGENOUS AUSTRALIA. WE GIVE THANKS FOR ABORIGINAL ELDERS AND KNOWLEDGE KEEPERS OF EACH GENERATION INCLUDING THE MANY ABORIGINAL COMMUNITIES WHICH CONTRIBUTE TO THE LIFE OF OUR REGION. MAY WE WALK GENTLY ON THIS LAND AND COMMIT OURSELVES TO RECONCILIATION.



## Anglicare's locations

### MAP OF ABORIGINAL COUNTRIES



**LOCATIONS KEY**

| CITY/TOWN  | SERVICE  |
|--|--|
|  Dubbo      | NILS, Emergency Relief   |
|  Orange     | OCHC<br>Survive & Thrive Centre<br>Emergency Relief  |
|  Forbes     | Emergency Relief   |
|  Liverpool  | OCHC St Saviours   |
|  Griffith   | Youth & Family Services  |
|  Leeton     | OCHC   |
|  Ashmont    | OCHC<br>Youth and Family Services  |
|  Wagga      | OCHC<br>Executive & Corporate<br>Support<br>Youth & Family Services<br>Financial Counselling<br>NILS<br>Survive & Thrive Centre                            |
|  Yass       | Homelessness   |
|  Goulburn   | Early Childhood<br>OCHC<br>Retirement Living<br>Disability Services<br>Youth & Family Services<br>Gambling Counselling<br>Homelessness<br>Emergency Relief |
|  Marulan    | Early Childhood  |
|  Nowra      | OCHC   |
|  Gueinbeyan | Emergency Relief<br>Bargain Hunter   |

|   |                     |  |
|---|---------------------|--|
| N | Googong             | Early Childhood  |
| O | Batemans Bay        | Toy Library<br>Emergency Relief  |
| P | Monaya              | OCHC<br>Emergency Relief<br>Youth & Family Services<br>Disability Services<br>Homelessness   |
| Q | Bega                | OCHC<br>Disability Services<br>NILS  |
| R | Albury              | OCHC<br>Financial Counselling  |
| S | Eden                | Emergency Relief   |
| T | Rylstone/<br>Kandos | Emergency Relief   |
| U | Parkes              | Emergency Relief   |
| V | Young               | Emergency Relief   |
| W | Wagimbula           | Emergency Relief   |
| X | Campbelltown        | Emergency Relief<br>Disability Services<br>Youth & Family Services<br>Financial Counselling  |
| Y | Canberra            | Early Childhood<br>Retirement Living<br>Disability Services<br>Youth & Family Services<br>Homelessness<br>Emergency Relief<br>Survive & Thrive Centre<br>Housing |



"RECONCILIATION IS HARD WORK - IT'S A LONG, WINDING AND CORRUGATED ROAD, NOT A BROAD, PAVED HIGHWAY. DETERMINATION AND EFFORT AT ALL LEVELS OF GOVERNMENT AND IN ALL SECTIONS OF THE COMMUNITY WILL BE ESSENTIAL TO MAKE RECONCILIATION A REALITY."

- KAREN MUNDINE

## Message from Reconciliation Australia



**Karen Mundine**  
CEO, Reconciliation Australia

Reconciliation Australia is delighted to welcome Anglicare NSW South, NSW West & ACT to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, Anglicare NSW South, NSW West & ACT joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Anglicare NSW South, NSW West & ACT with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Anglicare NSW South, NSW West & ACT will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Anglicare NSW South, NSW West & ACT well as it explores and establishes its own unique approach to reconciliation. We encourage Anglicare NSW South, NSW West & ACT to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes.

On behalf of Reconciliation Australia, I commend Anglicare NSW South, NSW West & ACT on its second RAP, and look forward to following its ongoing reconciliation journey.

## Message from Anglicare CEO

PROPORTIONALLY, WE ARE THE MOST INCARCERATED PEOPLE ON THE PLANET. WE ARE NOT AN INNATELY CRIMINAL PEOPLE. OUR CHILDREN ARE ALIENED FROM THEIR FAMILIES AT UNPRECEDENTED RATES. THIS CANNOT BE BECAUSE WE HAVE NO LOVE FOR THEM...THESE DIMENSIONS OF OUR CRISIS TELL PLAINLY THE STRUCTURAL NATURE OF OUR PROBLEM. THIS IS THE TORMENT OF OUR POWERLESSNESS...(YET) WHEN WE HAVE POWER OVER OUR DESTINY, OUR CHILDREN WILL FLOURISH ...



**Jeremy Halcrow**  
CEO, Anglicare NSW South, NSW West & ACT

It is a privilege to introduce the second Reconciliation Action Plan for Anglicare NSW South, West & ACT. Indeed, it is this Reconciliation Action Plan which marks a deeper understanding and commitment to Reconciliation. The journey begins with the hearts and minds of our staff and volunteers in their growing appreciation of the richness of Aboriginal and Torres Strait Islander cultures and heritage. It includes a deep appreciation of the stories of resilience and survival across our regions. It also includes an understanding of the injustices and harms suffered by generations of First Nations people as a result of European colonisation.

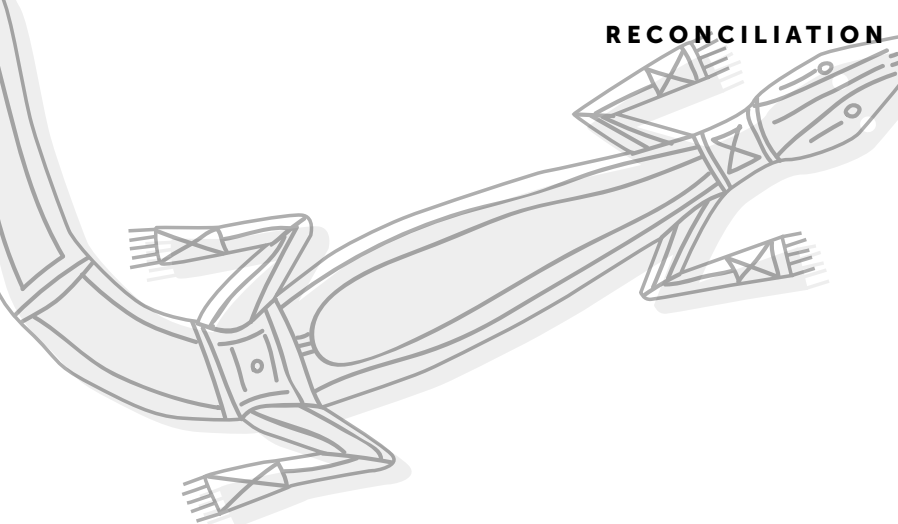
One of the Marks of Mission of the Anglican Communion and Anglicare, is to seek to address social injustice and to pursue peace and reconciliation. Our Reconciliation Action Plan is more than a document; it is the springboard for embedding an organisational culture and practice that promotes opportunities for reconciliation in Anglicare's day-to-day activities.

On a personal level, one of the most powerful moments of this journey was hearing one of our own Aboriginal staff read the Uluru Statement from the Heart at a major staff gathering. Although I had read the statement before, hearing a proud Wiradjuri woman read this with great passion, made the words sting. (Statement above)

If justice is ever to be achieved, healing must begin with truth-telling. However, Makarrata also means 'spear penetrating' in the Yolngu language. This deeper cultural meaning is powerful. Indeed, reconciliation requires sacrifices and atonement for past and current wrongs. From a Christian perspective, repentance also requires faith-based community agencies to commit to change, including attitudes and practices that have been harmful to First Nations people.

As we walk alongside our Aboriginal brothers and sisters, respectfully and in full knowledge of the injustices and challenges they continue to face, we must be willing to bear an extra burden. For Reconciliation includes the provision of opportunities and a place at the table for First Nations people. With this renewed understanding, we will strive for improved outcomes for Aboriginal and Torres Strait Islander children, families and communities. Indeed through Reconciliation, we commit to partnering First Nations Peoples on the road to self-determination.





## Our vision for reconciliation

WE SEEK TO PROMOTE UNITY,  
RESPECT AND UNDERSTANDING  
BETWEEN ABORIGINAL AND  
TORRES STRAIT ISLANDER  
PEOPLES AND ALL AUSTRALIANS.

Anglicare acknowledges Aboriginal and Torres Strait Islander Australians as the First Peoples and Traditional Custodians of this land. We recognise the deep and abiding relationship First Nations people and communities have with Country and its central place to the culture and wellbeing of their people. Our organisation honours the heritage as well as the cultural and spiritual strengths of the various Aboriginal and Torres Strait Islander peoples and the way in which this contributes to the life of all Australians.

Anglicare, as a Christian organisation, commits to an active engagement and support for the issue of reconciliation drawing particularly on the example, ministry and teaching of Jesus Christ. Throughout the Bible, there are many references to reconciliation. However we are particularly challenged by the teaching of 2 Corinthians and its call on Christian believers to pursue a ministry of peace and reconciliation.

As the Apostle Paul writes in Chapter 5 "... All this is from God, who reconciled us to himself through Christ and gave us the ministry of reconciliation: that God was reconciling the world to himself in Christ, not counting people's sins against them ... We implore you on Christ's behalf: Be reconciled to God." This passage provides a moral, social and spiritual imperative for our organisation to be an active participant in Australia's journey of reconciliation. Indeed, the Anglican Diocese of Canberra Goulburn's Synod has formally recognised the importance of The Uluru Statement From the Heart.

As a result, Anglicare fully acknowledges the injustices experienced by Aboriginal and Torres Strait Islander Peoples as a consequence of colonisation, not only paying our respects to the stories of resilience and survival which form part of the untold histories of this land, but investing in strategies to help right the wrongs of the past. Anglicare is therefore committed to moving beyond a statement of Reconciliation to a future grounded in truth telling and recognition. We value the unique cultures, strengths and achievements of the First Nation communities in which we work, including knowledge keepers, leaders and Elders of every generation.

The Murrumbidgee River from Kambah Pool. Photo taken by Rose Young.

In our journey of Reconciliation, we welcome opportunities for the sharing of knowledges and of two-way learning. We seek to promote unity, respect and understanding between Aboriginal and Torres Strait Islander peoples and all Australians.

Anglicare recognises the continued inequalities experienced by Australia's First Peoples on all of the socioeconomic life indicators. We are committed to working in collaboration with Aboriginal and Torres Strait Islander peoples in ways that will ensure cultural safety and self-determination in the provision of services. We will contribute to 'Closing the Gap' through opportunities for employment and the building of relationships with Aboriginal and Torres Strait Islander business and services providers.

Likewise, we will prioritise our collaborative work within First Nations communities through the development of partnerships and advocating with them on issues of social justice. Finally, we will take a 'whole of organisation' approach towards achieving our aims with Anglicare's Board, executive and senior leadership having the responsibility for the implementation of RAP strategies across all of our programs.



## Anglicare's values

**COMPASSION** – In the spirit of loving service we offer care and understanding to those in need.

*(see Jesus' teaching in Luke 10:29-37)*

**INCLUSIVENESS** – We serve all people with a spirit of openness because we share a common humanity.

*(see Jesus' teaching Mark 2:15-17)*

**INTEGRITY** – We are committed to personal and corporate honesty, fairness and transparency.

*(see Jesus' teaching in Luke 16:10)*

**DIGNITY** – We respect the intrinsic value of all people and acknowledge their capacity for self-determination.

*(see Jesus' teaching in Mark 12:31)*

## Our Vision

Called by Jesus' example to respond to human need and social injustice, Anglicare aspires to be widely known for successful strategies to alleviate poverty in our regions, and as a care provider highly trusted by beneficiaries as safe, well-governed and efficient.

## Our Purpose

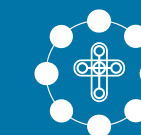
As part of the Mission of the Anglican Church, in partnership with our Dioceses, Anglicare is to be an agent of transformation in our communities by:



Alleviating spiritual and material poverty



Providing integrated care, particularly for vulnerable children, young people and their families



Reducing disadvantage in local communities through collaboration with Parishes and other Ministry Units.

## Our business

Anglicare, in partnership with the Anglican Diocese of Canberra Goulburn, seeks to address issues of inequality, thus contributing to the wellbeing of Aboriginal and Torres Strait Islander peoples and communities across their lifetime. We do this within the services provided. Currently these include:

- **Permanency Support Program (formerly - Out of Home Care)**
- **Early Childhood Education**
- **Youth and Family**
- **Housing and Crisis Support**
- **Disability**
- **Retirement Living**
- **Retail Recycling**
- **Primary Services**

Anglicare's work is a direct response to Jesus' ministry of love, service and justice. Our vision for reconciliation is to develop preventative and innovative programs to alleviate poverty and ensure all Aboriginal and Torres Strait Islander peoples in our region are able to thrive and have a full life. Anglicare commits to Reconciliation as a journey; one where we work towards a better understanding of the importance of, and contributions of Aboriginal and Torres Strait Islander peoples, including their histories, spirituality and cultures. It is one where we will actively promote the unique place of Aboriginal and Torres Strait Islander peoples as Australia's First Nations Peoples throughout the work that we do.

Our aim is to promote reconciliation, creating a culturally safe and respectful workplace that has an understanding and commitment in truth telling. It includes working in collaboration with Aboriginal and Torres Strait Islander peoples in ways to alleviate poverty, where they are able to thrive and have equal opportunities with all Australians.

We aim to do this through –

- developing respectful relationships and thus partnerships with Aboriginal and Torres Strait Islander communities and organisations;
- developing our staff and volunteers' knowledge and pride of Aboriginal and Torres Strait Islander histories, cultures and contributions to Australian society;
- ensuring the participation and self-determination of Aboriginal and Torres Strait Islander peoples, families and communities in the services we provide;

- providing culturally safe and affirmative services with Aboriginal and Torres Strait Islander peoples, families and communities;

- raising awareness of issues of social justice while advocating with Aboriginal and Torres Strait Islander communities, peak bodies and organisations;

- developing a culturally diverse and skilled workforce through the increased employment of Aboriginal and Torres Strait Islander people; and

- ensuring a whole of organisation approach, where Anglicare's Board, staff and volunteers are active in the promotion of Reconciliation.

Our region, consisting of seven main office locations (and over 60 program outlets) at Orange, Wagga Wagga, Albury, Goulburn, Liverpool, Moruya and Canberra, forms part of a network of Anglicare services across Australia. Importantly, we work alongside Aboriginal and Torres Strait Islander communities in the Wiradjuri, Ngunnawal, Ngarigo, Yuin, Barkindji and Eora Aboriginal nations. We have learned to value and celebrate the cultural diversity of our regions.

Out of a workforce of over 650 staff, we currently employ 11 full time Aboriginal and Torres Strait Islander employees and 10 part time and/or casual Aboriginal and Torres Strait Islander staff members. These 21 employees represent 3 percent of our total staff number. We aim to increase the number and proportion of full time Aboriginal and Torres Strait Islander employees with the roll-out of this RAP.

## Anglicare's sphere of influence is threefold:

### 1.

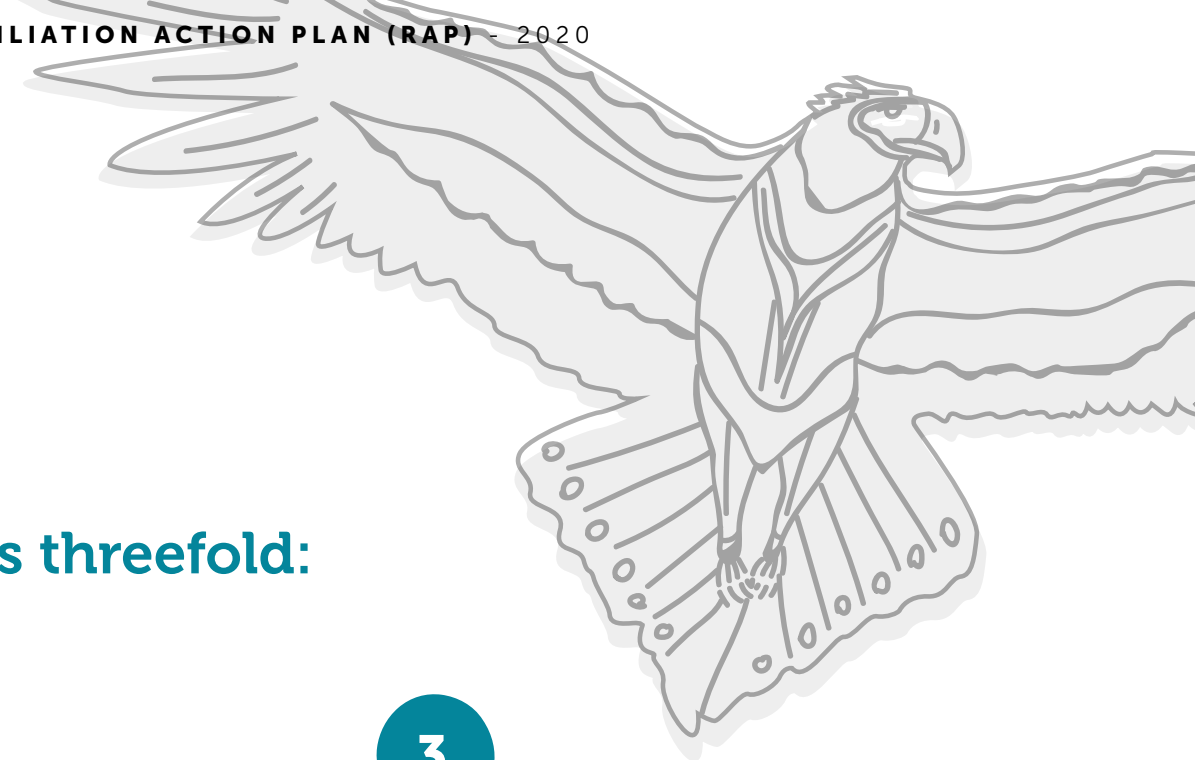
We are a member of a network of Anglicare organisations across Australia. Each Anglicare organisation is based on a region, but all are interconnected through agreed ways of meeting and working together. 'Anglicare Australia' is an oversight body that forms the partnerships and relationships between each of the individual Anglicare members, and is responsible for overarching advocacy at a national level. Our Anglicare entity takes part in national advocacy matters, and works closely with Commonwealth, State, and Local governments, and other funding bodies.

### 2.

Across our footprint (Southern and Western NSW, and the ACT) we work closely with government, service providers, non-government organisations, community groups, communities and individuals to deliver and continuously improve the diverse range of community services we provide. Likewise, within our regions, we partner with the Anglican Diocese of Canberra Goulburn, the Diocese of the Riverina and the Bathurst Diocese. We seek partnerships with parishes across those regions, to enable the provision of Anglicare's services into regional and/or rural locations.

### 3.

We serve thousands of clients, patients, and families – supporting their aspirations and needs, and their transition toward independence or relevant ongoing supports.







Children at Ashmont centre re-opening. Photo taken by Christie Jennings.

## RAP context

During 2017-2018 the RAP Working Group undertook visits throughout the regions Anglicare serves. The aim of these visits was to develop our knowledge and understanding of the Aboriginal and Torres Strait Islander communities, partnerships and services currently provided to Aboriginal and Torres Strait Islander peoples.

This facilitated a deeper appreciation of the complex issues faced by Aboriginal and Torres Strait Islander

Australians and the potential role of Anglicare to enable social justice, opportunities and the celebration of heritage through our Reconciliation Action Plan.

Since these visits and the employment of the General Manager Cultural Safety and Training, our relationships with Aboriginal and Torres Strait Islander peoples and organisations have grown. We now have increasing numbers of Aboriginal Elders advising and contributing

to Anglicare's work. Likewise, the number of Aboriginal and Torres Strait Islander employees has continued to grow steadily. Indeed, it is the Elders, Aboriginal and Torres Strait Islander organisations and employees who have a central voice in the development and life of this RAP. It is our belief that together, we can make a difference with the Aboriginal and Torres Strait Islander families and communities we serve.

## A note on 'Wise Practices'

'Wise Practices' is a framework of care developed by First Nations people. Initially used in Canada, Wise Practices has more recently been developed by Aboriginal and Torres Strait Islander Australians and is a framework that prioritises Aboriginal and Torres

Strait Islander ways of being and doing. Its principles include self-determination and the understanding that colonisation is a present day phenomenon which continues to impact on the life of Aboriginal and Torres Strait Islander peoples. It is a decolonising framework

which prioritises local cultures, knowledges and heritage while enabling a process of healing. It also provides a strengths based and culturally affirmative approach to working with Aboriginal and Torres Strait Islander peoples.

## Our RAP

At the heart of Jesus' ministry is 'faith in action' and a love for all people, particularly the marginalised. In addition, Anglicare recognises Aboriginal and Torres Strait Islander knowledges, strengths and heritage as essential in the provision of services to Aboriginal and Torres Strait Islander Australians. It is through our First Nations staff that we can form a link and develop our

relationships with Aboriginal and Torres Strait Islander peoples and their communities.

Through our Reconciliation journey, we now have Aboriginal and Torres Strait Islander Elders and organisations whom we consult in the development and delivery of our services and the implementation

of our RAP. Anglicare is deeply concerned about the many inequalities identified through campaigns such as Closing the Gap, Recognition and Reconciliation and wishes to commit to supporting improvement in the life outcomes of Aboriginal and Torres Strait Islander peoples.



Wall artwork at Orange Medical Centre. Photo taken by Helen Austin.



## UNCLE JAMES INGRAM

Uncle James Ingram is a Wiradjuri man and Elder of the Aboriginal community in Wagga Wagga. He is also a Knowledge-keeper, whose family have been Custodians of the Murrumbidgee River for many thousands of years. His knowledge of the river and surrounds is vast and continues to be told through story. Uncle James has worked on Country and cared for Country for most of his

life and has been involved in negotiating with the farming community, City Councils, environmental agencies and private companies on the care and protection of Wiradjuri heritage and places of significance. He also had a leadership role in the development of the Murrumbidgee riverside and the establishment of the Marrambidya Wetlands. He has participated in research

projects that seek to build on the cultural knowledge of his people. Uncle James is a much loved member and leader within the Aboriginal community who has shared his knowledge of Wiradjuri heritage with Anglicare staff in Wagga Wagga

## Our RAP - cont

Anglicare's RAP is overseen by the RAP Leadership Team which has representation from the diverse office locations and services in the regions we serve. This group is comprised of both Aboriginal and Torres Strait Islander peoples and other Australians who are representative of the communities we work with and well equipped to advocate for Anglicare's RAP within their portfolios.

The RAP is also well supported by Anglicare's Board, our Chief Executive Officer (CEO) and the Executive team. In particular, it is championed through the General Manager Cultural Safety and Training, (who is also a member of the Executive) meaning the RAP is driven both on the ground and through the senior leadership of Anglicare.

The RAP Leadership Team meets four times per year and is guided by a Terms of Reference for its work.

Members of the group come from diverse services across our region and are all passionate about advancing Reconciliation. They include the –

- General Manager Riverina**
- General Manager Cultural Safety and Training**
- Executive Officer – St Johns Care**
- Early Childhood Education and Care Manager**
- Aboriginal Care Worker - Disability**
- Senior Tender and Policy Advisor**
- Aboriginal Case Manager – Out of Home Care**
- Aboriginal Case Manager – Out of Home Care**

Our Leadership Team reflects a partnership between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander people. The

representation of Aboriginal and Torres Strait Islander peoples has been achieved through the participation of Aboriginal and Torres Strait Islander employees from across the regions, and includes those involved in the provision of direct care through to an Aboriginal member of Anglicare's Executive team.

It also includes representation from our community based partnerships with an Aboriginal and Torres Strait Islander out of home care service. At the present time, we do not have an external Aboriginal and Torres Strait Islander Advisory Group.



## Our RAP journey

Since the commencement of Anglicare's Reconciliation journey, our activities within Aboriginal and Torres Strait Islander communities have become increasingly diverse. These activities are built on relationships grounded in mutual respect and our connections to place and space. This includes weekly gatherings over meals with Elders and community leaders, the establishment of community vegetable gardens, emergency relief for families as well as providing hospitality to other gatherings, such as the Aunty Jeans Group for Aboriginal and Torres Strait Islander peoples.

In addition, Anglicare has developed strong relationships with Aboriginal and Torres Strait Islander community hubs in Wagga Wagga, Orange and the south coast of NSW. Throughout this time, we have enabled one

Aboriginal and Torres Strait Islander Out of Home Care organisation to gain its accreditation, while we continue to work with another.

As a consequence of Anglicare's first RAP, we have prioritised cultural safety for Aboriginal and Torres Strait Islander staff, clients and communities. Cultural Safety is:

An environment that is safe for people, where there is no assault, challenge or denial of their identity; of who they are or what they need ... [it is also] about shared respect, shared meaning and shared knowledge' (Williams, 2012).

Furthermore, it is about affirming the strengths and cultures of Aboriginal and Torres Strait Islander peoples. This has necessitated the training of all of Anglicare's

staff across the regions we serve. This training has become a permanent feature of Reconciliation within our organisation.

Our Reconciliation journey has also seen the development of key policy initiatives such as the Aboriginal and Torres Strait Islander Recruitment Policy and the Aboriginal and Torres Strait Islander Procurement Strategy, which have increased the number of First Nations employees across the organisation. Other policy developments, such as our Code of Conduct and Client Rights and Responsibilities documents have ensured the cultural safety and rights of Aboriginal and Torres Strait Islander clients.

Children at Southern cross Early learning during NADOC week. Photo taken by Luke Reynolds.





# OUR RAP COMMITMENTS

Stock image from Unsplash. NSW South Coast to represent the Yuin nation. Photo taken by Tim Patch.

## Relationships

Anglicare provides services to a range of Aboriginal and Torres Strait Islander communities across our regions. Our relationships with Aboriginal and Torres Strait Islander organisations, Elders and community leaders enable us to:

- 1. develop networks that contribute to culturally safe and affirmative practice
- 2. understand and remove the many barriers Aboriginal and Torres Strait Islander peoples experience in accessing services, particularly those provided through the church, and
- 3. advocate with Aboriginal and Torres Strait Islander Australians and work towards addressing issues of social justice.

Our partnerships are embedded in the concept of two-way learning, which enable Aboriginal and Torres Strait Islander organisations to take control of the provision of

services to their people. For instance, we have two partnerships with Aboriginal and Torres Strait Islander organisations in the provision of foster care for Aboriginal and Torres Strait Islander children and their families.

One of the organisations has recently become independent of Anglicare, having gained its accreditation through their partnership with us, whilst the other will gain its accreditation in the near future. Both organisations have learnt much from us, however we have learnt considerably more from our relationship with them.

The development of such partnerships has become a key part of Anglicare’s Reconciliation Action Plan and Anglicare’s work with Aboriginal and Torres Strait Islander communities. Indeed we have already commenced work with other Aboriginal and Torres Strait Islander organisations to assist them in gaining their accreditation.



**MEASURE OF SUCCESS:** As a result of engagement strategies, Anglicare will double the number of formalised working relationships with Aboriginal and Torres Strait Islander organisations and community groups by 2022

| Action  | Deliverable   | Timeline      | Responsible                                  |
|---|---|---------------|--|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations guided by ‘Wise Practices’ framework. | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement, including meeting cycles, locations, membership and terms of reference for each regional group. | December 2020 | Executive Managers                           |
|   | Map Aboriginal and Torres Strait Islander community groups, networks and organisations within program areas.  | December 2020 | Program Managers                             |
|   | Develop and implement an Engagement Plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations within each region.  | February 2021 | General Manager Cultural Safety and Training |



| Action   | Deliverable   | Timeline  | Responsible                                  |
|--|---|---|--|
| 2. Build relationships through celebrating National Reconciliation Week. | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.   | May 2021 and 2022   | General Manager Cultural Safety and Training |
|  | RAP Leadership Team members to participate in an external NRW event.  | 27 May - 3 June 2021 and 2022   | Chair RAP Leadership Team                    |
|  | Organise at least one NRW event each year in each of the 7 locations that Anglicare operates in.  | 27 May - 3 June 2021 and 2022   | Regional Manager of each location            |
|  | Register all our NRW events on Reconciliation Australia's NRW website.  | May 2021 and May 2022   | General Manager Cultural Safety and Training |
|  | Systematically communicate our commitment to reconciliation publicly through a rolling communication strategy.  | August 2020; May 2021; December 2021; May 2022  | Director Communications and Design           |
|  | Implement strategies to engage our staff in Reconciliation  | May 2021 and 2022   | Chair RAP Leadership Team                    |
|  | Explore opportunities to positively influence our external stakeholders, for example community groups and partners, to drive reconciliation outcomes.                             | August 2020; May 2021; December 2021; May 2022.   | Executive Managers                           |
|  | Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation and promote the achievements of Aboriginal and Torres Strait Islander peoples. | July, October and November 2020; February, May August, November, 2021, February, May 2022 | General Manager Cultural Safety and Training |

| Action   | Deliverable   | Timeline   | Responsible                                  |
|--|---|--|--|
| 3. Promote positive race relations through anti-discrimination strategies  | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.   | August 2020, June 2021 and June 2022                     | Senior Policy Advisor                        |
|  | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.                             | October 2020   | General Manager Cultural Safety and Training |
|  | Develop, implement and communicate an anti-discrimination policy for our organisation.  | February 2021; July 2021; February 2022 and June 2022    | Senior Policy Advisor                        |
|  | Educate senior leaders on 1) identifying and challenging racism within the workplace, and 2) the effects of racism on Aboriginal and Torres Strait Islander peoples and their families. | November2020; and November 2021                          | General Manager Cultural Safety and Training |
| 4. Collaborate with Aboriginal and Torres Strait Islander peak organisations on issues of advocacy and social justice. | Consult Aboriginal and Torres Strait Islander peak organisations on issues of social justice, particularly those relating to Anglicare's services.                                      | August 2020, January 2021; August 2021 and February 2022 | Regional Managers                            |
|  | Ensure the provision of sufficient resources to enable Wise Practices with Aboriginal and Torres Strait Islander peoples using Anglicare services.                                      | July, 2020; May 2021; May 2022                           | CEO  |



# Respect

The heritage and cultures of Aboriginal and Torres Strait Islander peoples are unique and contribute to the life of all Australians. Indeed, Aboriginal and Torres Strait Islander families and communities have many strengths that mainstream Australia has failed to recognise, particularly in the area of human services. Anglicare values Aboriginal and Torres Strait Islander ways of being and doing; of being family; of being community and of caring for Country.

We aim to affirm these cultural strengths in the way we work with Aboriginal and Torres Strait Islander peoples and in the provision of services. We believe we can only do this through consultation with Aboriginal and Torres Strait Islander peoples and therefore strive to have the participation of First Nations Elders and community leaders in the life of Anglicare.

The history of the church within Aboriginal and Torres Strait Islander communities has been one of mixed outcomes. While some stories include those of compassionate and respectful relationships, many others reveal stories of injustice, and the wounding of Aboriginal and Torres Strait Islander people and their families.

However, Anglicare aims to ensure the future relationship of the church and Aboriginal and Torres Strait Islander communities is a positive one, through truth telling and acknowledging past injustices and working with Aboriginal and Torres Strait Islander peoples in building a future together. Our successful partnerships are just one reason for a cause of celebration!



MEASURE OF SUCCESS: Wise Practices (cultural safety) framework is used and implemented in every region by 2022

| Action  | Deliverable  | Timeline       | Responsible                                   |
|---|--|----------------|---|
| 1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights through cultural learning. | Conduct a review of cultural learning needs within our organisation.   | September 2020 | Head Anglicare College                        |
|   | Consult local Traditional Owners, knowledge keepers and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. | March 2021     | General Manager Cultural Safety and Training, |
|   | Develop, implement and communicate a cultural learning strategy for our staff and volunteers.  | June 2021      | Head Anglicare College                        |
|   | Increase the participation of Aboriginal and Torres Strait Islander Elders and community leaders in cultural safety training across all regions.                                 | January 2020   | Head Anglicare College                        |
|   | Provide opportunities for RAP Leadership Team members, HR managers and other key leadership staff to participate in formal and structured cultural learning.                     | June 2021      | General Manager Cultural Safety and Training  |
|   | Facilitate Cultural Immersion Program for Anglicare’s senior staff.  | October 2021   | General Manager Cultural Safety and Training  |

| Action  | Deliverable   | Timeline                               | Responsible                                  |
|---|---|--|--|
| 2. Facilitate the cultural safety of Anglicare’s Aboriginal and Torres Strait Islander staff through the use of `Wise Practices`. | Provide culturally appropriate EAP Counselling services to our Aboriginal and Torres Strait Islander staff.   | July 2020                              | CEO  |
|   | Facilitate cultural safety within training programs to Anglicare staff.   | August 2020                            | Head Anglicare College                       |
|   | Develop and communicate an on-line environment for Aboriginal and Torres Strait Islander staff to network and chat.   | October 2020                           | General Manager Cultural Safety and Training |
|   | Support Aboriginal and Torres Strait Islander staff to maintain contacts with community and engage with local Aboriginal and Torres Strait Islander networks and groups   | January 2020                           | General Manager Cultural Safety and Training |
|   | Include the use of Aboriginal and Torres Strait Islander ceremony, such as a Smoking Ceremony, where appropriate to nurture and support Anglicare staff.  | November 2020                          | General Manager Cultural Safety and Training |
| 3. Promote cultural respect through our office environments   | Provide training for all senior staff in culturally appropriate recruitment procedures and supervision of Aboriginal and Torres Strait Islander staff.  | February 2021                          | General Manager Cultural Safety and Training |
|   | Work with local Aboriginal Elders and the Anglicare Marketing and Design Team to identify and provide appropriate language and cultural settings in our reception areas, meeting rooms and staff work places etc. | Consultations 2020; Installations 2021 | General Manager Communications,              |
|   | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.   | July 2020 and ongoing                  | Head Anglicare College                       |
|   | Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.  | August 2020                            | General Manager Cultural Safety and Training |
|   | Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.   | February 2021                          | General Manager Cultural Safety and Training |
| 4. Demonstrate respect to Aboriginal and Torres Strait Islander peoples through observing cultural protocols.                     | Include an Acknowledgement of Country or other appropriate protocols at the commencement of formal meetings.  | July 2020                              | Executive Manager                            |



| Action  | Deliverable  | Timeline                       | Responsible                                  |
|---|--|--------------------------------|--|
| 5. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other significant and ordinary days throughout the year. | RAP Leadership Team to participate in an external NAIDOC Week event.   | First week in July, 2020, 2021 | Chair RAP Leadership Team                    |
|   | Review HR policies and procedures to remove barriers to staff participating in NAIDOC and other important Aboriginal and Torres Strait Islander community events.                              | August 2020                    | Senior Tender and Policy Advisor             |
|   | Promote and encourage participation in external NAIDOC and/or Reconciliation events to all staff.  | July 2020, 2021, June 2022     | CEO  |
| 6. Facilitate culturally safe and affirmative practices within services to Aboriginal and Torres Strait Islander peoples  | Ensure services to Aboriginal and Torres Strait Islander peoples, families and communities are guided by the `Wise Practices` framework of care, through feedback from community consultations | November 2020                  | Executive Manager                            |
|   | Develop models for cultural supervision of Anglicare staff in the provision of services to Aboriginal and Torres Strait Islander peoples.  | November 2020, 2021            | General Manager Cultural Safety and Training |
|   | Integrate culturally safe/affirmative processes and principles into relevant policy areas.   | April 2021                     | Senior Tender and Policy Advisory            |
|   | Ensure the provision of culturally appropriate data management systems within partnerships.  | February 2020                  | Executive Manager PSP OOHc                   |
|   | Develop model for cultural safety leadership and procedures to become part of the supervision responsibilities of all executive and senior staff.  | June 2021                      | General Manager Cultural Safety and Training |

Tree at Cooleman Ridge. Photo taken by Rose Young.

## UNCLE TYRONNE BELL

The teachers and children at Googong Early Learning Centre are committed to learning about and respecting Aboriginal people and their culture. To support the learning, we have connected with local Aboriginal Elders who help us learn more, understand more and ensure the learning we are passing onto the children is authentic and respectful.

The team welcomes the opportunity to learn and change their practices whenever they spend time with Aboriginal elders and people. The following activity is an example of the learning that often takes place at Googong.

Uncle Tyronne Bell, a Ngunnawal Elder, visited the centre to spend time sharing Dreaming stories with the children. We heard the story of `Mununja the Butterfly` - the

story of a young Aboriginal girl who was changed into a beautiful butterfly so that she could avoid marrying the evil Gunga. Gunga possessed great powers and would always prevent Mununja from marrying the boy she loved. With the help of Narja, (the good spirit butterfly), Mununja was able to remain near her family and her country forever.

After Tyronne's visit, the children read the story many times and decided they would collaborate to make an artwork. They went for a walk to a local park and collected natural materials to use in the creation of the artwork. Florence brought in shells from home as they reminded her of the shape of the butterfly wings and they went on to inspire the shape of the art work and the colours used.

Tyronne has also told the teachers and children about the Mununja garden at the Arboretum. They planned to visit this garden and explore it further. They went out and enjoyed a beautiful day in the garden. At first, they found it hard to see the shape of the butterfly created in the garden and they discussed that it would be easier if they could get up higher to see it with a bird's eye view.

They went for a walk up the hill to look down on the garden and saw the shapes more clearly and discussed their interpretations of the garden's landscaping. The children connected with country and sat on the grass to say their Acknowledgement of Country. While in the garden, the children read the Mununja Butterfly story again, as told by Uncle Tyronne Bell.



Opportunities

Anglicare is committed to social justice for Aboriginal and Torres Strait Islander people, particularly the many issues surrounding Reconciliation and Closing the Gap. We have the opportunity throughout all of our services to make a difference in the lives of Aboriginal and Torres Strait Islander peoples.

Anglicare delivers many services in collaboration with Aboriginal and Torres Strait Islander peoples, families and communities. We are therefore committed to ensuring Wise Practices are used throughout all of this work.

Likewise, we are committed to the increased employment of Aboriginal and Torres

Strait Islander peoples across all of our programs, including strategies which contribute to their support and retention within our organisation. We are also particularly committed to proactive strategies which increase the numbers of Aboriginal and Torres Strait Islander peoples in middle and senior management positions.

Given that Anglicare’s region is large and covers many Aboriginal and Torres Strait Islander communities, we also commit to the procurement of our goods and services from Aboriginal and Torres Strait Islander businesses wherever possible.



**MEASURE OF SUCCESS:** Reduce the percentage of Aboriginal children and young people in Anglicare’s PSP (Out of Home Care) programs from 40% to 30% by March 2022

| Action  | Deliverable   | Timeline            | Responsible                                  |
|---|---|---------------------|--|
| 1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.                 | August 2020         | Director HR                                  |
|   | Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.                               | August 2020         | General Manager Cultural Safety and Training |
|   | Ensure Aboriginal and/or Torres Strait Islander senior staff have the opportunity to participate in Anglicare’s national conference and the annual leadership forums. | November 2020, 2021 | Program Manager                              |
|   | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.  | September 2021      | General Manager Cultural Safety and Training |
|   | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.                         | September 2020      | Director HR                                  |
|   | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.  | October 2020        | Director HR                                  |
|   |   |                     |  |

| Action   | Deliverable  | Timeline            | Responsible                                  |
|--|--|---------------------|--|
| 1. (Cont) Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce, by 75 percent over current levels.   | June 2021, 2022     | CEO  |
|  | Confirm targets for the employment of Aboriginal and Torres Strait Islander staff in full time mainstream positions. <ul style="list-style-type: none"><li>Intended target of 7 percent of all Anglicare employees to be Aboriginal and/or Torres Strait Islander peoples</li><li>10 percent in regions with high population of Aboriginal and Torres Strait Islander peoples (regions to be identified)</li></ul> | November 2020       | Executive Manager                            |
|  | Promote organisational scholarships and traineeships for Aboriginal and Torres Strait Islander peoples, particularly those which facilitate opportunities in middle and senior management positions.   | November 2020, 2021 | General Manager Cultural Safety and Training |
|  | Develop an award for Anglicare managers who reach their employment targets re Aboriginal and/or Torres Strait Islander staff. To be recognised at the Anglicare Leadership Forum.  | November 2020, 2021 | CEO  |
| 2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.                         | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.   | April 2021          | General Manager Cultural Safety and Training |
|  | Investigate Supply Nation membership.  | July 2021           | General Manager Cultural Safety and Training |
|  | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.  | August 2021         | General Manager Cultural Safety and Training |
|  | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.  | August 2021         | General Manager Cultural Safety and Training |
|  | Consistent with Anglicare’s procurement strategy, develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.   | September 2021      | Regional Managers                            |



Governance

Anglicare’s RAP governance processes provide guidance for the development and implementation of the RAP. Anglicare’s RAP Working Group is a key part of this process and is comprised of representatives from across the organisation who are responsible for regular input in and review of the plan.

As Anglicare’s programs are spread over a large geographical area and include a wide variety and complexity of services, our governance processes are designed to be robust yet flexible in order to change and adapt as required. The RAP has also been considered and endorsed by Anglicare’s Board.



**MEASURE OF SUCCESS:** Aboriginal and Torres Strait Islander perspectives and client voice is embedded in decision-making at every level by 2022

| Action  | Deliverable   | Timeline   | Responsible               |
|---|---|--|---------------------------|
| 1. Establish and maintain an effective RAP Working Group to drive oversight of the RAP. | Maintain Aboriginal and Torres Strait Islander representation on the RAP Leadership Team. | July 2020, 2021  | Chair RAP Leadership Team |
|   | Review the existing Terms of Reference for the RAP Leadership Team.                       | August 2020  | Chair RAP Leadership Team |
|   | Meet six times per year to drive and monitor RAP implementation.                          | July, Sept, Nov, 2020; Jan, March, May, July, Sept, Nov 2021; Jan, March May, 2022 | Chair RAP Leadership Team |

| Action  | Deliverable  | Timeline               | Responsible                                  |
|---|--|------------------------|--|
| 2. Provide appropriate support for effective implementation of RAP commitments.   | Define resource needs for RAP implementation.  | August 2020            | Chair RAP Leadership Team                    |
|   | Engage our senior leaders and other staff in the delivery of RAP commitments.                              | Engage from July 2020  | CEO  |
|   | The Anglicare Board governs the RAP and ensures Aboriginal representation on the Care Governance Committee | September 2020         | Chair Anglicare Board                        |
|   | Report on RAP commitments within Anglicare’s Annual Report.  | 2 November 2020, 2021  | Chair, Anglicare Governance Committee        |
|   | Appoint and maintain an internal RAP Champion from senior management.                                      | July 2020              | General Manager Cultural Safety and Training |
| 3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.           | 30 September 2020 2021 | RAP Chair                                    |
|   | Develop opportunities to celebrate the RAP achievements, for instance at the Anglicare Leadership Forum.   | November 2020, 2021    | CEO  |
|   | Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.                  | May 2022               | General Manager Cultural Safety and Training |
| 4. Continue our reconciliation journey by developing our next RAP.  | Register via Reconciliation Australia’s website to begin developing our next RAP.                          | October 2021           | General Manager Cultural Safety and Training |





## Contact details

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