

AnglicareSA's

STRETCH Reconciliation Action Plan

September 2017 - October 2020



ANGLICARESA



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ARTIST AND DESIGNER OF THE RECONCILIATION HAND DESIGN FOR ANGLICARE SA

This design represents everyone working in partnership with Aboriginal people, engaging with mutual respect and understanding, to achieve common goals.

The aim and colours of the hand are to provide support with everyone helping, representing every nation in Australia.



Illustration and layout by Karen L Briggs (Yorta Yorta)

MESSAGE FROM ANGLICARE SA CEO

The Uluru Statement from the Heart has established a higher and more hopeful aspiration for the relationship between Aboriginal and Torres Strait Islander Peoples and other Australians by invoking Makarrata: the bringing together after conflict.

Our shared history following colonisation requires Makarrata. This Stretch Reconciliation Action Plan (RAP) is our vision and strategy towards our own Makarrata. I hope it will enable AnglicareSA to contribute to the wider process of peace making and reconciliation.

In our Acknowledgement of Country we say the following words:

AnglicareSA recognises that we meet on the traditional lands of the Kurna people

We express our gratitude in the sharing of this land

Our sorrow for the personal, spiritual and cultural costs of that sharing

And our hope that we may walk together in harmony in the spirit of reconciliation.

Our RAP will come alive in our everyday actions and attitudes as we live the values of AnglicareSA. Our Board and I fully endorse our RAP and look forward to its application in all of AnglicareSA.

The measure of this Reconciliation Action Plan will be the reduction in the personal, spiritual and cultural costs of the enforced sharing of their land by Aboriginal people and our joint walking together through Makarrata.



A handwritten signature in blue ink, appearing to read 'Peter Sandeman', written over a white background with a decorative border.

Peter Sandeman
Chief Executive Officer
AnglicareSA

ANGLICARESA

RECONCILIATION AUSTRALIA CEO STATEMENT

Reconciliation Australia congratulates AnglicareSA on its commitment to reconciliation as it implements its second Reconciliation Action Plan (RAP) since beginning its RAP journey in 2012.

The implementation of a Stretch RAP signifies that AnglicareSA is a leading advocate for reconciliation and is dedicated to making progress across the key pillars of the program-respect, relationships and opportunities.

AnglicareSA understands the importance of building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities, in order to produce mutually beneficial outcomes. It champions these relationships by committing to maintain an active membership of Anglicare Australia's National Reconciliation Network.

Respect for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to AnglicareSA's core values and vision for reconciliation. This is exemplified by its dedication to develop and implement a Cultural Respect Framework in order to increase the cultural competency of the organisation.

AnglicareSA is dedicated to driving reconciliation through employment and training opportunities for Aboriginal and Torres Strait Islander peoples, as demonstrated by its actionable goal to actively seek out one or more Aboriginal and/or Torres Strait Islander Board members. On behalf of Reconciliation Australia, I commend AnglicareSA on this Stretch RAP, and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

OUR VISION

Justice, respect and fullness of life for all.

OUR SHARED VISION FOR RECONCILIATION

Our vision is for a fair, just and reconciled Australia.

We want an Australia:

- > that accepts and honours its shared history and identity
- > that promotes and celebrates Aboriginal and Torres Strait Islander cultures as the oldest continuing cultures in the world, and values the important contribution that Aboriginal and Torres Strait peoples make to this country
- > that formally recognises and supports Aboriginal and Torres Strait Islander peoples to protect the inherent cultural rights they hold as Australia's first peoples
- > in which Aboriginal and Torres Strait Islander peoples are able to live their lives with purpose and happiness, with satisfaction and fulfilment, with dignity and pride, free from racism, discrimination and disadvantage

OUR BUSINESS

AnglicareSA has a primary charter of providing care, support and a voice for vulnerable people within South Australia. AnglicareSA is also a full-member of the Anglicare Australia network, which is an affiliation of some 40 Anglican service organisations nationally with a common aim of engaging with all Australians to build communities of resilience, hope and justice. AnglicareSA is the second largest member organisation of Anglicare Australia with specific areas of competence in Housing and Homelessness, Aged Care Services, Foster Care and Disability Services.

For more than 150 years, AnglicareSA has supported South Australians in need. On behalf of the Anglican Church, AnglicareSA expresses God's love for individuals and families by making a positive difference to quality of life, responding to needs and issues in ways which enhance and protect dignity and integrity and promoting social justice.

We are dedicated to serving and giving a voice to those who are most vulnerable in our community, fulfilling our vision of justice, respect and fullness of life for all.

Our 1800 staff, which includes 47 Aboriginal staff and our 700 volunteers, supports nearly 58,000 people each year.

We offer more than 150 diverse programs and services including: Aboriginal Services, support for New Arrivals, parenting, youth, families, foster care, financial wellbeing, disability care, mental health support, emergency assistance, homelessness and aged care. Every service, other than those specific to other cultural groups, is accessible for Aboriginal and Torres Strait Islander peoples. Importantly, all programs are accessible for employment opportunities for Aboriginal and Torres Strait Islander peoples.

AnglicareSA is now the largest community based non-government service provider in South Australia. We have many service delivery bases across the Adelaide metropolitan area and deliver some statewide services. We have offices in the North at Elizabeth, Salisbury, Gawler, Holden Hill, Kilburn and Davoren Park. In the South we have sites at Westbourne Park, Christies Beach, Trott Park, Oaklands Park, Morphett Vale and St Mary's. In the Western and Central Adelaide regions we are in Port Adelaide, North Adelaide, Prospect, Kilkenny, Hindmarsh, Brompton, Grange and Adelaide, and in regional South Australia at Maitland, Wallaroo, Whyalla and Mt Gambier.

We are here for everyone, and importantly we have been doing this for more than 155 years.



OUR VALUES

AnglicareSA and its staff will always act with:

INTEGRITY We act honestly and ethically and we ensure accountability to those we serve and work with.

COMPASSION We respond with sensitivity and empathy to the needs, abilities and aspirations of the people we work with and the communities we serve and work with.

STEWARDSHIP We are the custodians of the resources entrusted to us for current and future service, building the capability of those we serve and those we work with, to ensure the sustainability, quality and effectiveness of our services.

EQUITY We affirm the importance of diversity and inclusion in our workplace and the community. We will demonstrate fairness in our workplace. We will promote personal, social and economic change to enable those customers in the most difficult circumstances to flourish.

SERVANT LEADERSHIP We place the needs of others first to enable them to grow. We empower, accept responsibility, and understand our role is to enable, encourage and support.

ACKNOWLEDGEMENT OF KAURNA COUNTRY

AnglicareSA recognises that we meet on the traditional lands of the Kurna people.

We express our gratitude in the sharing of this land;

Our sorrow for the personal, spiritual and cultural costs of that sharing;

And our hope that we may walk together in harmony, in the spirit of Reconciliation.



OUR RAP JOURNEY

AnglicareSA joined the national movement to publicly acknowledge and formalise our organisation's commitment and contribution to reconciliation in Australia through the development of our first RAP in 2012-2016.

When framing our first RAP it became apparent that there were a range of reconciliation activities taking place across many parts of our organisation and across the Anglican Diocese of Adelaide; some that had been occurring for decades. A number of these activities had not necessarily been considered or identified as reconciliation initiatives, or if they were, most had not been consolidated into any formal plan, or integrated into our strategic or business plans.

Our first RAP provided a framework for us to fuse most of these great initiatives together in one document, and our CEO anchored the RAP within our current strategic directions. Our RAP set out a clear shared vision that detailed specific actions, measurable targets and timeframes that cemented a strong foundation for Aboriginal inclusion and brought about positive change. It provided the right scaffolding for a fundamental cultural shift occurring across our organisation.

Meaningful partnerships that were drifting were rekindled with Aboriginal communities such as Point Pearce on the Yorke Peninsula, and new ones formed with Aboriginal community organisations such as Aboriginal Family Support Services (AFSS) during our first RAP. We value these important partnerships and continue to work closely together.

Our Aboriginal workforce has grown, and is currently stable at around 45 to 50 Aboriginal employees. Much needed programs such as Power Generation have been established in partnership with Port Power Football Club. This joint initiative is providing much needed social supports to young Aboriginal people and their families that resolves some of the social stressors and provides capacity for the young person to stay connected to their education, or transition into further education, vocational training or employment.



Our RAP, and our commitment to it, has brought about great change, which we will continue to strengthen and build upon. Whilst we are proud of our achievements that have resulted from our RAP, we also know there is much to be done to achieve equity in life outcomes, equal justice and fullness of life for all.

We understand that in order to close the unacceptable life expectancy gap between Aboriginal people and all other Australians, we need to redress the inequalities and injustices in life outcomes experienced by Aboriginal people. This means that all Australians and all organisations need to reach further, partner much better, build deeper and more culturally respectful relationships, and work harder, more innovatively and with urgency.

AnglicareSA is the largest non-Government organisation in South Australia. We are positioned well and take responsibility in playing a lead role in Closing the Gap and Reconciliation. These national responsibilities are to be shouldered by us all; we all need to be a part of the heavy lifting.

Prime Minister Malcolm Turnbull, when handing his report card on Closing the Gap to the Parliament in 2016, said:

'This shared responsibility falls to each and every single Australian, Indigenous and non-Indigenous, every level of government and every business and organisation'¹

As we neared the end of our first RAP, it was timely to reflect on our journey, assess our progress, celebrate our achievements, accelerate the implementation of strategies and actions that had not been achieved, and seek guidance from Aboriginal Elders, leaders, staff, communities and significant others in framing our next RAP journey.

We embarked on an extensive consultative process. This has been an important process that helped us to understand our journey so far and was critical to mapping our shared journey forward:

Firstly, we assembled a Steering Committee, chaired by our CEO with membership drawn from our Board, Executive and Senior Aboriginal Leadership Group. This Steering Committee will form our RAP Working Group, and champion our RAP internally:

- > Rev'd Peter Sandeman, Chair and CEO, AnglicareSA
- > Rev'd Ali Wurm, AnglicareSA Board Member

- > Anne Maddock, Former General Manager, Governance, Quality and Risk
- > Nancy Penna, General Manager, Community Services
- > Jackie Howard, Former General Manager, Aged Care Services
- > Michelle Gegenhuber, General Manager, Housing Services
- > Sharyn Osborn, General Manager, People and Culture
- > Grant Reubenicht, General Manager, Corporate Services
- > Ian Byrne, General Manager, Customer, Innovation and Brand
- > Bishop Chris McLeod, Assistant Bishop with Special Responsibility for Aboriginal People and Communities
- > Sonia Waters, Director Aboriginal Services
- > Olive Bennell, Senior Manager, Community and Cultural Partnerships

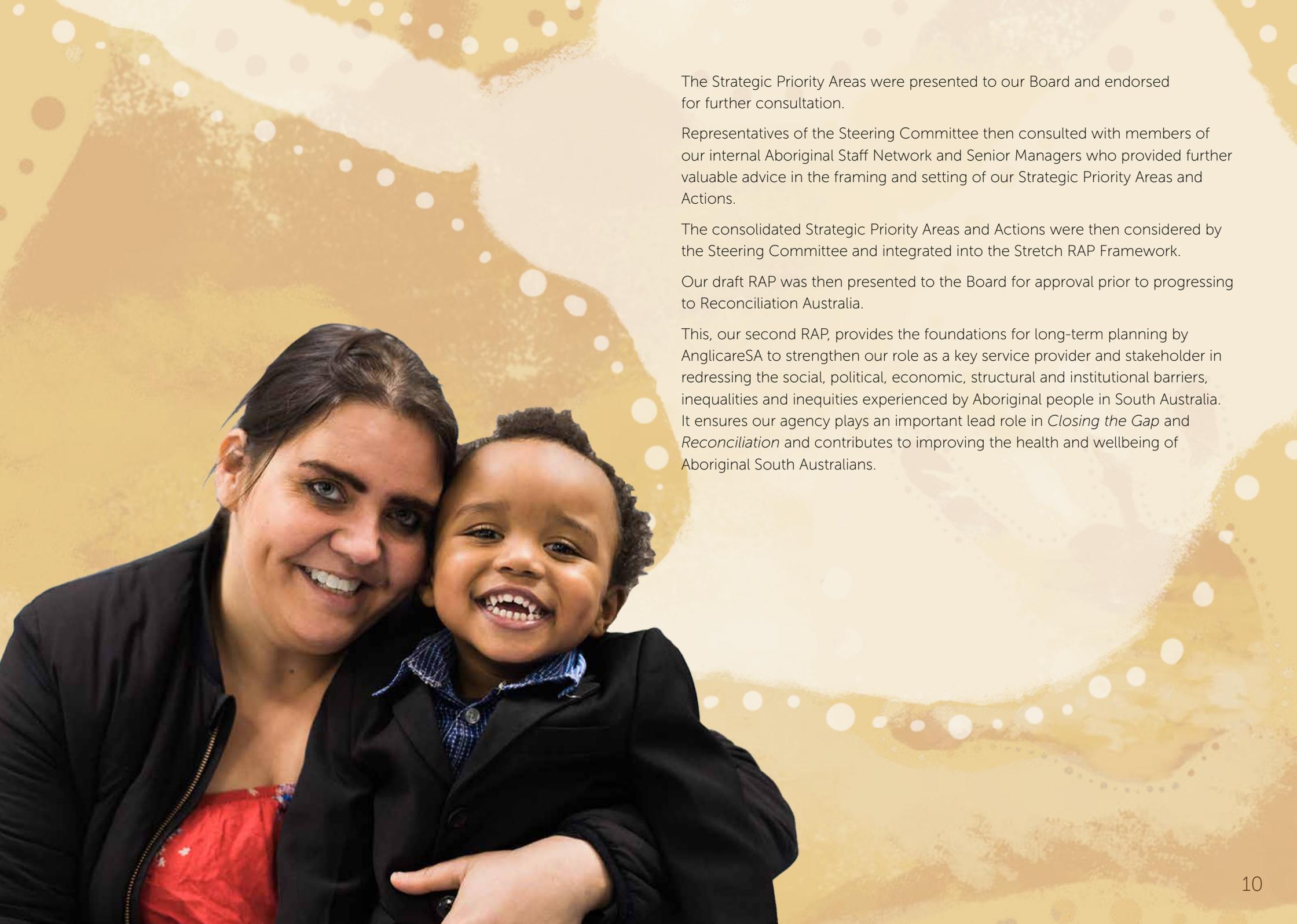
This Steering Committee then convened an Expert Panel of key State and National Aboriginal and non-Aboriginal Advisors, including one of South Australia's Co-Commissioners for Aboriginal Engagement and the State Director of Reconciliation SA.

The Expert Panel, facilitated by Tanya Hosch, former Co-Campaign Director of Recognise, reviewed the impact of our previous RAP; and provided frank opinion, valuable guidance and advice that assisted us in formulating our Strategic Priority Areas for this RAP.

Expert Panel members encouraged AnglicareSA to keep progressing forward with confidence:

'AnglicareSA has a lot of reasons to feel confident about the current progress of your RAP, you have good numbers of Aboriginal staff within your organisation, you have met and in some areas, exceeded targets. You are a respected organisation that has big expectations to meet but the community has confidence that AnglicareSA can meet those expectations' Tanya Hosch

¹<https://www.malcolmtturnbull.com.au/media/speech-to-parliament-on-the-2016-closing-the-gap-report>



The Strategic Priority Areas were presented to our Board and endorsed for further consultation.

Representatives of the Steering Committee then consulted with members of our internal Aboriginal Staff Network and Senior Managers who provided further valuable advice in the framing and setting of our Strategic Priority Areas and Actions.

The consolidated Strategic Priority Areas and Actions were then considered by the Steering Committee and integrated into the Stretch RAP Framework.

Our draft RAP was then presented to the Board for approval prior to progressing to Reconciliation Australia.

This, our second RAP, provides the foundations for long-term planning by AnglicareSA to strengthen our role as a key service provider and stakeholder in redressing the social, political, economic, structural and institutional barriers, inequalities and inequities experienced by Aboriginal people in South Australia. It ensures our agency plays an important lead role in *Closing the Gap* and *Reconciliation* and contributes to improving the health and wellbeing of Aboriginal South Australians.

KEY ACHIEVEMENTS

Among the many key achievements from our first RAP, we share the following:

- > AnglicareSA was the first NGO to partner with *Recognise*². We played a lead role as the *Journey to Recognition* arrived in South Australia and co-hosted a series of community events to inform South Australians of the need for Constitutional Reform. Our support continued as the Journey wound its way through regional and remote communities in South Australia to Alice Springs with staff from AnglicareSA participating in this leg of the journey.
- > AnglicareSA is proud of our Acknowledgement of Country that was drafted in partnership with members of the Kurna community.
- > AnglicareSA has deepened its relationship with Kurna people, the Traditional Custodians of the lands on which most of its sites and services are situated. Senior Kurna Custodians are invited to undertake Welcome to Country at significant events.
 - » We have facilitated a range of learning opportunities for staff and volunteers to develop and provide respectful service responses in working with Aboriginal people.
 - » A total of 33 two-day workshops were convened, with a total of 642 staff, volunteers, clergy and church members completing the workshops.
 - » The majority of clergy within the Diocese of Willochra have participated in these important workshops.
 - » A number of clergy and church members within the Diocese of Adelaide have participated in the workshops and are undertaking further facilitated learnings through an organisation titled, '*Australians Together*'³.
 - » A series of Reconciliation Conversations have been convened to support continuous learning.
- > Cultural competencies are now embedded into all Job Descriptions.
- > AnglicareSA staff, clergy, church members, volunteers and students are invited to participate in events of cultural significance to Aboriginal and Torres Strait Islander peoples.
- > Leave provisions are available to Aboriginal staff to participate in events of cultural significance.
- > AnglicareSA contributed financially to the establishment of the Aboriginal War Memorial at the Torrens Parade Ground, Adelaide.
- > AnglicareSA co-hosts an annual National Reconciliation Week event in partnership with Tauondi College titled *Reconciliation in the West*. The partnership has expanded to include other NGOs and attracts over 700 attendees. ReconciliationSA acknowledged this event as a key event on the Reconciliation Calendar.
- > An annual AnglicareSA Award that celebrates a staff member, program or service that is significantly contributing to Reconciliation has been introduced into our annual AnglicareSA Awards.
- > Positive stories and achievements of Aboriginal people, programs and services feature regularly in TGIF (our CEO's weekly e-newsletter to all staff), other newsletters, publications, media and on our intranet and website.
- > AnglicareSA recommended that the State Government introduce a Recognition Award for Amy O'Donoghue, the first Aboriginal Teacher in South Australia. The State Government responded positively by funding and naming 10 Teaching Scholarships for Aboriginal students per annum in her honour.
- > Aboriginal staff have been nominated for Awards and Recognition. Sonia Waters, Director of Aboriginal Services was inducted into the 2015 SA Women's Honour Roll, and Joyleen Rigney, former Aboriginal Aged Care Traineeship participant received two awards for her outstanding achievement during her Traineeship with AnglicareSA's Aged Care Services.
- > A Senior Aboriginal Leadership Group has been established and meets regularly.

² www.recognise.org.au

³ www.australianstogether.org.au

KEY LESSONS LEARNED

As we journeyed through the implementation of our first RAP there are some key lessons we learned:

- > We place importance on ensuring the culture of our environment is right and are committed to systemically lifting the cultural competence of our staff and organisation. During our first RAP, 642 staff, volunteers, clergy and church members participated in 33 face-to-face Cultural Respect workshops. Whilst this is a great outcome, unfortunately not all staff are able to participate in these valuable learning opportunities, for example shift workers. AnglicareSA will extend learning opportunities through the implementation of an online Cultural Respect program to maximise staff participation.
- > Whilst we are pleased that we successfully implemented the majority of our actions in our first RAP we did not fully achieve on a couple of actions. On reflection, we perhaps stretched ourselves too far, too soon without having the important scaffolding in place. This scaffolding is now in place.
- > At times, we found ourselves relying heavily on our Aboriginal Services Team to strategically lead a number of our RAP actions, rather than engaging the Aboriginal Services Team through their interchanging roles as a partner, collaborator, advisor and cultural broker. This RAP clearly identifies broader responsibility for our RAP actions.
- > It is vital that we broaden and deepen our relationships with Aboriginal people, families, communities, service providers, and businesses if we are to achieve equity in life outcomes for Aboriginal people, equal justice and fullness of life for all. AnglicareSA will formalise a process that enables us to listen to the diversity of Aboriginal voices in our organisation and within community.
- > Personal commitment to reconciliation actions is fundamental and it is vital that each member of staff, Executive and Board feel they have ownership of the RAP for it to achieve its purpose. Our extensive and inclusive engagement in the development of this RAP has brought about a level of ownership to achieve our vision, our actions, targets and timeframes.





STRETCH RAP

A Stretch RAP is for organisations that have already established relationships with Aboriginal and Torres Strait Islander stakeholders, and that are ready to embed reconciliation into business as usual. The Stretch RAP emphasises the setting of measurable targets and the implementation of long-term strategies to work towards reconciliation internally and as part of their core business.

AnglicareSA is ready to challenge and extend itself further. We know we are ready for a Stretch RAP, we are committed to making a demonstrable and measurable difference and our actions and targets align well to the Stretch RAP framework.



RELATIONSHIPS

Broadening and deepening our relationships with Aboriginal people, families, communities, service providers, and businesses is fundamental if we are to achieve equity in life outcomes for Aboriginal people, equal justice and fullness of life for all. The strength of our relationships and partnerships will be founded on trust, transparency and togetherness and the principle of 'relationship before business'.

We will encourage Board members, Executive, Senior Leaders and staff to participate in events of cultural significance to Aboriginal people. Anglicare SA will continue to partner with Aboriginal communities and organisations when hosting

its annual National Reconciliation Week event and other events that further promote and celebrate Aboriginal cultures. We will use our sphere of influence to encourage our partner organisations to join the national RAP program, for example, through our active participation on the Anglicare Australia National Reconciliation Network.

AnglicareSA was the first NGO to partner with *Recognise*, the national campaign to recognise Aboriginal and Torres Strait Islander peoples in Australia's Constitution. We will continue to support the important work of *Recognise* and the Referendum Council, as well as consider amending our own AnglicareSA Constitution to recognise the same.

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
1. AnglicareSA RAP Working Group (RWG) continues to monitor our RAP development including implementation of actions and tracking progress	CEO	RWG oversees the development and monitors the implementation of our RAP	Review annually September 2018, 2019, 2020
		Minimum four RWG meetings per year to discuss implementation and track progress	Review annually September 2018, 2019, 2020
		Review current Terms of Reference for the RWG	September 2017
		Ensure at least 50 per cent Aboriginal representation on our RWG, including two external Aboriginal community members	September 2017
		Ensure our internal Senior Aboriginal Leadership Group is engaged as a key source of Aboriginal advice and guidance on RAP development, implementation and monitoring, as well as policy, program and advocacy development	Review annually March 2018, 2019, 2020
		Appoint at least four internal RAP Champions from Executive and/or Senior Leadership	June 2018
		Engage Board Members, Executive and Senior Leaders in the delivery of RAP outcomes	Review annually March 2018, 2019, 2020

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
2. Raise internal and external awareness of our RAP to promote reconciliation across our organisation and sector	GM Customer, Innovation and Brand	Develop, implement and monitor a strategy to communicate our RAP to internal and external stakeholders	December 2017, Review April 2018, 2019, 2020
		Promote Reconciliation through ongoing active engagement with partner organisations	Review June 2018, 2019, 2020
		Utilise our sphere of influence to encourage partner organisations to join the RAP program	Review June, 2018, 2019, 2020
		Support South Australian Anglican Dioceses with the development and implementation of their RAPs	Review January 2018, 2019, 2020
3. Celebrate and actively participate in National Reconciliation Week (NRW)	GM Customer, Innovation and Brand	Maintain an active partnership with Tauondi College and other key stakeholders to deliver our joint annual event, <i>Reconciliation in the West</i> during NRW	National Reconciliation Week 27 May to 3 June 2018, 2019, 2020
		Publish NRW dates and events on AnglicareSA Calendar of events and encourage staff to attend	March 2018, 2019, 2020
		Community, Aged Care and Housing services portfolios to host at least one internal Reconciliation event during NRW and encourage staff in their portfolios to attend	National Reconciliation Week 27 May to 3 June, 2018, 2019, 2020
		Register our NRW events via Reconciliation Australia's NRW website and locally through Reconciliation South Australia and Aboriginal networks	National Reconciliation Week 27 May to 3 June, 2018, 2019, 2020
		Encourage Board Members, Executive, Senior Leaders and staff to participate in <i>Reconciliation in the West</i> and at least one other NRW event	National Reconciliation Week 27 May to 3 June, 2018, 2019, 2020
		Maintain active membership on Anglicare Australia's National Reconciliation Network that encourages and supports Anglicare nationally to participate in Reconciliation	Review annually January 2018, 2019, 2020

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
4. Continue to broaden and deepen relationships and partnerships with Aboriginal communities and organisations	CEO	Engage with key Aboriginal stakeholders to develop Guiding Principles for Partnership Agreements with Aboriginal communities and organisations	August 2019
		Formalise a minimum of one partnership per year with Aboriginal organisations using the abovementioned Guiding Principles and AnglicareSA's Partnering Framework	Review annually March 2018, 2019, 2020
		Embed culturally respectful and responsive engagement practices across all of our work	June 2018 Review annually June 2019, 2020
		Meet at least once per year with peak and representative Aboriginal organisations to maintain meaningful, respectful, productive working relationships and discuss opportunities to work collaboratively	Review annually March 2019, 2020
		Explore opportunities for joint ventures with Aboriginal organisations	Review annually January 2018, 2019, 2020
		Provide pro bono support and secondment opportunities to Aboriginal organisations to strengthen community capacity	Review annually March 2018, 2019, 2020
		Continue to support the Aboriginal Bishop and the Diocese of Willochra to provide pastoral care, programs and support in Aboriginal communities including, but not limited to Point Pearce	Review annually March 2018, 2019, 2020
		Consult with Aboriginal key stakeholders to agree on priority advocacy areas that AnglicareSA should lead, or partner	September 2018
		Encourage Board Members, Executive and staff to participate in local Aboriginal community events in consultation with the Senior Aboriginal Leadership Group	Review annually September 2018, 2019, 2020

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
5. Build awareness of Reconciliation and issues affecting Aboriginal peoples amongst the broader Australian community and proactively advocate for positive change	CEO	Host three Reconciliation Conversations per year that engage Aboriginal speakers on important social justice issues	Review annually January 2018, 2019, 2020
6. AnglicareSA supports key campaigns and peak bodies working towards reconciliation in Australia	Chairperson, AnglicareSA Board	Consider amending AnglicareSA's Constitution to recognise Aboriginal people as Australia's First Peoples when our Constitution is next reviewed	June 2019
	CEO	Work collaboratively with Reconciliation SA to support the achievement of their vision and priorities for Reconciliation	Review annually December 2019, 2020
		AnglicareSA signs up to and promotes the National <i>Racism Stops with Me</i> Campaign as well as participating in and hosting awareness raising events	September 2018



RESPECT

AnglicareSA respects the inherent cultural rights of Aboriginal people, and truly values the unique place they hold as Australia's first peoples. We reaffirm our commitment to publicly acknowledging Aboriginal people as Australia's first peoples and to celebrating Aboriginal people as the oldest continuing culture in the world.

We recognise that Aboriginal people continue to contribute significantly to the cultural richness and social fabric of our society, and this contribution deserves to be more widely shared and valued. We will ensure we share successes, accomplishments and achievements of Aboriginal people and communities through our internal and external newsletters, e-networks, intranet and website.

Further to this, we will continue to nominate Aboriginal staff and Aboriginal community members for recognition awards.

Over the past five years, we have ensured our staff, volunteers, clergy and church members are provided with opportunities to develop a deeper understanding and connection to the shared history of this country, whiteness, power and privilege through facilitated learning opportunities. At the time of writing this RAP, 40 workshops have been facilitated, with approximately 800 participants. We will ensure these important learning opportunities continue to be accessible. In 2017/18 AnglicareSA introduced online and ongoing learning opportunities through the roll-out of *Corporate Culcha* and facilitated Reconciliation conversations.

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
7. Continue to expand our knowledge and understanding of our shared history, Aboriginal languages, cultures, collective identity, aspirations and successes	GM People and Culture	Develop and implement a Cultural Respect Framework that systemically lifts the cultural competency of AnglicareSA	September 2018
		Develop and implement a Cultural Respect Action Plan for our staff that defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	September 2018
		Ensure the initiatives within the Cultural Respect Plan are appropriately resourced and sustained	Review September 2019, 2020
		Ensure all new staff complete relevant competency based cultural online learning within six months of commencement in employment	December 2018 Reviewed annually December 2019, 2020
		Ensure all shift workers complete relevant competency based cultural online learning within 12-months of the training going live	Reviewed annually December 2018, 2019, 2020

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
		Ensure all staff complete relevant online learning within 18-months of the training going live	Reviewed annually December 2019, 2020
		Minimum of 100 staff to undertake face to face cultural respect workshop learning activities per annum	Review annually January 2018, 2019, 2020
		All RAP Working Group members undertake formal and structured cultural learning activities	December 2018
		All Executive and Senior staff undertake formal and structured cultural learning activities	March 2019
		All Board members undertake formal and structured cultural learning opportunities	March 2019
		Ensure cultural respect 'refresher' programs are accessible	Review annually June 2018, 2019, 2020
		Identified staff will undertake cultural immersion learning activities in order to improve capacity to provide services to Aboriginal customers	Review annually January 2018, 2019, 2020
8. Embed cultural competency within our organisation's structures and policies.	GM People and Culture	<p data-bbox="936 890 1659 1070">Implement 'A Cultural Inclusion Framework for South Australia' and undertake the 'Cultural Competency Self-Assessment Instrument' to assess the cultural competency of our organisation and resource the identified learnings and changes</p> <p data-bbox="936 1082 1659 1257">This Framework was developed by Aboriginal staff for the former Social Inclusion Board, to assist SA Government agencies to develop services that are culturally inclusive and thus more accessible to Aboriginal people. The Framework is adaptable to the NGO Sector</p>	December 2018
		Ensure cultural competencies are embodied in all Job Descriptions, tailored as relevant and used as part of the recruitment process and assessment for Professional Development Plans	March 2019

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
		Include cultural competency training in individual development plans	December 2018
		Ensure Aboriginal perspectives are considered in strategic and business planning and policy, and that programs and services are co-designed	Review annually January 2018, 2019, 2020
	GM Housing Services	Ensure the development and implementation of an Aboriginal Housing Strategy	December, 2018
9. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	GM Customer, Innovation and Brand	Implement and communicate a cultural protocol document for Welcome to Country/Greeting to Country and Acknowledgement of Country	September 2018
		Event organisers to engage with Traditional Owners/ Custodians who will perform a Welcome or Greeting to Country Ceremony at our major events, including (but not limited to) AnglicareSA Awards, Cathedral Banquet, opening of AnglicareSA sites, public forums and gatherings	Reviewed annually, September 2018, 2019, 2020
		All staff and Senior Leadership to provide an Acknowledgement of Country at all public events	Reviewed annually, September 2018, 2019, 2020
		Maintain a list of key contacts for organising a Welcome or Greeting to Country	Reviewed annually, September 2018, 2019, 2020
		Prominently display in our main offices our Acknowledgement of Country	Reviewed annually, September 2018, 2019, 2020
10. Participate in and support NAIDOC Week activities, other key Aboriginal events and celebrations and memberships	GM People and Culture	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	September 2018
	Director Aboriginal Services	Provide opportunities for all Aboriginal staff to participate in local NAIDOC Week events	NAIDOC Week-First week of July 2018, 2019, 2020
		Encourage and support all staff to participate in at least one NAIDOC Week activity or event in the local community	NAIDOC Week-First week of July 2018, 2019, 2020

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
		Host at least one NAIDOC Week event	NAIDOC Week-First week of July 2018, 2019, 2020
		Actively participate in NAIDOC Week March and Family Fun Day hosted by NAIDOC SA	NAIDOC Week-First week of July 2018, 2019, 2020
		Senior staff acknowledge NAIDOC Week and its importance	NAIDOC Week-First week of July 2018, 2019, 2020
		Purchase a table at the annual Reconciliation Breakfast, the annual Anniversary of the National Apology Breakfast, and NAIDOC Ball and invite local Elders and Aboriginal staff and community members to attend with our staff	February 2018, 2019, 2020
	GM Customer, Innovation and Brand	Strengthen our existing relationships and supports with Aboriginal community service providers that are engaging with young Aboriginal people to improve their health and wellbeing through sport, recreation and the arts	January 2018 and reviewed annually in January 2019, 2020
11. Celebrate Aboriginal people's contribution to AnglicareSA, South Australia and to this nation	Director, Aboriginal Services	Nominate Aboriginal staff for internal and external recognition and awards	Review annually in March 2018, 2019, 2020
		Promote positive stories and achievements of Aboriginal peoples through internal and external communication strategies	Review annually in March 2018, 2019, 2020



OPPORTUNITIES

Aboriginal people have the right to participate in decisions that affect their lives. AnglicareSA will expand opportunities for Aboriginal peoples to have a voice in the decision making of our policies and the co-design of our programs and services. We will also provide opportunities for Aboriginal staff to be represented on internal advisory groups, working groups and committees. At the highest level, AnglicareSA will also seek to engage an Aboriginal community member on our Board. Over the past five years our Aboriginal workforce participation has grown considerably, and is now stable at 45-50 Aboriginal staff.

We aim to double this participation to 6% of our total workforce. An Aboriginal Workforce Participation Plan has been drafted that will include Traineeship and Scholarship opportunities as well as opportunities for Aboriginal staff to participate in leadership development.

AnglicareSA is a member of Supply Nation and continues to actively procure Aboriginal businesses through this, as well as through the South Australian Government's Register of Aboriginal Businesses. We reaffirm our commitment to continuing to source services and products from values aligned Aboriginal providers as well as implementing an Aboriginal Procurement Strategy.

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
12. Increase Aboriginal and Torres Strait Islander recruitment and retention	GM People and Culture	Increase and retain our Aboriginal workforce participation at 6% of total workforce	Review annually September 2018, 2019, 2020
		Implement, review and update Aboriginal and Torres Strait Islander Employment and Retention strategy which includes professional development	Review annually September 2018, 2019, 2020
		Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development	Review annually September 2018, 2019, 2020
		Advertise all job vacancies through Aboriginal e-networks and media	Review annually September 2018, 2019, 2020
	Chairperson, AnglicareSA Board	Encourage/actively seek one or more Aboriginal Board Members	September 2019
13. Deliver sector leadership in Aboriginal training and employment across a diverse range of disciplines and levels, recruitment, retention, succession planning and career development	CEO	Maintain active participation in Governor's Community Services Industry Cluster that is established to increase Aboriginal employment in the Community Services Sector	Review annually June 2018, 2019, 2020

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
	GM People and Culture	<p>Continue to implement Aboriginal employment pathways such as traineeships and explore other opportunities. A minimum of 2-traineeship opportunities are available for Aboriginal people per year</p> <hr/> <p>Develop and support scholarships for Aboriginal students. Once established, at least 1 scholarship per year will be available to an Aboriginal student</p> <hr/> <p>Increase participation of Aboriginal people volunteering in our programs and services through the development and implementation of an Aboriginal Volunteering Strategy</p> <hr/> <p>Develop a cultural mentoring network for existing staff and managers as required</p> <hr/> <p>Minimum of 2 Aboriginal staff will participate in leadership development opportunities per year that may include AnglicareSA's iLead program, and/or National Indigenous Leadership Program</p>	<p>Review annually June 2018, 2019, 2020</p> <hr/> <p>June 2018, Review annually June 2019, 2020</p> <hr/> <p>June 2018, Review annually June 2019, 2020</p> <hr/> <p>December 2018</p> <hr/> <p>Review annually June 2018, 2019, 2020</p>
14. Develop and implement culturally respectful and responsive programs, services and supports that meet the needs and aspirations of Aboriginal customers	GM Community Services	<p>Review existing programs, services and practice to ensure the provision of culturally respectful and inclusive services</p> <hr/> <p>Ensure Aboriginal specific programs and services are co-designed and Aboriginal people are employed to deliver</p> <hr/> <p>Implement a culturally respectful and responsive, tiered, integrated case management model that better supports the needs and aspirations of Aboriginal customers</p> <hr/> <p>Regularly consult with our Aboriginal and Torres Strait Islander customers to determine how culturally respectful and inclusive our programs and services are</p>	<p>June 2018, Review annually June 2019, 2020</p> <hr/> <p>Review annually June 2018, 2019, 2020</p> <hr/> <p>June 2018, Review annually June 2019, 2020</p> <hr/> <p>June 2018, Review annually June 2019, 2020</p>

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
15. Ensure Aboriginal people are engaged in decision making across our organisation	CEO	Ensure our Senior Aboriginal Leadership Group meets bi-monthly with CEO to provide advice and direction on the implementation of AnglicareSA's Strategic Directions and RAP, as well discussing important local, state and national matters that impact on Aboriginal people in South Australia	Review annually January 2018, 2019, 2020
		Establish an Aboriginal Expert Panel that meets bi-annually to act as a key source of advice to our organisation	June 2018
		Ensure our Internal Aboriginal Staff Network meets twice per year (minimum) and all Aboriginal staff are supported to attend	Review annually December 2018, 2019, 2020
		Ensure Aboriginal representation on internal relevant advisory groups, working groups and committees	Review annually December 2018, 2019, 2020
16. Support our use of Aboriginal businesses through Supply Nation and SA Government register of Aboriginal businesses	GM Corporate Services	AnglicareSA will increase commercial relationships with Aboriginal business by one per year	Reviewed annually September 2018, 2019, 2020
		Develop and implement an AnglicareSA Aboriginal Procurement Strategy within AnglicareSA's Procurement Policy	June 2018
		Set procurement targets for goods and services from Aboriginal owned businesses and capture data through Tech One	Reviewed annually September 2018, 2019, 2020
		Review our procurement policy to ensure it aligns to best practice 'weighting' to ensure equitable access for Aboriginal businesses	September 2018
		Ensure weighting is applied towards suppliers that have a Reconciliation Action Plan	Reviewed annually September 2018, 2019, 2020

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
17. Build AnglicareSA as a leader of services and supports to Aboriginal people, families and communities in Australia's not-for-profit sector	GM Community Services	Ensure all relevant funding applications/tenders consider the impact the program/service may have on Aboriginal people and communities	Reviewed annually September 2018, 2019, 2020
		Aboriginal employment targets are set in all relevant tenders in consultation with Business Development. Once contracted, ensure these targets are regularly reported against to GMs	Reviewed annually September 2018, 2019, 2020
		Aboriginal data collection is accurately collated, improved and reported and informs quality, risk, policy, programs, service delivery, tendering, program design and development	Reviewed annually June 2018, 2019, 2020
		Evaluation of programs and services ensures Aboriginal experiences and the wellbeing of Aboriginal people are captured and reported	Reviewed annually September 2018, 2019, 2020
		Engage Aboriginal Services in Root Cause and Critical Systems Analysis that affect Aboriginal customers	Reviewed annually September 2018, 2019, 2020
		Engage Aboriginal perspectives on building designs, including interior design and landscaping	Reviewed annually September 2018, 2019, 2020
		Support young Aboriginal people in our care to maintain and strengthen their culture and identity by ensuring that all Aboriginal children have a clear, agreed, Cultural Connection Plan and non-Aboriginal Carers undertake a Cultural Awareness Program	Reviewed annually December 2018, 2019, 2020
		Establish opportunities to share and adopt best practice and innovation relating to Aboriginal programs and services	Reviewed annually June 2018, 2019, 2020
		Provide relevant evidence-based performance information and our stories to Aboriginal key stakeholders, organisations, communities and people in South Australia	Reviewed annually December 2018, 2019, 2020

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
18. Increase participation of Aboriginal people and communities in our programs and services.	GM Community Services	Ensure increased participation of Aboriginal people across our programs and services by ensuring our programs and services meet the needs and aspirations of Aboriginal people and communities	Reviewed annually December 2018, 2019, 2020
		AnglicareSA's programs, services and supports are more widely promoted among Aboriginal people and communities across South Australia	Reviewed annually December 2018, 2019, 2020





TRACKING PROGRESS AND REPORTING

AnglicareSA is committed to our vision for Reconciliation and achieving our commitments within our RAP. We will closely monitor and track our implementation of our RAP and transparently report on our progress.

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
19. Monitor RAP Implementation.	CEO	RAP Working Group meets bi-annually and monitors the implementation of the RAP	June and December 2018, 2019, 2020
		Annual Performance Development Plans for Executive and Senior Managers include KPI's and accountability for achieving RAP actions	June 2018, Reviewed Annually June 2019, 2020
20. Report RAP achievements, challenges and learnings to Reconciliation Australia	GM People and Culture	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia	Report Annually September 2018, 2019, 2020
		Investigate participation in the RAP Barometer	March 2018
		Develop and implement systems and capability needs to track, measure and report on RAP activities	March 2018
21. Report RAP achievements, challenges and learnings internally and externally	GM Customer, Innovation and Brand	Publically report our RAP achievements, challenges and learnings to our Board, as well as through our internal and external newsletters and publications, through Aboriginal media outlets, and broader media outlets and on intranet and website	September 2018, 2019, 2020
		Investigate opportunities to measure the impact of RAP activities	June 2018
22. Review, refresh and update RAP	Director, Aboriginal Services	Liase with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	June 2019
		Send draft RAP to Reconciliation Australia for formal feedback and endorsement	January 2020

Please direct all RAP enquiries to:
Peter Sandeman
AnglicareSA CEO
Phone: 8305 9200
159 Port Road
Hindmarsh

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