

# AnglicareSA and Believe Housing Australia

## INNOVATE Reconciliation Action Plan

December 2022 - November 2024



## Terminology statement

The terms First Nations and First Peoples are inter-changeably used throughout our Reconciliation Action Plan and *Acknowledgement of Country*. While 'Aboriginal and/or Torres Strait Islander peoples' has become the generally accepted terms when speaking and writing about First Peoples, the decision by AnglicareSA, to use the reference 'First Nations' and 'First Peoples' was guided by the former 'AnglicareSA Aboriginal Staff Network' in 2017 and the Anglicare Australia First Nations Staff Network. We acknowledge that the use of the terms 'First Nations' and 'First Peoples' is not without contention.

We also recognise that these types of general terms have different degrees of support, and do not accurately reflect the diversity of 'Aboriginal and/or Torres Strait Islander peoples' who represent hundreds of nations, languages, and clan groups with distinct cultural identities. Many 'Aboriginal and/or Torres Strait Islander peoples' prefer to be known by their Nation/or specific group or clan name, and this must be respected.

The preference of 'First Nations' and 'First Peoples' is a guide only and should not replace the advice from local communities. Staff are encouraged to consult with local Elders, individuals, and communities for advice on local preference and adapt communications in line with that advice.

## Important message for First Nations people

First Nations people should be aware that this publication may contain the images/names of people who have passed away.





## Acknowledgement of Country

We express our gratitude to Traditional Owners and Custodians for their continuous care of this ancient Country, for thousands of generations, and for the sharing of this land that was never ceded.

We recognise and respect the wisdom of all Elders past, present, and those to come, and extend this to all First Nations people and their living cultures.

We walk softly alongside First Nations people as allies committed to seeking guidance, listening with purpose, and acting with courage in our future together.

Always was, always will be.

*'TIRKANDI - Country, Culture and Connection' created and led by Burka, Senior man Karl Winda Telfer of the Mullawirra Meyunna - the Dry Forest People.*



# RAP Artwork

## Our Story

"This piece I've titled 'Our Story' represents my observance of the intensity of energy and spirit of reconciliation expanding across all levels of AnglicareSA.

"It represents AnglicareSA placing the customer and the South Australian community at the heart of everything they do. Moving through the artwork are swirls, symbolic of arms reaching out into community providing compassionate care to those seeking support. The circles in the centre of those swirls represent communities across South Australia. The two dotted lines wrapped around the swirls reflects AnglicareSA walking softly, side-by-side with children, young people, individuals, and families, as they navigate the programs, services and supports they seek from this caring and compassionate organisation that also connects them in community.

"The river is represented as a significant cultural element moving throughout Country, representing the journey of life, renewal, and the strength of culture for First Nations people. Located in the centre of the artwork, I've placed two coolamons; the left one symbolises the holding of little ones, children, and young people through their times of needing support; and the coolamon to the right symbolises AnglicareSA holding adults and families in their time of need, as well as providing food security for the health and wellbeing of people and communities. The bottom of the artwork represents connection to Country, respecting First Nations customers. This is represented by tree trunks showing growth through healing, with the seeds underneath presenting new beginnings and relationships for a healthy life. To experience life and flourish in its fullness with support to live the very best life possible."



## Artist background

Karen Briggs is an illustrator, graphic and digital designer, and contemporary First Nations artist. She is a Yorta Yorta woman whose ancestral homeland radiates from the junction of the Goulburn and Murray Rivers in Northeast Victoria. Karen has been living in the Adelaide Hills for many years and has a Bachelor of Design from the University of South Australia and a Diploma in Applied Design (Multimedia) at TAFE SA. She says the Adelaide Hills inspires her in drawing themes from nature, recalling vivid memories of time spent with her grandmother on Country.

"I've been engaged with AnglicareSA since 2012, when I was invited to design the artwork and layout for their first RAP, and again for their second RAP in 2016. I was humbled to be invited to design the artwork for this RAP and drew inspiration from my reflections of the organisation across the past 10 years, as well as my Mum's experiences of working for Anglicare NSW for approximately 10 years."

Artwork and layout of this RAP was produced by Karen Briggs (Yorta Yorta) from KLB CREATIVE





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## Message from the Chief Executive Officer



Reconciliation is a joint journey of change together. At AnglicareSA and Believe Housing Australia, we take this responsibility seriously, with sincerity and commitment, and across all parts of our diverse organisation. It is in this spirit that I am proud to introduce AnglicareSA and Believe Housing Australia's Innovate Reconciliation Action Plan (RAP) 2022-24. This is our third RAP in ten years. We began this most recent RAP process by asking our organisation to embrace the truth of the past and present. On reflection of our past RAP journeys, we have decided - with First Nations people - to move to an Innovate RAP to ensure the whole of our organisation embraces and enacts the true spirit of reconciliation collectively, through an open and honest process.

At AnglicareSA and Believe Housing Australia, we celebrate, value, and respect the traditions and cultures of First Nations people. For the past decade, we have partnered with Tauondi Aboriginal College, an Aboriginal Community Controlled

Organisation, to deliver on our joint National Reconciliation Week (NRW) event - Reconciliation in the West. This annual event is a proud showcase of First Nations talents, cultures and traditions involving our employees, customers, key stakeholders, and the wider community. We support a similar event in Adelaide's southern suburbs called Reconciliation in the South. We take opportunities to acknowledge our shared histories through our advocacy at local and national levels. A key priority for us is supporting the national Family Matters campaign, whose vision is that all Aboriginal and Torres Strait Islander children and young people grow up safely in their home, receive a good education, and grow up healthy and proud of who they are.

In recognising the past, and the importance of healing, we support and sponsor Stolen Generations to participate in a range of activities that raise awareness, educate, and promote healing for the many First Nations people deeply affected by forced removal from their families and communities. In the development of our new Acknowledgement of Country, we shared in a cultural immersive experience to truly understand the importance of walking softly, side by side with First Nations people to learn First Nations wisdom, experience, and insight, at a caring pace of trust.

Our Innovate RAP is a strategic roadmap that will drive authentic reconciliation through tangible, measured and sustainable benefits for First Nations people we employ, serve, and partner with. This Innovate RAP commits us to increasing economic equity through the co-design of a First Nations Workforce Strategy, reviewing our First Nations Organisation Procurement Standard, and the co-design of an Aboriginal Mentorship Program for AnglicareSA executives.





Grant Reubenicht at Reconciliation in the West

As an organisation, we are committed to the values of Integrity, Compassion, Stewardship, Equity, and Servant Leadership. This means we support truth-telling by acknowledging the past and the intergenerational, ongoing impacts of colonisation. It means we listen deeply, and compassionately lead and drive real change in allyship with First Nations people and communities. It means we will continue to challenge inequity, celebrate diversity, and foster inclusion. We will confront racism and make clear it is not tolerated in our organisation, and beyond, by implementing an Anti-racism Strategy that specifically addresses racism that is typically experienced by First Nations people. We will co-design a Cultural Learning and Safety Strategy - including a self-directed, continuous professional development learning model. Our RAP Champions – three non-First Nations executive leaders – have been appointed to ensure our RAP is well understood and implemented.

At AnglicareSA and Believe Housing Australia, our purpose is to change lives together, and reconciliation is a central part of that transformation. I am extremely proud to lead an organisation working hard to be culturally safe and diverse and whole-heartedly celebrates the rich cultures and traditions of First Nations people and communities. I am thankful to our First Nations Senior Leaders Group, our RAP Working Group, and all employees and community members for supporting, guiding, and contributing to our continuing reconciliation journey. I am honoured to present our Innovate RAP and look forward to us championing its intent together in meaningful words and actions, now and well into the future.

**Grant Reubenicht**  
Chief Executive Officer  
AnglicareSA

## Statement from CEO of Reconciliation Australia



Reconciliation Australia commends AnglicareSA on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. AnglicareSA continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways. An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey.

It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future. An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that AnglicareSA will continuously draw upon to create RAP commitments rooted in experience and maturity. These learnings extend to AnglicareSA using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for AnglicareSA to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, AnglicareSA will ensure shared and cooperative success in the long-term. Gaining experience and reflecting on pertinent learnings will ensure the sustainability of AnglicareSA's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations AnglicareSA on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## Message Co-Chairs RAP Working Group

In undertaking the work of developing our RAP for AnglicareSA and Believe Housing Australia, we have adopted an approach that we believe is essential to underpin fundamental change as it relates to reconciliation within our organisation.

Importantly, our approach sees non-First Nations people jointly share power and hold space for truth-telling and deliberate action in authentic partnership with First Nations people. We view this as an important direction for us as a model, while also supporting the self-determination of First Nations people across the country more widely.

By design, having First Nations and non-First Nations people as Co-Chairs of our RAP Working Group, our aim is to create - in a genuine and practical way - true allyship under a dual governance structure.

We believe this leadership-sharing of responsibility and accountability speaks strongly to our employees and those we seek to influence externally. It also elevates the responsibility of reconciliation to a whole-of-organisation approach, through empowerment and trust. It is our intention that these characteristics will shape our future internally and open opportunities for wider community-empowered change. We commend this Innovate RAP to you and encourage your engagement and participation.

- **Nancy Penna**, Co-Chair RAP Working Group, RAP Champion, Executive General Manager of Community Services
- **Sonia Waters**, A/Co-Chair RAP Working Group, Director Aboriginal Services, First Nations Senior Leader

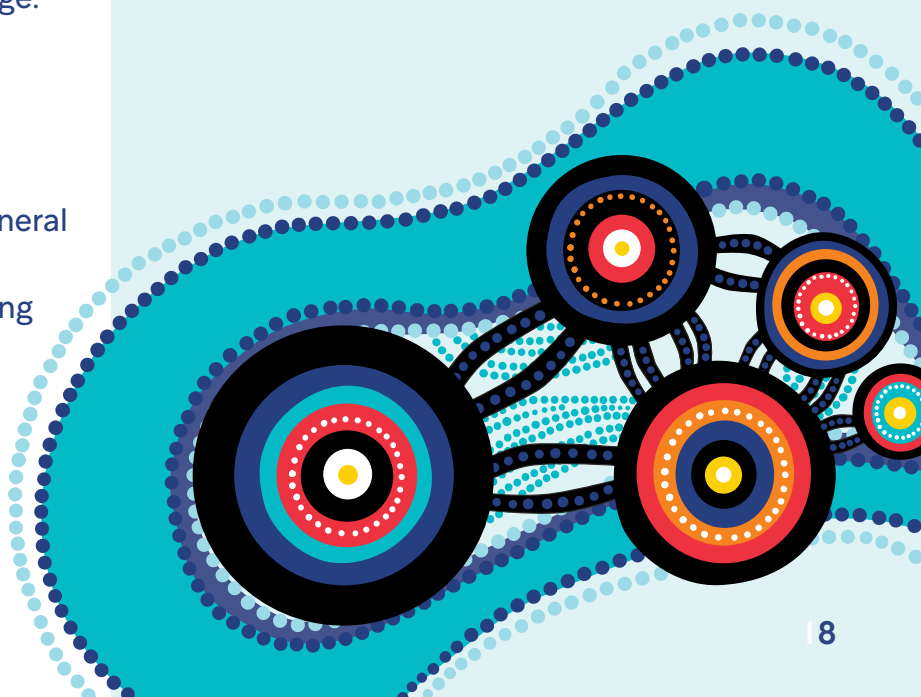
## Our Vision for Reconciliation

AnglicareSA and Believe Housing Australia know that reconciliation is integral to achieving our goal in supporting and caring for First Nations children, young people, individuals, and families in need. We are committed to working together, respectfully, with First Nations people, communities, and organisations to change lives and uphold First Nations peoples' rights to be heard and determine priorities about their own futures.

We will listen deeply to the shared histories of First Nations people and the truth-telling of lived experiences that have traumatically impacted a proud people and remain in the living memory of First Nations people today. We believe that only once the truth is known, can healing truly begin.

At AnglicareSA and Believe Housing Australia, reconciliation is a whole of organisation responsibility, to be guided by authentic leadership and driven by commitment, reflected in our actions. One where AnglicareSA and Believe Housing Australia is culturally safe and welcoming, free from racism and discrimination.

We want to be a place that First Nations children, young people, individuals, families, and communities will choose and trust to work and engage with in their time of need.



# About AnglicareSA

## Our Story

AnglicareSA is a separately incorporated, not-for-profit, community-based organisation. Our origins in South Australia as a faith based charitable community organisation date back to 1860 and we have evolved in various forms over that time. Our work with South Australians has always focused on supporting and caring for those in the community who are in need or those who are marginalised by the often-unjust societal structures that exist. As needs and the world changes, our organisation has also adapted according to these, and we have grown to become a leading organisation in South Australia that supports more than 55,000 people each year and employing almost 2,000 South Australians.

AnglicareSA engages in national conversations through our membership of Anglicare Australia. Anglicare Australia is one of several peak bodies in which we are active participants. Along with 35 other likeminded organisations we look to influence social and economic policy across Australia. In addition, we have other peak body affiliation and executive representation that covers key aspects of the services we provide including social services, aged care, disability, and housing with similar ambitions to influence policy.

## Our People

We support South Australians through our 1,800 hard-working employees and more than 300 dedicated volunteers across diverse social service supports and programs. Within our workforce, we currently have 41 First Nations employees, which is 2.17% of our workforce. We work across more than 150 programs and services that cover housing and homelessness, disability, aged care, foster care, emergency assistance, financial counselling and literacy, Aboriginal services, and support for children, young people, and

families. We respond to peoples immediate needs and work with them to build capacity that enables them to restore and maintain dignity and control in their lives.

## Our Vision and Values

We are guided by five integral values: Integrity, Compassion, Stewardship, Equity and Servant Leadership and they are inextricably linked to our vision of reconciliation. These values are more than words for our employees, volunteers, customers, they are a call to action, an expectation that we strive to make a difference to the lives of all South Australians. The values act as a benchmark for every action within AnglicareSA and drives not only the day-to-day decision-making process, but more importantly the long-term strategic commitments we make to the communities at the heart of South Australia.

The values are intertwined in every aspect of the RAP, from the Pillar Visions right through to each of the deliverables of the plan. Relationships, Respect, Opportunities & Governance. We believe that the services we provide, performed in accordance with our values, will enable AnglicareSA to fulfil our purpose Together we change lives.





## Believe Housing Australia

Believe Housing Australia is AnglicareSA's housing company. It is a nationally accredited, Tier 1 Community Housing Provider that has been delivering social and affordable housing and tenancy services for more than 20 years. The current housing portfolio spans across the whole of metropolitan Adelaide and regionally from Mt Gambier to Berri. The organisation also aspires to expand its reach across state and territory borders where it can provide housing in collaboration with support services, particularly in partnership with other Anglicare agencies and local support services. Formerly known as AnglicareSA Housing, Believe Housing Australia continues to be part of the AnglicareSA family, and as such, wherever AnglicareSA is referred to in this document, it also pertains to Believe Housing Australia.

## Working towards Reconciliation

AnglicareSA's reconciliation journey began in 2010 with the signing of what was then known as a Reconciliation Statement of Commitment. This important statement was initiated through the work of the former Indigenous Access Working Group, Indigenous Advisory Group, and the Indigenous Project Group - all formed in 2006 - which led to the development of an Aboriginal Project Group Business Plan 2008 – 2010.

AnglicareSA proudly released its first RAP in 2012. This was a further public declaration of AnglicareSA's vision for reconciliation.

AnglicareSA released its second RAP in 2017 (Stretch RAP). This second RAP significantly built on progress made in previous years. Two key highlights achieved during this RAP included:

### 1. Development of a First Nations Organisational Procurement Standard

The development of a First Nations Organisational Procurement Standard that provides a pathway to increased engagement with First Nations-owned and operated businesses, was a responsible business undertaking, that acknowledged the unique experiences, perspectives, and skill sets First Nations businesses can offer in support of AnglicareSA's service delivery.

The co-design process that included AnglicareSA's Procurement Team, together with First Nations Senior Leaders and Aboriginal Services, underpinned the development of the First Nations Organisational Procurement Standard. The Procurement Team sought external advice and guidance from the South Australian Industry Advocate to better understand the local First Nations supplier base and aligned procurement categories.

The Contracts Specialist and Social Impact Lead then undertook a four-part Supplier Diversity Training Program delivered by Supply Nation, an Australian supplier diversity organisation, along with general industry best-practice standards research.

The Standard became operational in June 2021. Since the implementation of this Standard, the Procurement Unit has ensured all tenders include a section for a RAP to be provided. This requirement includes a weighting, so it has an impact across the whole tender submission over those who have not provided a RAP. The Standard has led to two additional First Nations businesses being added to a preferred provider list, as well as increased spend on First Nations businesses.

## 2. Development of a new Acknowledgement of Country

A cultural immersive experience on Country, and co-design process with First Nations and non-First Nations people and employees, underpinned AnglicareSA's new Acknowledgement of Country.

A team of 18 non-First Nations employees were assembled in April 2021 to refresh AnglicareSA's Acknowledgement of Country, intentionally drawing from all portfolios and levels, and diversity, to ensure whole-of-organisational participation and engagement.

To deepen understanding of the cultural importance and relevance of acknowledging Country for First Nations People and communities, AnglicareSA engaged Burka, Senior man Karl Winda Telfer, of the Mullawirra Meyunna, the Dry Forest People, from the Adelaide Region.

*"You can't do it (acknowledge Country) without connecting, and that means walking Country with the people, listening to the story of land. If you don't hear that first-hand, how do you know what you're acknowledging?"*  
- Burka, Senior man Karl Winda Telfer

Employees participated in a half-day cultural immersive experience, called 'TIRKANDI – Country, Culture and Connection', created and led by Karl.

The team gathered at Warriparri-windy place by the river (also known as Warriparringa), for an early morning Sunrise Ceremony. Met by Karl on arrival, employees were invited into his circle, around the fire, on ancient Country, and kindly Greeted to Spirit of Place. This Sunrise Ceremony together with the Tjilbruke/Tjirbruki Peace Lore Fire Ceremony, shared by Karl, had a profound effect on all involved. Each person present was further invited to offer a leaf to the Spirit Lore-Fire of Peace to signify coming together in respect, truth, and reconciliation.

Karl then opened a pathway for employees to move forward, generously inviting them to: *"walk softly together alongside me on Country - join my footsteps and those of my Ancestors"*.

As those participating in the ceremony moved forward together, Karl began imparting his teaching in "bi-cultural ways of understanding". He later shared that this concept, co-designed by Dr Gavin Malone and himself over more than two decades, is now being recognised, respected, and valued, together with their cultural mapping, as a circle of knowledge and wisdom designed to guide people forward, to walk the pathway together, respectfully.

Karl transcended those involved from a *"linear world of squares...to a peaceful feeling in his sacred circle"*. He called on those present to *"soften the hard edges of the squares to bring balance to human circles"*.

For most of those involved, it was a first experience of being on Country with a Senior Custodian.





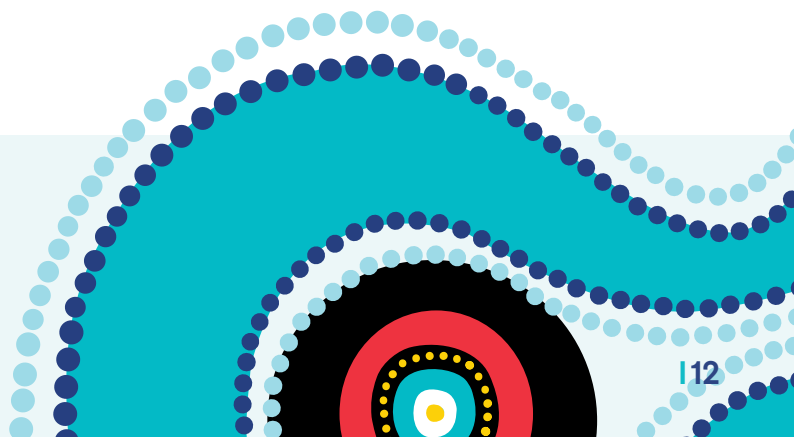
Immediately following, employees were guided into the Living Kurna Cultural Centre, and invited by Shona Reid, a First Nations woman and then CEO of Reconciliation South Australia, to sit quietly, reflect and shortly after, share personal thoughts of the profound experience they were privileged to share. With a new sense of understanding, employees ended the day with a first draft of an Acknowledgement of Country.

Several conversations with the drafting team, Aboriginal Services, First Nations employees and First Nations Senior Leaders followed, spanning approximately 12-months. Employees shouldering great responsibility of drafting this new Acknowledgement of Country, deeply invested in ensuring

every word had meaning. An intentional pause for reflection toward the end of the Acknowledgement ensures a moment of quiet - a moment of thought and reflection, as the deliverer holds the audience, then emphasises: "Always was, always will be".

The collaborative, co-design approach, truth-telling, and the rich and profound experience, resulted in AnglicareSA's new Acknowledgement of Country. Employees involved in the drafting of the Acknowledgement of Country, will be its ambassadors - now responsible for sharing their experience with all employees.

<sup>1</sup> 'Tirkandi - Country, Culture and Connection' is a Cultural Immersive Interactive story which travels country and was created by Burka, Senior man Karl Winda Telfer of the Mullawirra Meyunna - the Dry Forest People. 'Tirkandi' was founded at Kanyanpapilla (Lot 50 Kanyanpapilla -LK50) in the heart of the Willunga Basin, which is the spiritual and cultural home of 'Tirkandi' - Country, Culture and Connection'.



## Additional highlights from our Stretch RAP 2017 - 2020

- Continued implementation First Nations employment pathways, with four trainees commencing in 2020.
- Continued partnership with Tauondi Aboriginal College on our joint National Reconciliation Week event, Reconciliation in the West - celebrating 10 years in 2022.
- Promotion of vacancies through a dedicated First Nations e-Network that has a strong focus on First Nations people employment.
- Continued to contract Kulbardi, a 51per cent First Nations-owned and managed business, for the supply of stationery and workplace supplies.
- AnglicareSA continued to sponsor the annual South Australian Aboriginal Junior Football Carnival, where more than 250 players and 1,000 spectators from across the state converge for the competition. The Carnival also features off-field cultural and sporting activities and information. The event is a fantastic opportunity for young First Nations players and families to come together and celebrate what is great about football and community whilst supporting community inclusiveness and wellbeing.
- Wanslea Early Learning Centre (ELC) – Embedded First Nations perspectives. The Wanslea ELC initiative supports our commitment to reconciliation through promoting respect, trust, and positive relationships between the wider community and First Nations people.
- First Nations Housing Strategy – AnglicareSA identified the need for a First Nations Housing Strategy and Action Plan in our Stretch RAP. This was co-designed with key First Nations stakeholders, community members, and tenants. The development of a dedicated First Nations Housing Strategy is strongly aligned to our RAP and organisational intent to be recognised as a leader in service delivery and sustainable outcomes for First Nations people and communities.
- Foster Care - Strengthened First Nations children and young peoples culture and identity. Across our Foster Care Placement teams, approximately one in every three children who have been placed in Foster Care (short or long-term foster care) are First Nations children and young people. There has been a strong focus over the past years to ensure all children and young people within our service have access to the Aboriginal Cultural Identity Support Tool (ACIST). They are also supported to know which First Nations community they are connected to, and we have recruited five First Nations Cultural Practitioners to ensure that First Nations children and young people achieve their ACIST.









*First Nations customers leading the co-design of their cultural sharing day*

## The road to Reconciliation

AnglicareSA faced multiple challenges in the delivery of our previous Stretch RAP and has taken the responsible decision to rewind and re-set to an Innovate RAP. Critical insights, challenges, and lessons were gathered by intentionally pausing to deeply listen to all employees and reflect on the outcomes and impacts of our previous Stretch RAP. These learnings have been embedded into the development of deliverables and targets in this RAP.

We recognise that we need to rebuild some fundamental scaffolding, be confident and competent in leading reconciliation in our organisation, address our blind-spots, and adopt a whole-of-organisation approach, if we are to authentically achieve our deliverables, targets, and vision for reconciliation, moving us to real change with lasting purpose.

We have mentioned the successes above, below is a summary of the critical insights and challenges from our previous Stretch RAP.

## Critical insight and challenges

### Whole-of-organisation ownership and engagement in reconciliation

AnglicareSA previous Stretch RAP was developed through a Strategic Review of Aboriginal Services process in 2016, and not through a RAP development process. This was where we fundamentally, yet unintentionally, made an error.

The Strategic Review process was not a whole-of-AnglicareSA approach. It was predominantly undertaken by Executive, Senior Leaders and First Nations Senior Leaders, with guidance and wisdom from a First Nations Expert Panel that was assembled for the purpose of the Strategic Review. There was minimal engagement of employees. As a result, employees did not feel engaged or included in ownership of the previous RAP development, nor necessarily understood the important part they played personally and professionally in reconciliation, and in implementing RAP

deliverables and targets that contribute to achieving our collective reconciliation vision.

This Strategic Review process integrated essential Stretch RAP deliverables with core Aboriginal Services business. Whilst this process was motivated with good intent, it resulted in an all-encompassing suite of far-reaching deliverables and targets that, on reflection, were unattainable.

Several deliverables and targets were quite ambitious and required appropriate frameworks to be established. It is now acknowledged that we underestimated the time, effort, and resourcing required to achieve these targets.

Furthermore, AnglicareSA also takes responsibility for the period in which our RAP Working Group fell into abeyance in the early part of our Stretch RAP implementation. This lost time further impacted on our capacity to deliver on our RAP targets, raise visibility of our RAP, and develop genuine engagement of employees from the very start.

### **Steps taken to redress these critical insights and challenges include:**

- In August 2021, we engaged the services of Reconciliation South Australia to lead us through this RAP development process, engaging all employees across AnglicareSA.
- We refreshed our RAP Working Group Terms of Reference and assembled new membership, ensuring a minimum 40 per cent representation of First Nations employees – increasing to 50 per cent in this RAP.
- Appointment of a new Chair of our RAP Working Group.
- Shortly after, we intentionally shifted to a Co-Chair arrangement and appointed a First Nations Senior Leader to Co-Chair.
- Appointment of three RAP Champions, all Executive members. All portfolios of AnglicareSA are represented in our RAP Working Group. Support and involvement of Media, Advocacy and Communications and Customer and Brand with our RAP Working Group to help facilitate regular internal and external communication and advocacy to employees and stakeholders.
- Development of internal communications from the Co-Chairs of the RAP Working Group to keep employees up to date on RAP progress, events, initiatives and how they can be involved.
- RAP Working Group meetings are held monthly during RAP development and quarterly during implementation.
- In this RAP, we will develop a reconciliation intranet page, webpage, and develop and implement a comprehensive internal and external Reconciliation Communications Strategy.
- Ensuring our deliverables in this RAP include appropriate supports and frameworks, and accurately considers the time, effort, and adequate resources required in developing and implementing our RAP.

## Delivering our RAP with confidence and competence

A finding from AnglicareSA's Reconciliation Staff Survey, held in October 2021, was employees expressing their excitement for the development of our next RAP. However, they stated that it would require: a different style of leadership - one that recognises the responsibility of leading reconciliation in AnglicareSA, as well as through our sphere of influence; greater accountability and ensure a whole-of-organisation approach; and a direction of leading with confidence and competence.

It became very clear from the Staff Survey that the success of next our RAP must reflect the collective knowledge and wisdom of all leadership, our RAP Working Group, and employees more broadly, to grow and strengthen reconciliation across our organisation. It is equally critical that we adopt a change management approach to lift individual and organisational cultural capability.

### Steps taken to redress these critical insights and challenges include:

- Commenced the co-design of a First Nations Mentoring and Coaching Program initiated by AnglicareSA Executives to strengthen their knowledge base, stay abreast of state and national First Nations policies and frameworks, and address any blind spots. This will be further developed and launched in this RAP.
- Commenced the co-design of a mandatory self-directed, Continuous Professional Development, Cultural Learning program for all employees, including Executive and Leadership, through a diverse range of flexible learning opportunities.
- This approach will lift our individual and organisational cultural capability and participation will be monitored through Performance Development Plans.
- Developed, in conjunction with First Nations people, lunchtime learning sessions, which have been recorded for use with our cultural learning model. Topics include South Australia's Protector and the Forced Removal of First Nations Children from their Families, Racism in the Health System in the 20th Century, First Nations Activism leading to the Uluru Statement from the Heart and the Voice to Parliament, Reconciliation and RAPs.







*Deeply listening to First Nations tenants in shaping a new First Nations Housing Strategy*

## Lifting cultural capability and improving cultural safety

During the implementation of our last Stretch RAP, AnglicareSA provided both online and face-to-face cultural capability learning opportunities for employees. Online learning remains mandatory for all employees and must be completed within the first three months of employment as part of our on-boarding of new employees. This has had great uptake across AnglicareSA. More recently, First Nations Senior Leaders have called on AnglicareSA to become more nationally consistent and replace the current online program to one more widely used across Federal and State Governments, corporations, non-government organisations, and other service providers. This will occur in this RAP.

Online learning and face-to-face learning opportunities are fundamental to increasing the cultural capability of employees and our organisation, as well as improving cultural safety for First Nations employees and customers - which is of critical importance to AnglicareSA First Nations Senior Leaders and First Nations employees stressed this importance during the development of this RAP. They spoke of the need to refresh face-to-face learning opportunities for employees, expand cultural immersive opportunities, and source an alternate online cultural learning program.

This feedback was consistent with data from the Reconciliation Staff Survey and will be addressed in this RAP with the development of a Cultural Learning and Safety Strategy. First Nations employees also disclosed the need for all organisational leaders to take greater responsibility for their cultural safety and not to rely on First Nations Senior Leaders to carry this load. They also revealed experiencing racism in the workplace and the need to feel safe enough to report with the expectation of acknowledgement and necessary follow-up action.

### **Steps taken to redress these critical issues and challenges include:**

- exploring online cultural learning options, suited to our employees and organisational needs.
- face-to-face learning opportunities, cultural immersive opportunities, yarning circles, lunchtime learnings, etc. will be accessible to all employees within the newly co-designed cultural learning model, currently under development and further progressed in this RAP.
- development of an Anti-Racism Strategy, Policy, and Communications Strategy in this RAP. We will also be a supporter of the refreshed, relaunched Racism it Stops with Me Campaign and widely promote it across our organisation.







## Employment of First Nations employees

AnglicareSA did not meet the six per cent First Nations employment target set in our previous Stretch RAP. This is partly due to our appeal in community, small numbers of workforce supply with relevant qualifications for workforce areas in high demand, and over-stretching ourselves.

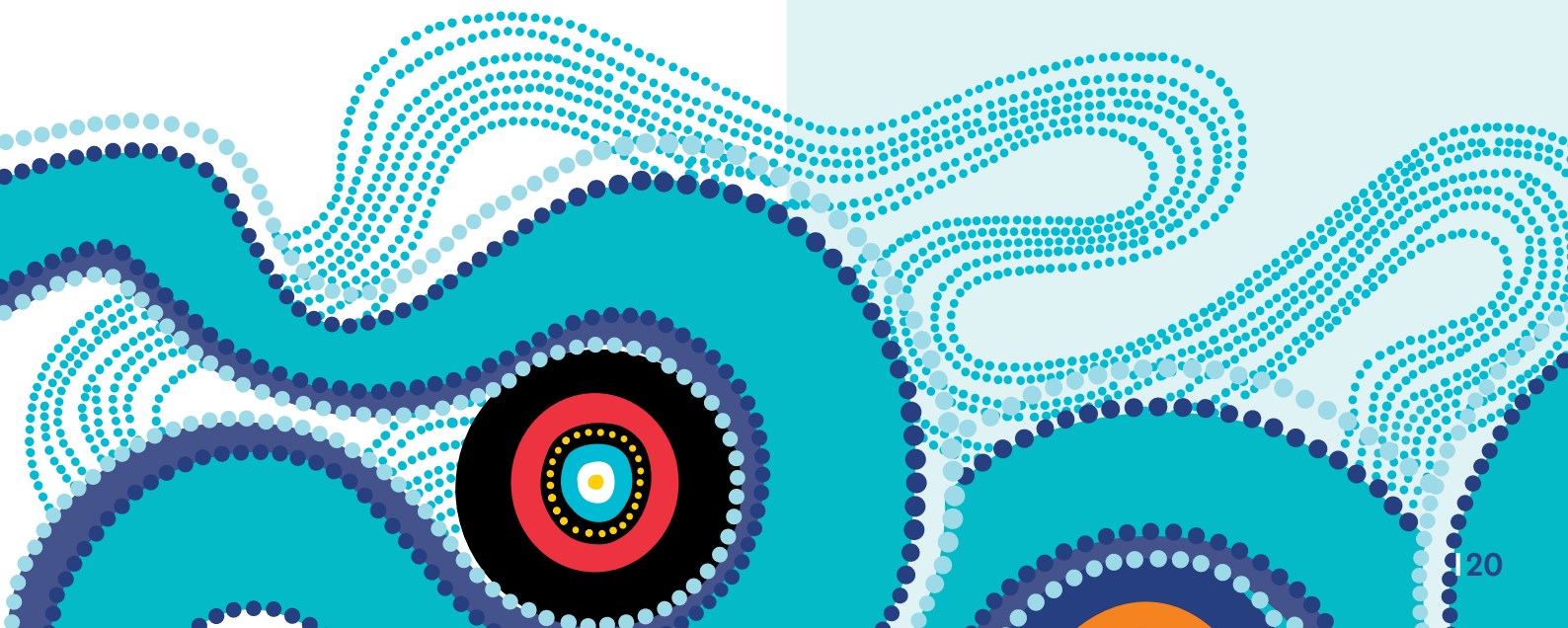
Our target of six per cent, we felt, was attainable at the commencement of our previous Stretch RAP. At that time, 64 employees identified as First Nations. However, during the first 18-months of implementing our previous RAP, the number of employees identifying as First Nations declined significantly to about 25, then increased and plateaued at 30-35 people. AnglicareSA developed a suite of actions to rapidly increase First Nations workforce participation, including identifying positions for First Nations people and appointing three additional First Nations Leaders across Believe Housing Australia, People and Culture, and Children, Youth and Families. We also established a First Nations talent pool, which has contributed to growth in our workforce participation. These strategies, together with the co-designed First Nations Workforce Strategy we are developing in this RAP, will ensure we achieve a minimum of three per cent First Nations employment target during this RAP period.

## First Nations Senior Leaders and Aboriginal Services

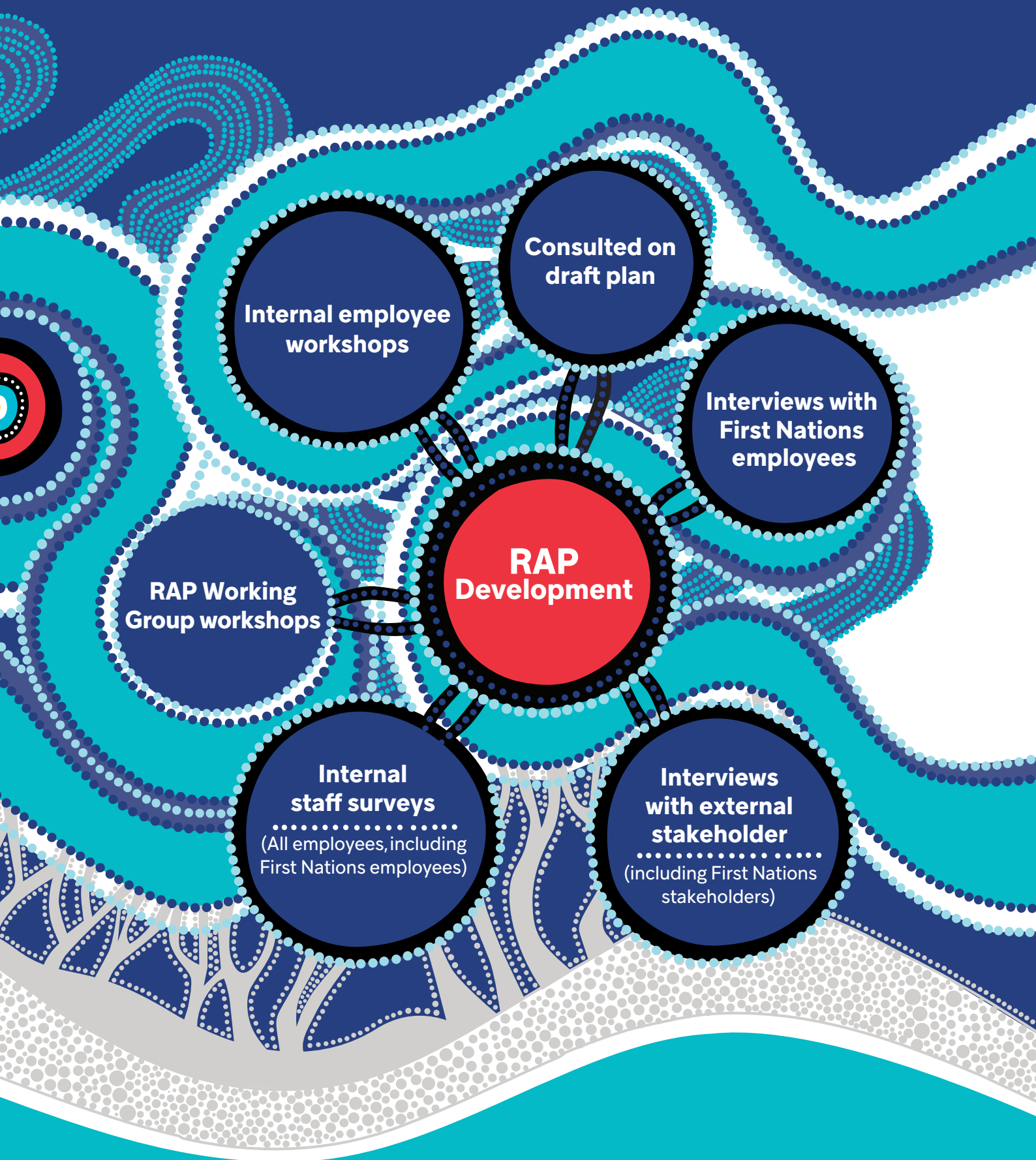
At times during our previous Stretch RAP implementation, we continued to find ourselves relying heavily on First Nations Senior Leaders and Aboriginal Services to strategically lead several RAP actions, rather than mutually engaging through interchanging roles as partners, collaborators, advisors, and cultural brokers.

**We take responsibility for this, and have taken the following steps to redress this burden on First Nations Senior Leaders and Aboriginal Services in this RAP by progressing the following initiatives/actions:**

- Formalising the relationship between First Nations Senior Leaders Group, Executive and CEO.
- Connecting with other RAP organisations at State and National levels who are well progressed and experienced with RAPs (e.g., Innovate and Stretch RAP organisations.)
- Connecting with Reconciliation South Australia and Reconciliation Australia and participating in learning opportunities, events, forums, webinars, and other initiatives.
- Continuing our Gold Membership with Reconciliation South Australia.







## Developing this RAP

In 2021 and 2022, AnglicareSA took an in-depth look at our reconciliation journey so far and how we, as an organisation, could play a broader role in achieving reconciliation across South Australia. With support from Reconciliation SA, we undertook a significant engagement process through surveys, workshops, and interviews with AnglicareSA employees, leadership, and six external partner organisations, including Aboriginal Community Controlled Organisations.

### Several common themes emerged:

- a genuine desire from employees and external organisations to be more engaged in the reconciliation movement with AnglicareSA,
- development and implementation of a new Innovate RAP for AnglicareSA, as a timely opportunity to rework the previous RAP and redevelop new intentions and RAP deliverables,
- trepidation amongst survey respondents over commitment and accountability of leadership in following through on RAP promises, as there had been recent change in leadership positions,
- this RAP is seen as an opportunity to extend current processes around First Nations procurement and First Nations engagement into tangible and measured activities and economic participation.

In developing this Innovate RAP, we have sought to involve AnglicareSA employees, stakeholders and people engaged in our services to inform the RAP Working Group and ensure ownership and participation in the creation of approach and commitment to reconciliation.

## AnglicareSA RAP journey/milestones



## RAP Working Group Members

Our RAP is governed by our RAP Working Group and is responsible for ensuring the development of our RAP, monitoring the progress of our RAP implementation, including overseeing AnglicareSA's organisational performance, deliverables, and tracking progress.

As we moved towards the development of this Innovate RAP, it was timely that we revised our RAP Working Group ToR and restructured our RAP Working Group membership.

In 2021-22 we appointed Co-Chairs of our RAP Working Group; a First Nations Co-Chair and a non-First Nations Co-Chair. Further to this, we appointed three RAP Champions (all Executive General Managers) to raise the profile of reconciliation as an organisational priority internally and externally, and lead by example by actioning the commitments in our RAP.

In our ToR, we committed to maintaining a minimum of 40 per cent First Nations members, growing this to minimum 50 per cent in this RAP, including an external First Nations member. Currently there are a total of 14 RAP Working Group members, six of whom are First Nations employees (40 per cent).

Membership is drawn from various levels of leadership and management and represent portfolio areas across AnglicareSA. AnglicareSA will be exploring the establishment of a First Nations Advisory Group in this RAP, and a member will be invited onto our RAP Working Group.

- **Nancy Penna**, Co-Chair RAP Working Group, RAP Champion, Executive General Manager of Community Services
- **Sonia Waters**, A/Co-Chair RAP Working Group, Director Aboriginal Services, First Nations Senior Leader

- **Dominic Gagliardi**, RAP Champion, Executive General Manager of Social Enterprise
- **Ian Byrne**, RAP Champion, Executive General Manager of Disability and Wellbeing Services
- **Amanda Takos**, Executive General Manager of People and Culture
- **Jamie Anderson**, Executive General Manager of Technology & Transformation
- **Aaron Cooke**, Community Connections Worker, First Nations Member
- **Troy Bond**, Aboriginal Cultural Practitioner, Northern Foster Care, First Nations Member
- **(Vacant, pending commencement)**, Aboriginal Housing Project Officer, First Nations Senior Leaders Group Member
- **Kristen Keating**, Placement Support Worker, Southern Foster Care, First Nations Member
- **Kathryn Eaton**, Head of Brand & Customer Experience
- **Eugena Knight**, Senior Manager of Home Care
- **Vanessa Mundy**, Senior Manager of Housing Programs, Believe Housing Australia
- **Cristina Giordano**, Senior Manager of Procurement
- **Nikki Degabriele** (Secretariat)

We acknowledge the significant contribution to this RAP by former employee, Kimberley Wanganeen, inaugural First Nations Co-Chair of our RAP Working Group.



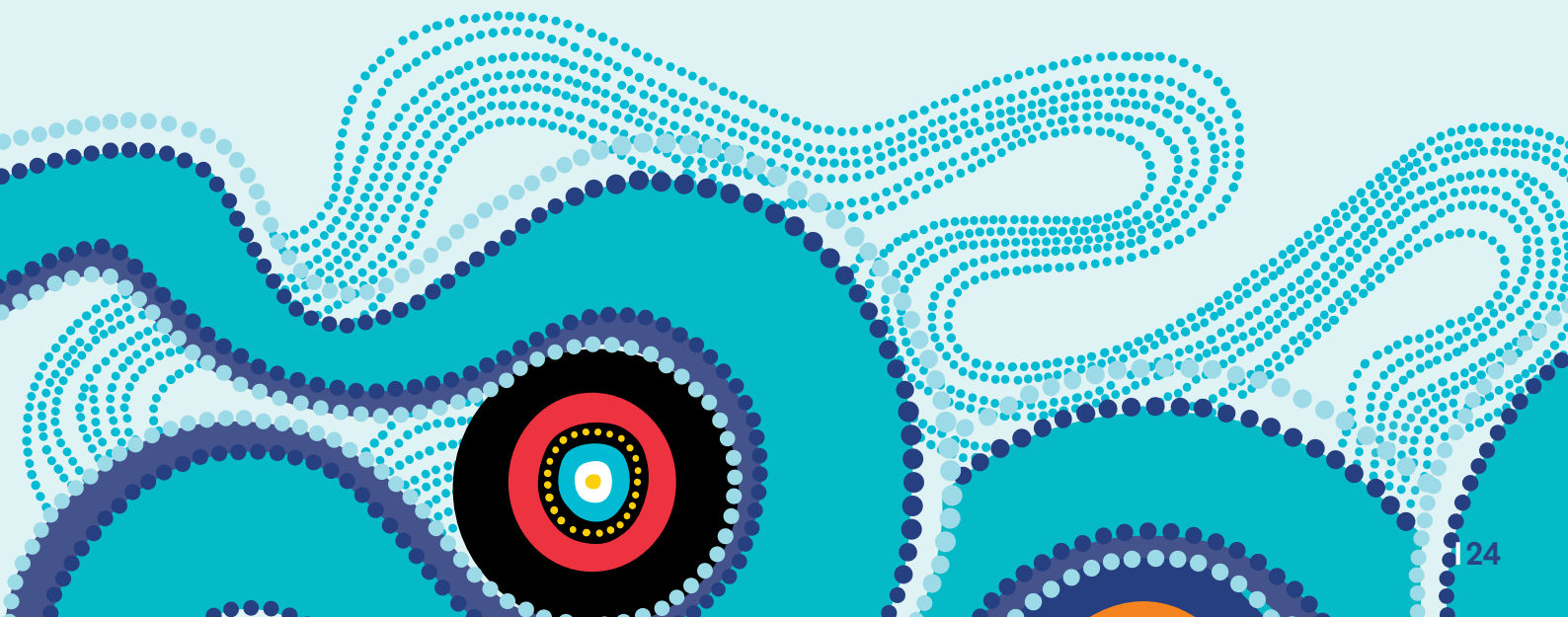


*Celebrating the 30th Anniversary of the Mabo decision at Reconciliation in the West at Tauondi Aboriginal College*

## RAP Champions

During this RAP development process, we appointed three RAP Champions to raise the profile of reconciliation as an organisational priority internally and externally. Their main role is to lead by example by actioning the commitments in the RAP.

- **Nancy Penna**, Executive General Manager of Community Services
- **Dominic Gagliardi**, Executive General Manager of Social Enterprise
- **Ian Byrne**, Executive General Manager of Disability and Wellbeing Services



## You spoke. We listened.

In developing this RAP, we took great care to connect with and listen to our employees. We learnt that:

### You said:

From our reconciliation staff survey, conducted in 2021, and focus groups, we learnt that employees knew of our previous RAP but did not feel actively engaged in it, nor had they participated in reconciliation activities in the 12 months preceding.

Employees indicated that there was a genuine desire to be more engaged in the reconciliation movement within the organisation.

### You said:

Feedback called for a whole of organisation approach to reconciliation led by Senior Leadership, Executive and Board Members.

The need for consistent leadership from senior employees and allies to support a culture of reconciliation across AnglicareSA.

Concerns and excitement - a significant number of respondents identified that they were excited about the new RAP and the opportunities and change it presented but were worried about authenticity and genuine engagement.

Employees reported strong interest in greater support for leaders to drive reconciliation.

## We listened

(new RAP deliverables)

**Deliverable 2.1** - Develop and implement a National Reconciliation Week (NRW) Communications Strategy across the whole of our organisation.

**Deliverable 2.3** - Engage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW, ensuring resources are allocated to enable this.

**Deliverable 3.1** - Develop and implement strategies to engage employees in reconciliation throughout the year.

**Deliverable 3.3** - Communication updates (at least bi-annual) to AnglicareSA employees and stakeholders (foster carers, volunteers, contractors, etc).

## We listened

(new RAP deliverables)

**Deliverable 5.1** - Create formal and informal opportunities for employees within their team environments to talk about reconciliation, ensuring it is a standard agenda item (including Executive and Board).

**Deliverable 5.2** - Each portfolio to identify and support at least one Reconciliation Champion.

**Deliverable 5.3** - Co-design with First Nations Senior Leaders and launch an Aboriginal Mentorship Program for AnglicareSA executives.

## You said:

Ensuring cultural safety of First Nations employees and customers through the elimination of racism and discrimination within the organisation came through feedback strongly.

## You said:

Resourcing reconciliation adequately is an important organisation priority to successfully achieve our vision.

A substantial number of employees identified the need for cultural capability training for all employees and that this should be the priority within the next RAP.

## We listened

(new RAP deliverables)

**Deliverable 4.1** - Conduct a review of HR policies and procedures to identify existing anti-racism provisions, and future needs.

**Deliverable 4.2** - Develop, implement, and communicate an Anti-racism Strategy for our organisation, that specifically addresses racism experienced by First Nations people, ensuring the Anti-racism Strategy is endorsed by the First Nations Senior Leaders Group.

**Deliverable 4.4** - Facilitate face-to-face training of AnglicareSA Board Members, Executive Leadership Group, and AnglicareSA Leadership Group on the definition of and effects of racism and the role of Board Members, Executive Managers and Senior Managers in ensuring zero tolerance.

**Deliverable 4.5** - Provide Anti-racism education to all employees, including new employees at inductions and Board Members.

**Deliverable 4.6** - Become a Supporter of the 'Racism. It Stops With Me' campaign and distribute material throughout AnglicareSA worksites.

## We listened

(new RAP deliverables)

**Deliverable 28.1** - Define and quarantine resource needs for RAP implementation.

**Deliverable 6.1** - Develop a Cultural Learning and Safety Strategy.

**Deliverable 6.4** - Provide opportunities for RAP Working Group members, HR managers and other key leadership employees to participate in formal and structured cultural learning.



## You said:

Partnering and engaging with First Nations people and communities was extremely important to employees.

## You said:

Increase the number of First Nations employees across our organisation came through strongly in the survey.

## We listened

(new RAP deliverables)

**Deliverable 1.2** - Explore the establishment of a whole of organisation First Nations Advisory Group.

**Deliverable 1.3** - Identify and meet with local First Nations stakeholders and organisations to develop whole of organisation guiding principles for future engagement.

**Deliverable 1.4** - Develop and implement whole of organisation engagement plan to work with First Nations stakeholders and organisations, which reflects the portfolio diversity represented across our organisation.

## We listened

(new RAP deliverables)

**Deliverable 10.1** - Work closely with First Nations employees at AnglicareSA to build an understanding of current First Nations workforce and future directions and opportunities (as in 10.2).

**Deliverable 10.2** - Co-design and implement with the First Nations Senior Leaders Group a First Nations Workforce Strategy.

**Deliverable 10.5** - Increase the number of First Nations employees to three per cent of the AnglicareSA workforce.

## How to get involved?

This RAP has been developed to support employee involvement across the whole organisation. Here are some ways employees can be a part of reconciliation at AnglicareSA.

### Relationships

- Participate in formal structured cultural learning opportunities.
- Ensure cultural safety of First Nations employees and customers.
- Deliver an Acknowledgement of Country (following the Guidelines for an Acknowledgement of Country and Welcome to Country).
- Include an Acknowledgement of Country or Welcome to Country (following the Guidelines for an Acknowledgement of Country and Welcome to Country).

### Opportunities

- Employ First Nations employees.
- Ensure your job vacancy effectively reaches First Nations stakeholders.
- Purchase from First Nations businesses.

### Respect

- Participate in Reconciliation in the West, Reconciliation in the South, or local NRW internal and external events.
- Assist in organising or participating in your portfolio's National Reconciliation Week event.
- Promote reconciliation in your sphere of influence.
- Engage in AnglicareSA's Reconciliation website, intranet, workplace, and Co-Chair Announcements for latest news and updates.
- Engage in 'Racism. It Stops With Me Campaign'.
- Participate in formal and structured cultural learning.
- Deliver an Acknowledgement of Country and/or organise a Welcome to Country (in accordance with the guidelines for Acknowledgement of Country and Welcome to Country).
- Familiarise yourself with First Nations dates of significance.

### Governance

- Seek membership on the RAP Working Group.
- Become a Reconciliation Ambassador for your site.





## Relationships

**Pillar Vision:** Relationships are fundamental to reconciliation. AnglicareSA prioritises meaningful and respectful relationships with First Nations people, communities, and service providers.

Upholding the inherent cultural and self-determining rights of First Nations people will form the basis of all relationships, both those that are established, and those which we seek to grow.

First Nations people and community hold the solutions to achieve positive outcomes for their children, young people, families, and communities. Genuine allyship, nurtured and sustained at a pace of trust in a culturally safe environment will enrich our work and underpin our thinking, decisions, and actions.

Action	Deliverable	Timeframe	Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Formalise and review the Terms of Reference of First Nations Senior Leaders Group.	February 2023	Director, Aboriginal Services
	1.2 Explore the establishment of a First Nations Advisory Group, with membership drawn from Elders and community that may: <ul style="list-style-type: none"> <li>- provide advice to AnglicareSA Board, AnglicareSA Executive on matters of interest for First Nations people and communities,</li> <li>- assist in the development of positive relationships with First Nations people and communities,</li> <li>- explore the development of a First Nations Community Consultation Strategy and Guiding Principles,</li> <li>- work in conjunction with the existing First Nations Senior Leaders Group.</li> </ul>	December 2023	Executive General Manager, Community Services
	1.3 Develop and implement whole of organisation First Nations Engagement Plan to work with First Nations stakeholders and organisations, which reflects the diversity of portfolios across our organisation.	November 2024	RAP Champions

Action	Deliverable	Timeframe	Responsibility
<b>2 Build relationships through celebrating National Reconciliation Week (NRW).</b>	<b>2.1</b> Develop and implement a NRW Communication Plan across whole-of-organisation for AnglicareSA employees. Communication and marketing strategies to include information on (but not limited to): - Reconciliation Australia's resources and materials for NRW (released in April), - Reconciliation South Australia's key messages and reconciliation engagement opportunities, - Reconciliation in the West and Reconciliation in the South, materials, and promotions, - AnglicareSA's RAP progress.	October 2023	Head of Media Advocacy & Communications
	<b>2.2</b> Ensure RAP Working Group members and RAP Champions participate in at least one external NRW event.	May 27th to June 3rd, 2023 & 2024	Co-Chairs RWG with RAP Working Group
	<b>2.3</b> Engage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW, ensuring resources are allocated to enable this.	May 27th to June 3rd, 2023 & 2024	Executive General Managers
	<b>2.4</b> Each portfolio in AnglicareSA to lead at least one NRW event each year, that supports engagement of AnglicareSA employees.	May 27th to June 3rd, 2023 & 2024	Executive General Managers
	<b>2.5</b> Continue and expand AnglicareSA in-kind/partnering on Reconciliation in the West, and Reconciliation in the South and explore opportunities for Reconciliation in the North.	May 27th to June 3rd, 2023 & 2024	Head of Brand & Customer Experience
	<b>2.6</b> Register all NRW events on Reconciliation Australia's NRW website.	May 2023 & 2024	Head of Brand & Customer Experience
<b>3 Promote reconciliation through our sphere of influence.</b>	<b>3.1</b> Develop and implement strategies to engage our workforce in reconciliation throughout the year.	June 2023	Co-Chairs RWG
	<b>3.2</b> Communicate and review annually AnglicareSA's commitment to reconciliation, including (but not limited to):		



Action	Deliverables	Timeframe	Responsibility
	<ul style="list-style-type: none"> <li>- email signatures,</li> <li>- dedicated reconciliation intranet and page on our external webpage,</li> <li>- CEO Messages,</li> <li>- RWG Co-Chair Announcements,</li> <li>- following Welcome to Country and Acknowledgement of Country protocols.</li> </ul>	June 2023 & 2024	Head of Media Advocacy & Communications
	<b>3.3</b> Communication updates (at least bi-annual) to AnglicareSA employees and stakeholders (including foster carers, volunteers, contractors) of: <ul style="list-style-type: none"> <li>- AnglicareSA's RAP updates and activities.</li> <li>- broader reconciliation initiatives happening across the South Australian community.</li> </ul>	April 2023 & 2024 October 2023 & 2024	Head of Media Advocacy & Communications
	<b>3.4</b> Identify and expand opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including but not limited to suppliers and contractors.	August 2023	Chief Executive Officer
	<b>3.5</b> Collaborate with Innovate and Stretch RAP organisations through Reconciliation Australia and Reconciliation South Australia to develop ways to advance reconciliation.	June 2023 & 2024	Co-Chairs RWG
<b>4 Promote positive race relations through anti-racism strategies.</b>	<b>4.1</b> Conduct a review of HR policies and procedures to identify existing anti-racism provisions, and future needs.	June 2023	Executive General Manager People & Culture
	<b>4.2</b> Develop, implement, and communicate an Anti-racism Strategy for our employees that specifically addresses racism experienced by First Nations people in the workplace, and ensuring the Anti-racism Strategy is endorsed by the First Nations Senior Leaders Group.	December 2023	Executive General Manager People & Culture
	<b>4.3</b> Engage First Nations key stakeholders to consult on the Anti-racism Policy, ensuring that the final policy is endorsed by the First Nations Senior Leaders Group.	September 2023	Executive General Manager People & Culture

Action	Deliverables	Timeframe	Responsibility
	<b>4.4</b> Facilitate training of Board Members, Executive, and Leadership Group on the definition and impacts of racism and the role of Board Members, Executive Managers, and Senior Managers in ensuring zero tolerance in the workplace.	February 2024	Executive General Manager People & Culture
	<b>4.5</b> Provide anti-racism education to all existing and new employees and Board Members, including: <ul style="list-style-type: none"> <li>- Anti-racism strategy,</li> <li>- relevant policies and procedures,</li> <li>- employee rights and responsibilities,</li> <li>- appropriate reporting mechanisms.</li> </ul>	February 2024	Executive General Manager People & Culture
	<b>4.6</b> Become a supporter of the 'Racism. It Stops With Me' campaign and distribute 'Racism: It Stops With Me' material throughout AnglicareSA worksites.	June 2023	Chief Executive Officer
<b>5 Demonstrate leadership across AnglicareSA in reconciliation.</b>	<b>5.1</b> Create formal and informal opportunities for employees within their team environments to talk about reconciliation, ensuring it is a standard agenda item (including Executive and Board).	February 2023	Chief Executive Officer (via the Executive Leadership Team)
	<b>5.2</b> Each portfolio to identify and support at least one Reconciliation Champion/Ambassador who will: <ul style="list-style-type: none"> <li>- ensure internal awareness of RAP deliverables,</li> <li>- provide updates to RAP Working Group,</li> <li>- communicate achievements to their relevant portfolio to ensure increased awareness,</li> <li>- maintain awareness of the status of their respective portfolio deliverables and support the person responsible for its implementation.</li> </ul>	October 2023 & 2024	Co-Chairs RWG
	<b>5.3</b> Co-design and launch an Aboriginal Mentorship Program for AnglicareSA Executives with First Nations Senior Leaders.	November 2024	Chief Executive Officer





## Respect

**Pillar Vision:** Lifting the cultural capability of AnglicareSA is fundamental to creating an environment in which First Nations people feel respected, valued, and culturally safe when working in, or accessing our sites and services.

A commitment to undertake this work by investing in a Cultural Capability Framework supported by a Cultural Learning and Safety Strategy which is organisation-wide and includes diverse learning methodologies. A strategy which is co-designed with and co-governed by First Nations Staff Network will result in a deeper appreciation of First Nations cultures, histories, wisdom, and historical moments.

We will join First Nations people and communities in celebrating NAIDOC Week, grow our understanding of other significant dates, and important historical moments for First Nations people.

Action	Deliverable	Timeframe	Responsibility
6 Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	<b>6.1</b> Co-design a Cultural Learning and Safety Strategy: <ul style="list-style-type: none"><li>- working closely with local Traditional Owners and Custodians, and/or First Nations employees and advisers,</li><li>- conducting a review of cultural learning needs/styles and current cultural learning opportunities (inclusive of diverse learning methodologies, such as face-to-face, immersion, and online),</li><li>- implementing and communicating the Cultural Learning and Safety Strategy designed specifically for AnglicareSA employees,</li><li>- ensuring that the staff engagement survey explores cultural safety within AnglicareSA and guides continuous improvement to the Cultural Learning and Safety Strategy,</li><li>- ensuring endorsement from the First Nations Senior Leaders Group.</li></ul>	December 2023	Executive General Manager People & Culture

Action	Deliverable	Timeframe	Responsibility
<b>7 Demonstrate respect to First Nations people by observing cultural protocols.</b>	<b>6.2</b> Track and report on employee Cultural Learning participation to ensure target of 100 employees is on track to be met.	June 2023 & 2024	Executive General Manager People and Culture
	<b>6.3</b> Provide opportunities for RAP Working Group Members and other key leadership employees to participate in formal and structured cultural learning.	December 2022 & 2023	Co-Chairs RWG
	<b>7.1</b> In partnership with First Nations stakeholders develop, implement, and communicate Cultural Protocols Document (including Guidelines for Acknowledgement of Country and Welcome to Country) to support employees understanding of the significance and appropriate use of these protocols.	June 2023	Head of Brand & Customer Experience
	<b>7.2</b> Ensure Cultural Protocols document is available on AnglicareSA intranet for all employees and on our website for those who access our website.	June 2023	Head of Brand & Customer Experience
	<b>7.3</b> Ensure Cultural Protocols Document is endorsed by the First Nations Senior Leaders Group.	June 2023	Head of Brand & Customer Experience
	<b>7.4</b> Increase employee awareness, education and understanding of the purpose and significance of cultural protocols in 7.1 and include reference in the Cultural Learning and Safety Strategy (6.1).	September 2023	Head of Media Advocacy & Communications
	<b>7.5</b> Invite a local Traditional Owner and Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2022, 2023 & 2024	Chief Executive Officer
	<b>7.6</b> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and events.	November 2022, 2023 & 2024	Chief Executive Officer
	<b>7.7</b> Display a visible Acknowledgment of Country in all AnglicareSA office entrances and owned buildings.	June 2023	Chief Operating Officer



Action	Deliverable	Timeframe	Responsibility
<b>8 Build respect for First Nations cultures and histories by celebrating NAIDOC Week.</b>	<b>8.1</b> Establish a NAIDOC Working Group to support whole-of-organisation engagement in NAIDOC week and ensuring it is appropriately resourced.	July 2023 & 2024	Co-Chairs RWG with RAP Working Group
	<b>8.2</b> RAP Working Group to participate in at least one external NAIDOC Week event.	July 2023 & 2024	Co-Chairs RWG
	<b>8.3</b> Promote and engage participation in external NAIDOC events to all employees.	July 2023 & 2024	Chief Executive Officer
	<b>8.4</b> Review HR policies and procedures to remove any barriers for employees participating in NAIDOC Week, including specific review of the Cultural Leave Policy.	June 2023	Executive General Manager People & Culture
<b>9 Increase awareness across AnglicareSA of First Nations significant dates and places.</b>	<b>9.1</b> Work with Traditional Owners and Custodians, and other First Nations stakeholders to culturally map sites and places on which AnglicareSA's sites and services are provided, to increase staff awareness about the significance of that Country.	September 2023	Chief Operating Officer
	<b>9.2</b> Develop a list of First Nations Dates of Significance, with First Nations employees and share this both internally and externally.	September 2023	Head of Media, Advocacy & Communication
	<b>9.3</b> Naming of at least one identified AnglicareSA place/space in consultation with local Traditional Owners and Custodians, First Nations Senior Leaders Group, and other relevant stakeholders.	December 2023	Chief Operating Officer





## Opportunities

**Pillar Vision:** Partnerships and alliances that create genuine opportunities which will drive reconciliation and meaningful inclusivity. AnglicareSA will actively use our sphere of influence to create and drive opportunities across the communities we serve. Opportunities will be co-designed with First Nations people to maximise economic participation of First Nations people.

We will do this through the development and implementation of a First Nations Workforce Strategy within our organisation, as well as growing our purchasing and procurement from First Nations businesses through our First Nations Procurement Standard. We will continue to use our sphere of influence through contracting to increase First Nations workforce participation and First Nations business engagement.

Action	Deliverable	Timeframe	Responsibility
10 Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	10.1 Work closely with AnglicareSA First Nations employees to identify opportunities to improve recruitment, retention and career development, that informs the First Nations Workforce Strategy.	March 2023	Executive General Manager People & Culture
	10.2 Co-design and implement with First Nations Staff Network a First Nations Workforce Strategy, which explores: - the recruitment, retention, and professional development of First Nations employees, - First Nations employee leadership opportunities across AnglicareSA, - incremental increase of First Nations employees employed within AnglicareSA to meet the employee/s to customer ratio.	September 2023	Executive General Manager, People & Culture
	10.3 Establish effective avenues that maximises our reach to First Nations stakeholders when advertising all job vacancies.	June 2023	Executive General Manager People & Culture



Action	Deliverable	Timeframe	Responsibility
11 Increase First Nations supplier diversity footprint across AnglicareSA.	10.4 In consultation with First Nations Senior Leaders Group, review HR and recruitment procedures and policies to identify and remove any potential barriers to First Nations people participation in the workplace.	February 2023	Executive General Manager People & Culture
	10.5 Increase the percentage of First Nations people employed across AnglicareSA workforce from 2.17% to at least 3%.	November 2024	Executive General Manager People & Culture
	11.1 Review and refine AnglicareSA's existing First Nations Procurement Standard and practices to maximise opportunities for the procurement of goods and services from First Nations businesses.	September 2023	Chief Operating Officer
	11.2 Continue to communicate opportunities for procurement of goods and services from First Nations businesses to employees to ensure:  - employees are confident sourcing and engaging with First Nations businesses,  - Executive can measure and monitor organisational engagement with First Nations businesses (including reporting on 11.4).	September 2023	Chief Operating Officer
	11.3 Expand on current, and engage in five new, commercial relationships with First Nations businesses, including, but not limited to:  - First Nations Participation clause in AnglicareSA contracts,  - direct tender to First Nations business/es,  - First Nations employment targets in contracts,  - First Nations participation and RAP-weighting in tender processes.	September 2023	Chief Operating Officer
	11.4 Continue membership of Supply Nation and explore the SA First Nations Business Register in the South Australian Office of the Industry Advocate.	March 2023	Chief Operating Officer

Action	Deliverable	Timeframe	Responsibility
<b>12 Increase opportunities for First Nations Leadership across AnglicareSA.</b>	<b>12.1</b> Enable a minimum of two First Nations employees to undertake leadership development opportunities within AnglicareSA's workplace.	June 2023 & 2024	Chief Executive Officer and People and Culture
	<b>12.2</b> Progress opportunities for informal and formal meetings of First Nations Senior Leaders Group and the AnglicareSA Executive to share reciprocal leadership and mentoring.	June 2023 & 2024	Chief Executive Officer
	<b>12.3</b> Ensure First Nations Senior Leaders Group meet quarterly with AnglicareSA Executive Group on matters relating to First Nations employees and communities.	March, June 2023 & 2024 September, December 2023 & 2024	Chief Operating Officer



## Governance

**Pillar Vision:** AnglicareSA will ensure that the work of this RAP is brought to life through whole-of-organisation commitment driven by the AnglicareSA Board, Executive Leaders, and all Senior Leaders through accountability to each other, constantly reviewing, learning, and seeking feedback. The RAP will be adequately resourced, and outcomes measured against deliverables shared with employees and stakeholders.

Principles will be put in place to support uncomfortable discussions, which are to be undertaken in a culturally safe environment in order to deeply listen to First Nations employees and hear the truth.

Action	Deliverable	Timeframe	Responsibility
<b>13 Establish and maintain an effective RWG to drive governance of the RAP.</b>	<b>13.1</b> Maintain the current 40% First Nations representation on the RWG and increase to 50% during implementation of this RAP.	December 2022, 2023 & November 2024	Co-Chairs RWG
	<b>13.2</b> Review and apply a Terms of Reference for the RWG.	December 2022 & 2023	RAP Project Officer
	<b>13.3</b> RWG to meet at least four times per year to drive and monitor RAP implementation and meet monthly during RAP development.	September, December 2022 & 2023 March, June 2023 & 2024	RAP Project Officer
<b>14 Provide appropriate support for effective implementation of RAP commitments.</b>	<b>14.1</b> Define and quarantine resources needed for RAP implementation.	December 2022 & 2023 November 2024	Chief Executive Officer
	<b>14.2</b> Embed RAP commitments into Executive KPIs.	December 2022 & 2023	Chief Executive Officer
	<b>14.3</b> Define and maintain appropriate systems to track, measure, and report on RAP commitments.	December 2022 & 2023	Executive General Manager, Technology and Transformation
	<b>14.4</b> Maintain internal RAP Champions from across AnglicareSA and establish a RAP Ambassadors program across AnglicareSA sites (including senior management).	December 2022 & 2023	Co-Chairs RWG



Action	Deliverable	Timeframe	Responsibility
	<b>14.5</b> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	August 2022 & 2023  Deadline to submit: 30 September annually	Co-Chairs RWG
	<b>14.6</b> Report RAP progress quarterly to all executive, employees, and senior leaders via: - All of organisation email updates, - Updating internet and intranet messaging, - All leaders forums (face-to-face and online), - RAP Co-Chair announcements, - Regular updating on Workplace (internal social media platform), - Employee meetings, and - special announcements when deliverables have been achieved.	June, September 2023 & 2024  December, January 2023 & 2024	Co-Chairs RWG
	<b>14.7</b> Report on RAP progress to AnglicareSA Board every six months.	June 2023 & 2024  December 2023 & 2024	CEO
	<b>14.8</b> Publicly report RAP achievements, challenges, and learnings, annually.	November 2023 & 2024	Co-Chairs RWG
	<b>14.9</b> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	RAP Project Officer
	<b>14.10</b> Submit a traffic light report on the implementation of this RAP to Reconciliation Australia at the conclusion of this RAP.	November 2024	Co-Chairs RWG
<b>15</b> Continue AnglicareSA's reconciliation journey by developing our next RAP.	<b>15.1</b> Register via Reconciliation Australia's website to begin developing AnglicareSA's next RAP.	January 2024	RAP Project Officer
	<b>15.2</b> Establish RAP Development Group to consult and draft next RAP. This group to meet monthly during RAP development process as prescribed in RAP Working Group Terms of Reference (TOR).	January 2024	Co-Chairs RWG
	<b>15.3</b> Engage with First Nations stakeholders, external to AnglicareSA, to actively participate in the RAP development working group.	January 2024	Co-Chairs RWG

Action	Deliverable	Timeframe	Responsibility
	15.4 Ensure that resources (in-kind and financial) are provided to external First Nations stakeholders to participate in next RAP develop.	January 2024	Co-Chairs RWG
	15.5 Undertake annual AnglicareSA Reconciliation Employee Survey to measure how employees are engaging in Reconciliation to inform the next RAP development.	September 2023 & 2024	Co-Chairs RWG



**For public enquiries about our RAP please contact:**

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