

Reconciliation Action Plan 2016-2019



RECONCILIATION
ACTION PLAN

STRETCH

Acknowledgement of Country

Anglicare NT acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians and Owners of this land. We pay our respect to their history, their living culture, and their Elders past and present.



Our Vision for Reconciliation

Our vision for reconciliation is a society that acknowledges and values the unique place of Aboriginal and Torres Strait Islander peoples in Australian culture and the world, accepts our shared history and embraces equality and equity. In such a society there will be no gaps between Aboriginal, Torres Strait Islanders and other Australians in health, employment or achievement.



Terminology

Throughout this Reconciliation Action Plan, variations of the term 'Aboriginal and Torres Strait Islander peoples' are used. For the purpose of this RAP, these terms refer to Aboriginal and Torres Strait Islander peoples of Australia. These terms, however, do not reflect the diversity of Aboriginal and Torres Strait Islander peoples and Anglicare NT acknowledges that many people prefer to be known by other cultural names.



Our Business

Anglicare NT was formed in 2003 when Anglicare Central Australia (begun as Anglican Children's Services in the 1940s) amalgamated with Anglicare Top End (formed in 1989). Anglicare NT is a significant multidisciplinary provider of quality direct client services and community capacity building programs across the Northern Territory. More than 90 services are delivered from operational centres and program hubs in Darwin, Palmerston, Katherine, Alice Springs, Nhulunbuy, Groote Eylandt, and a number of remote Aboriginal communities. Our work with individuals, families and the community is underpinned by strength-based practices, social justice commitments and community development efforts. We aim to make a sustainable difference in the lives of Territorians.

Our range of services include:

- Money Matters (financial literacy, microfinance, emergency relief and financial counselling services)
- Resolve (counselling and relationship services, family support and parenting services)
- Youth Accommodation Support Services (YASS)
- Housing Support and Tenancy Support Services (homelessness prevention and early intervention)
- Intensive Youth Support Services, ReConnect, Pandanus and Youth Diversion (youth support and health services)
- Applied Suicide Intervention Skills Training (ASIST)
- Refugee and Migrant Settlement Services (RAMSS)
- Home Interaction Program for Parents and Youngsters (HIPPY) and Communities for Children (early childhood services)
- Mobile Remote Respite Service and Community Access Service (disability support services)
- Commonwealth Home Support Program (CHSP), Meals on Wheels and Community Visitors Scheme (aged care support services).

At August 2016 Anglicare NT employs 382 staff, 67 of whom identify as Aboriginal or Torres Strait Islander. We also benefit from the work of around 150 volunteers.





Our Commitment to Reconciliation

Anglicare NT is honoured to work with and for Aboriginal and Torres Strait Islander peoples in the Northern Territory. We note with awe and humility that they are part of the longest living human culture on the planet, and join them in proudly celebrating their history.

Anglicare NT acknowledges the damaging effects of disempowerment, racism and cultural degradation perpetrated on Aboriginal and Torres Strait Islander individuals, families and communities, not only in the past but today. This conduct, intentional or unintentional, fails to respect and value the culture of Aboriginal and Torres Strait Islander peoples and continues to systemically exclude their full participation in the Australian community.

Anglicare NT is committed to acting to repair and redress this situation. We are committed to working to close the gaps in wellbeing, wealth, life expectancy, general health, education and employment. We want to work with Aboriginal and Torres Strait Islander peoples to build strong and sustainable communities. We promise to advocate and speak out for justice and change.

We recognise that change at a personal, community and societal level is required for true reconciliation. As an organisation, we need to change too! Such change will only come about through deep listening and relationships, both within our organisation and with the many Aboriginal and Torres Strait Islander peoples and their communities with whom we are connected. Therefore in 2011 we committed to developing and implementing a Reconciliation Action Plan.



Our First RAP 2014-15

A Working Group was established to develop a RAP in consultation with Anglicare NT staff and Board members. The resulting two year **RAP 2014-15** was launched in 2014. As a result we noted a number of existing strengths, and achieved a great deal:

- National Reconciliation Week and NAIDOC Week are now regularly recognised by Anglicare NT staff. We host concerts and picnics, visit culturally significant sites and participate in community events. Fifty staff from Alice Springs participated in a 400 kilometre round trip to various significant sites in 2015.
- Cultural training is embedded in our corporate induction. More than 80 staff attended cultural training sessions in 2014 and 2015. Training is usually conducted by organisations representing Traditional Owners.
- Aboriginal art and symbols are displayed in many of our Reception areas.
- Ceremonial leave is included in our Leave Policy.
- Many superb resources have been developed for Aboriginal clients, including posters, brochures and DVDs, often in local languages. An Anglicare DVD providing information on respite services in remote communities in East Arnhem Land won the prize for Best Message Film at Fist Full of Films, the 2014 NT short film festival.
- The Media and Public Comment Policy was strengthened to enable the CEO to advocate regarding issues impacting Aboriginal peoples.
- Anglicare NT has provided personal and professional development for Aboriginal and Torres Strait Islander staff.
- The CEO has attended several meetings with Aboriginal and Torres Strait Islander staff.
- Many Aboriginal people feel comfortable accessing a range of Anglicare NT services.
- Further, many Aboriginal people accessing Anglicare NT services have been assisted in practical ways, such as by the provision of NILS loans to purchase domestic items that improve their quality of life, or assistance through our housing support services to transition from homelessness to permanent housing.



Our New RAP 2016-19

This Reconciliation Action Plan outlines the action that Anglicare NT will take over the next three years to work towards the full participation of Aboriginal and Torres Strait Islander peoples and communities in our society today.

Specifically, we will do this by:

- providing services that are welcoming and accessible, culturally appropriate and safe for Aboriginal and Torres Strait Islander peoples and communities;
- enriching our practice and improving client outcomes through the feedback, leadership and insights of Aboriginal and Torres Strait Islander peoples;
- listening to and taking the lead from our Aboriginal and Torres Strait Islander staff;
- developing a culture of “Both Ways Learning” which recognises the knowledge systems of both Aboriginal and Torres Strait Islander and western cultures;
- working in partnership with Aboriginal organisations and communities;
- ensuring at all times our staff act in ways that demonstrate cultural respect and competence;
- encouraging Aboriginal and Torres Strait Islander peoples to work for us, providing a supportive employment experience, professional development pathways and opportunities to shape the organisation’s future.

This edition of the RAP was developed in early 2016. The process was driven and facilitated by members of the RAP Implementation Committee (RAPIC), and attracted considerable input from staff, reflecting the strong ownership of our RAP and its importance in our corporate culture. We also consulted Aboriginal stakeholders representing partner organisations, clients and reference groups.

The RAP Implementation Committee is championed by the CEO, strongly supported by the Board, and chaired by an Executive Manager. The RAPIC Terms of Reference require a minimum of 7 members of whom 2 are from regions and 4 are Aboriginal or Torres Strait Islander. For most of 2015 RAPIC membership was 13, of which 4 members were from our regional offices (East Arnhem, Katherine and Alice Springs), and 7 were Aboriginal or Torres Strait Islander. Members included youth, family, housing, financial counselling and prisoner support workers, and managers in service development and corporate services. The committee meets 5 or 6 times a year, usually by teleconference, but meets face to face annually. RAPIC is supported by a Project Officer for one day per week.



RAP Overview

Relationships

- RAP Implementation Committee
- Partnerships
- Promoting reconciliation
- Using interpreters

Opportunities

- Recruitment, retention and support of Aboriginal and Torres Strait Islander staff
- Supplier diversity

Respect

- Cultural competence
- Cultural respect
- Cultural safety
- Strengths based practice
- Both Ways Learning

Tracking Progress

- Reports to Reconciliation Australia
- Publicising achievements, challenges and learning

Relationships

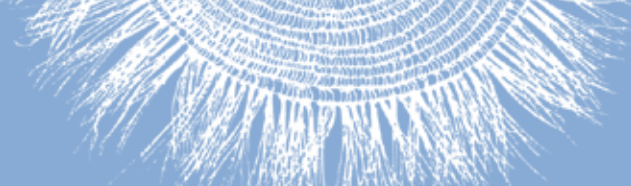
Anglicare NT considers the establishment and maintenance of respectful relationships as fundamental to all our work with and for the benefit of the Territory's Aboriginal and Torres Strait Islander peoples. This refers to relationships between our staff and our clients, as individuals and in groups, and broader relationships between our organisation and other service organisations, including Aboriginal organisations.

Anglicare NT works in culturally and geographically diverse regions and we recognise that in each of these regions the needs and interests of Aboriginal service providers, Traditional Owners, the local population and their leaders, and our staff may not always be aligned. Anglicare NT will respectfully listen to all stakeholders, ensuring all viewpoints are heard, understood and taken into account, and seek consensus when making decisions that affect these stakeholders.

At Anglicare NT the strengths-based approach is foundational to our work with people and communities. Inherent in this approach is respect for people's diversity, capacity and experience; and creating interdependence, connectedness, and conditions for participation and self-determination. Our intention is to build capacity to enable positive, sustainable outcomes for individuals, households and communities. For this to occur strong, mutually beneficial relationships with all stakeholders must be established and maintained.

Action	Target	Timeline	Responsibility
1 RAP Implementation Committee (RAPIC) actively monitors RAP development and implementation	<ul style="list-style-type: none"> • Oversee the development, endorsement and launch of the RAP. • Appoint internal RAP Champion/s from senior management. • Ensure the RAPIC Terms of Reference in relation to membership (Exec Manager is Chair, at least two regions represented, at least 4 Aboriginal or Torres Strait Islander members) are met. • Build agency-wide ownership of our RAP. • Meet at least 4 times per year to monitor and report on RAP implementation. 	<p>Launch by October 2016</p> <p>June 2017</p>	RAP Chair – Executive Manager Homelessness & Social Inclusion
2 Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff	<ul style="list-style-type: none"> • Organise at least two internal NRW events each year. • Register our NRW events via Reconciliation Australia's NRW website. • At least half of staff and senior leaders to participate in external events to recognise and celebrate NRW. 	27 May – 3 June, annually	Project Officer

Relationships



Action	Target	Timeline	Responsibility
3 Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	<ul style="list-style-type: none"> • Implement and review an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. • Invite at least two local Aboriginal and Torres Strait Islander organisations per year to develop guiding principles for future mutual engagement. • Establish at least one new partnership per year, at the invitation of Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence, to build capacity and enhance our work with clients. • Sustain at least two existing partnerships with Aboriginal-controlled organisations per year. • Support Aboriginal Peak Organisations of the NT (APONT) to increase Aboriginal involvement in policy development and implementation and seek opportunities to work in partnership with Aboriginal and Torres Strait Islander-controlled organisations when considering the establishment of new services. • Client feedback regarding Anglicare NT services is sought, in culturally appropriate ways. 	July 2017	CEO
4 Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	<ul style="list-style-type: none"> • Implement and review a strategy to communicate our RAP to all internal and external stakeholders. • Promote reconciliation through ongoing active engagement with all stakeholders. • Continue to highlight our RAP on our website. • Promote our RAP in funding submissions and communication with other community service agencies. • Work with Reconciliation Australia to co-host an Expo or RAP-related event in Darwin, as an ongoing support and discussion network and to promote RAPs to other organisations in the NT. • Our senior leaders are engaged in the delivery of RAP outcomes. 	February 2017	Project Officer
5 Ensure procedures for accessing and engaging the NT Aboriginal Interpreter's Service (NTAIS) are used across all Anglicare NT services	<ul style="list-style-type: none"> • All program manuals and procedures include reference to how and when to use, and contact details for, the NT Aboriginal Interpreter's Service. • Staff are aware of the procedures, and confident using NTAIS. • Invite NTAIS to present annual in-service training in each region. • Promote NTAIS at each office reception area. 	December 2017	Operations and Initiatives Managers

RAP Success Story

Respite Care Claymations

Anglicare NT's East Arnhem Respite Care Service in Nhulunbuy works largely with Aboriginal clients. Staff wanted to develop an educational resource that explained what the service provides. Scripts were developed by the workers, explaining respite care in a story format. The stories illustrate some of the issues that carers face day to day and suggests respite care to help carers have a rest from these problems.

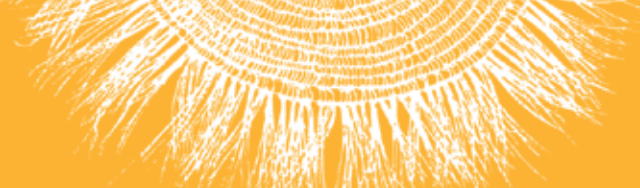
When researching the project it was agreed that using live actors would limit the life of the resource, because if an actor passed away the film could not be used due to cultural protocols regarding images of deceased persons. Therefore it was decided to produce the resource in an animated format.

Audio for the script was recorded in Nhulunbuy with clients of the service as well as local leaders. This was recorded in English and yolngu matha (local language). The soundtrack was created by Anglicare NT. Greenfield Productions was commissioned to create claymations based on the English audio. Once these animations were filmed to the English voiceover, they were then re-edited and retimed to incorporate the yolngu matha voiceover. Subsequently, Anindilyakwa (another local language) recordings have been edited and retimed to the same version.

Several claymations were produced. One of them, titled Cup Of Tea, won the Golden Galah Award at the 2014 Fist Full Of Films - Northern Territory short film awards, for the Best Message Film. Cup Of Tea also came sixth in the People's Choice Award.



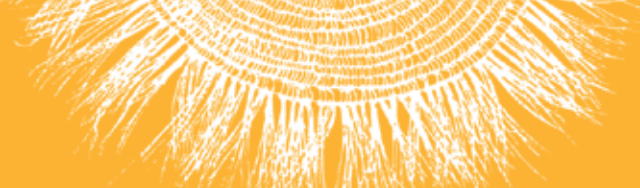
Respect



Anglicare NT seeks to express respect for Aboriginal and Torres Strait Islander peoples' history, enduring culture, worldview and dignity. We will achieve this through regular, ongoing cultural training for our staff; encouraging staff to undertake further personal cultural development; incorporating recognition of Country and other appropriate cultural protocols at public and internal events; integrating cultural competence in our work practice; supporting NAIDOC Week; and establishing cultural advisory support for staff.

Action	Target	Timeline	Responsibility
6 Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	<ul style="list-style-type: none"> • Implement and review a cultural awareness training strategy for our staff which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided. • Cultural training is included in our Learning and Development Strategy. • Cultural competence is included in the staff appraisal system. • 20% of new staff undertake face to face cultural learning activities within 3 months of commencement. • 80% of staff undertake online cultural learning activities per year. • Ensure all RAPIC members and all senior executive staff undertake cultural learning activities. • 20% of staff undertake cultural immersion learning activities such as visits to places of cultural significance, cultural tours of Country, or local relationship-building activities per year. • Staff are encouraged to develop and implement personal cultural development plans as part of ongoing professional development. 	July 2017 Review July 2018, July 2019	General Manager HR

Respect



Action	Target	Timeline	Responsibility
10 Anglicare NT's definition of Cultural competence is reviewed and promoted	<ul style="list-style-type: none"> Consideration is given to other concepts of describing cultural competence, such as "cultural fitness" or "cultural humility", to ensure our people understand that cultural competence is an ongoing process of development and learning. Cultural competence is included in the Code of Conduct to indicate to staff its high priority, and to inform staff of Anglicare NT's expectations regarding ongoing skills development. 	March 2017	Senior Human Resource Advisor
11 Cultural competence, Strengths Based Practice and Both Ways Learning are recognised, understood and accepted as integral elements of work practice	<ul style="list-style-type: none"> A procedure for analysing cultural safety of our services is developed and implemented. A checklist for auditing Anglicare NT premises from a cultural perspective, to consider cultural safety and welcoming, is developed and implemented. Develop a tool for staff to reflect on cultural competence, to include a description of good practice in engaging and working effectively with Aboriginal and Torres Strait Islander clients. Teams are encouraged to undertake a review of work practice to integrate strengths based practice and both ways learning. Supervision guidelines are produced that integrate action/reflection approaches regarding strengths based practice and Both Ways Learning, in particular relating to working with Aboriginal and Torres Strait Islander clients. Supervision guidelines are developed to ensure a worker's cultural competence practice is regularly discussed and supported. 'Reconciliation/Cultural competence' is added to the template for team meeting agenda. 	July 2018	Project Officer, supported by RAPIC
12 Cultural Advisors, Consultants or Mentors are piloted	<ul style="list-style-type: none"> A pilot project is undertaken to develop a cost effective model to define, provide and implement cultural advice to staff to inform and enrich our work with Aboriginal peoples. 	December 2017 (consultation), December 2018 (implementation)	CEO

RAP Success Story

How can government support a nuanced Aboriginal service system?
Anglicare NT advocacy in action.



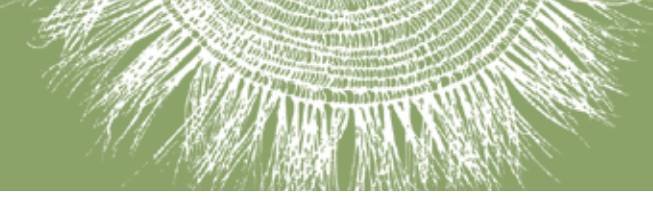
Left to right: David Cooper, Manager Research Advocacy Policy – Aboriginal Medical Services Alliance of the Northern Territory (AMSANT); John Paterson, AMSANT CEO; Michael Gunner, Chief Minister (then Leader of the Opposition), Member for Fannie Bay; Dave Pugh, Anglicare NT CEO (February 2016).

The ability of Aboriginal controlled organisations to win contracts and deliver local services is often undermined by Northern Territory and national government policy and practice. In regional centres and in remote communities it is vital that the NT has both culturally adapted mainstream organisations and strong Aboriginal controlled organisations working alongside each other.

In 2013, eighteen mainstream agencies signed up to support the Aboriginal Peak Organisations, NT (APONT) NGO Partnership Principles. Peak bodies APONT, NTCOSS and ACOSS led the process. Anglicare NT CEO Dave Pugh was a key advocate for the process. Across the NT we can now cite many examples of partnership in action. But governments can strengthen or undo robust partnerships by the way they design contracting processes. Competitive tendering, Territory wide coverage and cultural blindness are just some of the mistakes made in procurement design. In the long term we need strong Aboriginal organisations and a strong Aboriginal workforce delivering services to Aboriginal people.

APONT NGO Partnership Principles are political and challenging. They require mainstream organisations to change the way they behave in the market place. In fact, they require us to stop acting like a market place and start acting more like an ecosystem – connected, supportive, and balanced.

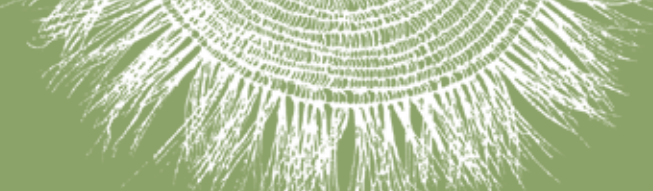
Opportunities



Anglicare NT is committed to increasing the proportion of Aboriginal and Torres Strait Islander employees, supporting our Aboriginal and Torres Strait Islander staff and creating employment, business and personal development opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities within our sphere of influence.

Action	Target	Timeline	Responsibility
13 Increase Aboriginal and Torres Strait Islander recruitment and retention	<ul style="list-style-type: none">• Increase Aboriginal and Torres Strait Islander employment to 27% (17.5% at August 2016) by June 2019. This will be achieved by an incremental increase of 3% each year.• Implement, review and update our Aboriginal and Torres Strait Islander employment, retention and professional development strategy.• Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.• Pilot the establishment of Aboriginal-identified positions including volunteer roles.• Job documentation and advertisements are reviewed to ensure priority and recognition is given to the additional abilities and skills possessed by Aboriginal and Torres Strait Islander peoples (e.g. language, cultural knowledge, client needs awareness).• Advertise all job vacancies in Aboriginal and Torres Strait Islander media, and through Aboriginal staff's personal networks.• Build on the successful work of Housing Support Services to include pathways to employment in client work, within Anglicare NT and in other businesses.• Seek feedback from Aboriginal and Torres Strait Islander staff via the next staff survey.	June 2019	General Manager HR

Opportunities



Action	Target	Timeline	Responsibility
14 Increase Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> • Implement, review and update an Aboriginal and Torres Strait Islander procurement strategy. • Set procurement target for goods and services from Aboriginal and Torres Strait Islander owned businesses. • Develop at least 3 commercial relationships with Aboriginal and/or Torres Strait Islander businesses. • Ensure our administration systems can record procurement from Aboriginal suppliers. 	June 2017	Executive Manager Corporate Services
15 Formalise the Aboriginal and Torres Strait Islander staff network, to provide opportunities for peer support and mentoring for participants	<ul style="list-style-type: none"> • Develop Terms of Reference. • Hold at least 2 meetings a year with CEO. • Include meetings on the organisational calendar. 	December 2016	CEO
16 Provide pathways to engage young Aboriginal and Torres Strait Islander peoples in our workforce	<ul style="list-style-type: none"> • Trial employment pathway strategies such as school visits, participation in Careers Expos, work experience and traineeships. 	July 2018	General Manager HR

RAP Success Story

Remote Playgroup Training

Anglicare NT East Arnhem Children's Services employs Aboriginal workers across East Arnhem Land through the Home Interaction Program for Parents and Youngsters (HIPPY) in Milingimbi, and Community Playgroups in Milingimbi, Numbulwar and Ngukurr. These workers came together in Darwin from June 6-11 for a week of training activities with Darwin-based support staff. This allowed remote-based workers to share their skills and experiences; participate in induction activities; receive training in organisation requirements including Child Safe Workplace Training and Mandatory Reporting; and training in the use of resources for supporting caregivers and guiding developmentally appropriate planning for children. A focus on telling stories throughout the training week included workers looking at first language oral and print resources to use for pre-literacy activities with children from their communities.

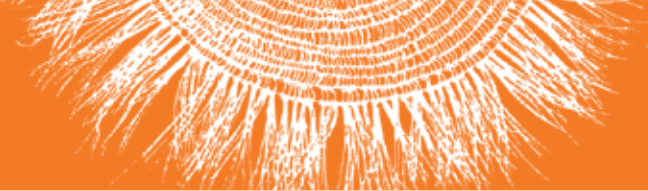
Ngukurr Playgroup Leader, Marlene Rogers said "When a child hears a story in their first language their face just lights up." She noted that when children are able to participate in activities with workers who share their language they are immediately engaged.

Staff also received training in recording participation and outcomes for funding bodies and community stakeholders. The opportunity to share experiences and challenges with workers from other communities was valued by all participants, but the most popular sessions were in IT where each team gained practical experience in sending and receiving emails, and using WebEx for video conferencing. This technology will be used for sharing communication when the workers return to their community work places.



The value of the event was demonstrated through the feedback from participants. "I feel happy working here. It's interesting doing this job. Us Anglicare ladies work together and help each other," said Rose Wilfred from Numbulwar Playgroup. Sherasitta Wurramara, also from Numbulwar Playgroup, said "Anglicare is a good place to learn new things and get experience, I've learnt lots of things from working here with these girls. I was excited to see the [Ludmilla] office and meet everyone, I felt comfortable. At playgroup we are a little team, now I know there is a big Anglicare team in Darwin."

Tracking Progress and Reporting



Anglicare NT is committed to increasing the proportion of Aboriginal and Torres Strait Islander employees, supporting our Aboriginal and Torres Strait Islander staff and creating employment, business and personal development opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities within our sphere of influence.

Action	Target	Timeline	Responsibility
17 Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	<ul style="list-style-type: none"> • Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia. • Investigate participation in the RAP Barometer. • Develop and implement systems and capability needs to track, measure and report on RAP activities. 	September 2016, 2018	Project Officer
18 Report RAP achievements, challenges and learnings internally and externally	<ul style="list-style-type: none"> • Publically report our RAP achievements, challenges and learnings in our Annual Reports. 	October 2016, 2017, 2018	Senior Manager Service Development
19 Review, refresh and update RAP	<ul style="list-style-type: none"> • Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. • Send draft RAP to Reconciliation Australia for formal feedback and endorsement. 	February 2019	RAPIC Chair, supported by Executive Management Team



Acknowledgements

Graphic Design: Anglicare NT Communications Team

Photography: Anglicare NT

Line Drawings: Tanya Kelly

Tanya Kelly shares family heritage with the Anindilyakwa people of Groote Eylandt and the Bara clan.

"A mat (or basket) is strong because individual elements are combined and intertwined into a single unit. For me weaving is symbolic of people coming together, working towards a common goal."

Tanya Kelly

For more information, contact:

RAP Project Officer: Ian O'Reilly
phone: (08) 8985 0000
email: ioreilly@anglicare-nt.org.au
web: www.anglicare-nt.org.au

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