

Reconciliation Action Plan

Sept 2021 – Sept 2024





Anglicare NT acknowledges and celebrates Aboriginal and Torres Strait Islander peoples as the Traditional Custodians and Owners of this country. We recognise their continuing connection to the lands and seas and pay our respect to Elders past and present.

We are privileged to work together with Aboriginal and Torres Strait Islander peoples and thank all who share in our reconciliation journey.

Message from our Chair and CEO

Anglicare NT is privileged to work across the NT with diverse families and communities. The agency was formed in 2002 to respond to the needs of NT communities.

Although an independent company registered with ASIC, our Board retains links to the Anglican Church and to other Anglicare agencies throughout Australia. Our origins go back to the community development and charitable work that occurred in Anglican missions and parishes in the early 1900's.

Aboriginal and Torres Strait Islander peoples comprise 27 per cent of the NT population but are over-represented in so many of the community support services we now provide. The purpose of Anglicare NT is summarised as **"a full life and social justice for all"**. To achieve this purpose in our work with Aboriginal and Torres Strait Islander peoples it is essential that we fully embed the principles of self-determination for Aboriginal

and Torres Strait Islander peoples, that we understand and seek to address the damage of colonisation, and that we express a deep commitment to two-way learning, cultural respect and cultural safety.

This third Anglicare NT Reconciliation Action Plan (Sept 2021 – Sept 2024) reflects those commitments and values in practical ways; through employment commitments, staff learning, service effectiveness, partnerships and celebrations. As a Board and Executive Management Team we know we have a long way to go, however this plan documents and guides our vital next steps in our reconciliation journey.



Richard Giles
Chair



Dave Pugh
CEO



About the artwork

"I am a Warnindilyakwa woman. Born and raised in Darwin, I have strong family connections to Umbakumba, Groote Eylandt.

This painting represents the process of reconciliation which starts with truth-telling and understanding the damage of colonisation. The two different tracks symbolise two-way learning and represent our commitment to walking alongside the Traditional Custodians and Owners of the country on which we work and live, towards a shared future."

Tanya Kelly

Program Manager, Children's Services Milingimbi
Anglicare NT

Message from CEO Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Anglicare NT on its formal commitment to reconciliation, as it implements its third Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides a framework for organisations to contribute to the reconciliation movement. Through the creation of this Stretch RAP, Anglicare NT continues to play a role in the ever-growing community of RAP organisations that have taken this consideration and goodwill and transformed it into action.

As a community service organisation and advocate for social justice, Anglicare NT is uniquely placed to drive reconciliation across its sphere of influence and the Northern Territory (NT). Since beginning its RAP journey in 2011, **Anglicare NT has established a track record for building sustainable two-way relationships with Aboriginal and Torres Strait Islander communities and organisations.** Anglicare NT's Partnership Support Service, as well as its commitment to the APONT Partnership Principles, show the organisation consistently making genuine relationships with First Nations peoples a priority in its business practices.

This important work continues in this Stretch RAP, which sees Anglicare NT evaluating and redeveloping its reconciliation commitments for further impact. This includes brave action, like speaking up in support of issues of concern to Aboriginal community-controlled health organisations. It will also aid these community-controlled organisations in improving Aboriginal and Torres Strait Islander peoples' participation in policy development and implementation. These reconciliation commitments show Anglicare NT using its voice and influence to support First Nations self-determination and create substantive change for Aboriginal and Torres Strait Islander peoples.

On behalf of Reconciliation Australia, I commend Anglicare NT on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia





Our vision for reconciliation

Our vision for reconciliation is an Australian society that is fair and just and is based on truth-telling and genuine relationships. A society that acknowledges and honours the shared histories and rightful place of Aboriginal and Torres Strait Islander peoples on their ancestral lands. In such a society Aboriginal and Torres Strait Islander peoples have power over their destiny and flourish. We will walk together to provide a better future based on justice and self determination.

Our business

Anglicare NT is an NT based, local community services organisation that supports people, strengthens communities and advocates for social justice in the Northern Territory.

Anglicare NT was established in June 2002 by an Ordinance of the Synod of the Diocese of the NT, which saw the amalgamation of **Anglicare Central Australia** (founded in the 1940s and known as St Mary's Family Services) with **Anglicare Top End** (formed in 1989).

We provide more than 80 services from operational centres and program hubs in Darwin, Palmerston, Katherine, Alice Springs, Nhulunbuy and Groote Eylandt, as well as a number of remote Aboriginal communities.

Our work is underpinned by strength-based and trauma informed practices, genuine partnerships, two-way learning and community development efforts.

At May 2021, Anglicare NT employs 359 staff (total headcount), 59 of whom identify as Aboriginal and/or Torres Strait Islander people.

Our key areas of work include:

- Counselling, Mediation and Education
- Early Childhood, Children and Families
- Financial Inclusion
- Housing and Homelessness
- Pre and Post Release Support
- Services for Older People
- Services for People with Disabilities
- Social Enterprises
- Suicide Intervention Training
- Youth Development and Support
- Youth Mental Health (headspace)



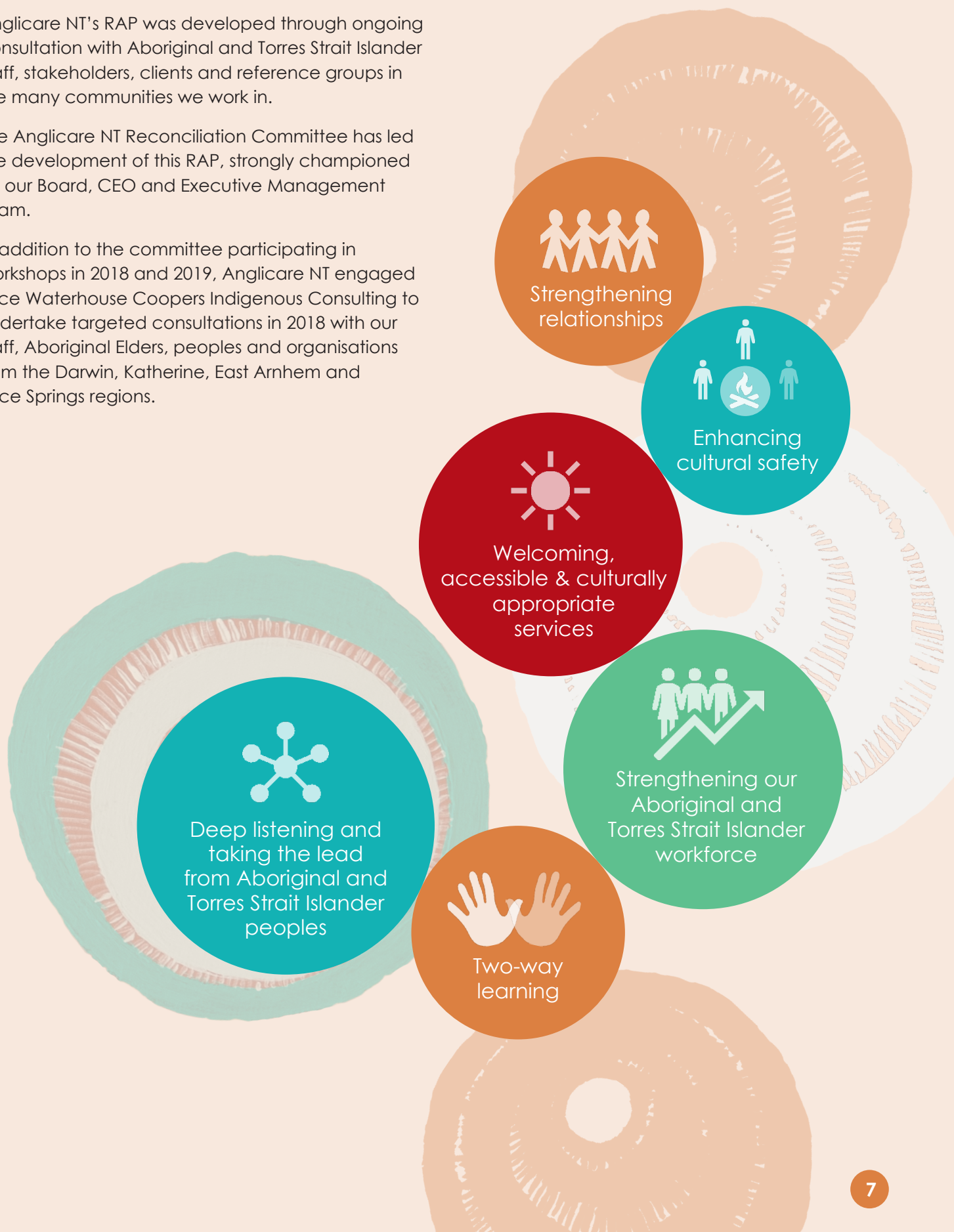
Our RAP

Our third RAP is a three-year plan, our second Stretch RAP. It builds on our achievements and reflects our commitment to reconciliation.

Anglicare NT's RAP was developed through ongoing consultation with Aboriginal and Torres Strait Islander staff, stakeholders, clients and reference groups in the many communities we work in.

The Anglicare NT Reconciliation Committee has led the development of this RAP, strongly championed by our Board, CEO and Executive Management Team.

In addition to the committee participating in workshops in 2018 and 2019, Anglicare NT engaged Price Waterhouse Coopers Indigenous Consulting to undertake targeted consultations in 2018 with our staff, Aboriginal Elders, peoples and organisations from the Darwin, Katherine, East Arnhem and Alice Springs regions.



Governance

A formal Reconciliation Committee was established at Anglicare NT in 2011 to guide our RAPs implementation, development and progress.

Our Reconciliation Committee's Terms of Reference requires that the majority of representatives are Aboriginal and/or Torres Strait Islander people, acknowledged as bringing unique knowledge, understanding, expertise and relationships with Aboriginal and Torres Strait Islander peoples and communities.

Six monthly reports on progress against RAP actions are provided to the Executive Management Team and Board. In addition to reporting annually on RAP implementation

progress in the Anglicare NT Annual Report, the committee regularly informs staff and stakeholders on our RAP and progress made against commitments.

Our committee's Chair is Aboriginal and a member of the Executive Management Team.

The committee meets at least five times a year. Members outside of Darwin are invited to attend at least one meeting in person, per year.

Reconciliation Committee Members, May 2021

- Leonie Patterson, Chair – Executive Manager Cultural Safety & Partnerships
- Jade Gooding, Co-Chair – Executive Manager Mental Health & Human Resources
- Camilla Krauze, Initiatives Manager East Arnhem Children's Services (Nhulunbuy)
- Christine Kopp, Case Manager Katherine Intensive Youth Support Service (Katherine)
- Tiarah Hunkin, Centre Manager headspace (Katherine)
- Jason Lord, Case Worker OutCARE (Alice Springs)
- Lisa Fogarty, Manager Community Relations & Development (Darwin)
- Sandra Alley, Senior Human Resources Advisor (Darwin)
- Julia Wormer, Operations Manager Primary Mental Health Services, headspace (Darwin & Katherine)

Our reconciliation journey

Our third RAP is the culmination of three years' work to build on the progress achieved through our previous RAPs, where we embed our reconciliation activities more deeply, expand our sphere of influence and listen and work together to have greater impact to advance reconciliation in all our work.

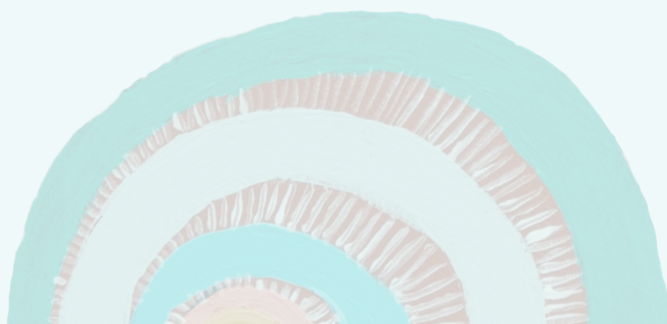
It builds on our Strategic Plan, providing a framework for our vision to be realised and our organisation to remain accountable. We continually seek to strengthen our efforts towards reconciliation through working in partnership with Aboriginal and Torres Strait Islander peoples, adapting our services to be culturally responsive and appropriate, promoting self-determination and upholding Aboriginal and Torres Strait Islander people's rights, beliefs, views and approaches.

We commit to two-way learning, supporting the right to self-determination and working with Aboriginal and Torres Strait Islander peoples towards justice and reconciliation.

Anglicare NT began its reconciliation journey in 2011. In 2014, our first RAP was launched for a period of 2 years. We went on to launch our second RAP in October 2016, with the process of implementing the RAP and monitoring its progress driven and facilitated by members of the former Reconciliation Action Plan Implementation Committee.

There are many learnings that have informed our RAP. Strengths, achievements and challenges to date include:

- Hosting, participating in and supporting **internal and external events** to recognise, respect and celebrate national and local Aboriginal and Torres Strait Islander events and dates of significance.
- Reviewing our online and face-to-face staff **cultural training**. Online training is to be completed within eight weeks of commencement and external face-to-face training is to be completed within 12 months of commencement.
- We strengthened our commitment to the Aboriginal Peak Organisations NT Partnership Principles to form the foundations for all **partnership arrangements with Aboriginal organisations**. This means that we will place Aboriginal people in the driver's seat to self-determine services in their communities and we will not directly compete with an Aboriginal organisation where they are best placed to provide services to Aboriginal people.
- We established the **Partnership Support Service** to work with Aboriginal Community Controlled organisations to support our commitment to listening, learning and walking together. Through genuine partnerships, we can learn both ways and co-design services, products and training to meet an organisation's needs and our shared aspirations.
- A network of **community advisors** in the remote communities were engaged to support service delivery. These advisors participate in strategic meetings and provide advice when required or practicable to ensure our services are culturally responsive and appropriate. Additionally, the advisors are actively involved in the co-design of two-way training, needs gap analysis and program delivery.



Our reconciliation journey continued...

- Sustaining and increasing Aboriginal and Torres Strait Islander representation in our agency has been a continuous challenge. In 2019, a large service in our organisation ceased with our workforce reducing by 20 per cent (a reduction of over 80 staff). Our total workforce is comprised of: casual staff of 22 per cent, 29 per cent being part time, and 49 per cent are full time. To respond to this, we launched our **Aboriginal and Torres Strait Islander Workforce Development Strategy and Implementation Plan** to focus on attracting and engaging Aboriginal and Torres Strait Islander people to work with Anglicare NT, address barriers and challenges and support them throughout their journey of employment.
- Reviewing our **online corporate induction and recruitment approaches** resulted in a project where staff across the organisation recorded short videos discussing what reconciliation means to them. These videos will be incorporated into the online induction.
- Reviewing recruitment and selection processes, and expanding these to include the use of **targeted recruitment** is encouraged across the agency, with targets set, measured and reviewed annually. All panels include Aboriginal and Torres Strait Islander representation either where targeted recruitment or Aboriginal and/or Torres Strait Islander peoples are involved.
- Embedding **feedback processes** in Anglicare NT, to include targeted consultations with Aboriginal reference groups and Aboriginal and Torres Strait Islander peoples and communities we work with.
- In 2018, we developed and trialed a **Cultural Competence Audit Tool**. While yet to be formally evaluated and extended across the agency, one outcome was adding a 'Respect for Cultural Diversity' section to our Code of Conduct. We also revised our Supervisor Guidelines to include reference to cultural safety and sensitivity.
- Establishing an **Aboriginal and Torres Strait Islander Peoples Governance Framework** in 2018. The Framework describes the range of mechanisms by which the Board and Management ensure that Aboriginal and Torres Strait Islander peoples have direct input into the direction and operations of Anglicare NT.
- Developing a '**Yarning Circle Guide**', to guide discussions held in a yarning circle format. The Guide provides protocols and recommended practices for holding a yarning circle. Yarning circles must be facilitated by an Aboriginal and/or Torres Strait Islander person.

Anglicare NT **leadership roles** occupied by Aboriginal and Torres Strait Islander people include but are not limited to Cultural Advisors, Team Leaders, Program Coordinators and Program Managers. Anglicare NT is striving to provide increased leadership opportunities and pathways for Aboriginal and Torres Strait Islander staff.

In 2018, Anglicare NT recruited a **senior Aboriginal identified position**, the Executive Manager, Cultural Safety and Partnerships. This role is responsible for leading the provision of high-level strategic advice to the Board, Executive and across the agency on partnerships with Aboriginal organisations and communities, cultural safety and implementation of the agency's Aboriginal and Torres Strait Islander Workforce Development Strategy.

In 2020, we chose not to continue our membership with Supply Nation, instead joining the Northern Territory Indigenous Business Network as an Associate Member. The intention is to look at more meaningful **engagement and partnerships** with, and **procurement** from Aboriginal and Torres Strait Islander owned businesses.

One of our reconciliation goals is to **influence stakeholders** showcasing our efforts in reconciliation and self-determination of Aboriginal peoples. In 2019, we partnered with NT Aboriginal leaders and businesses to host an Anglicare Australia cultural immersion event. Ten nominated delegates from across the Anglicare Australia network travelled to the NT to take part in the '2019 Anglicare Australia Aboriginal Culture and Experience Program'. The program was the first of its kind to be run within the network, aimed at facilitating a deeper understanding of Aboriginal culture and people, and reflect on how we can all continue to work to support self-determination and strengthen and grow our reconciliation efforts.

Despite the COVID-19 pandemic impacting the way we work and the ability to gather and celebrate national dates of significance, we successfully celebrated **National Reconciliation**

Week and **NAIDOC Week** events throughout the year. Across our agency we held many internal activities such as film screenings and facilitated discussions, and joined community-led events where they were held.

In 2021, we engaged an Aboriginal owned business to design and manufacture 10 glass **Acknowledgement of Country plaques**, to be located in the reception areas of our offices in Darwin, Katherine, Alice Springs and Nhulunbuy.

Also in 2021, we formalised the establishment of the **Aboriginal and Torres Strait Islander Staff Network Yarns**. The purpose of the Yarns is for First Nations staff to:

- Gather together in strengths-based, culturally supportive dialogues.
- Share information, experiences and learnings through collaboration and strengthening relationships.
- Provide advice and feedback on the work of the organisation.

The Aboriginal and Torres Strait Islander Staff Network Yarns group will meet once per year via videoconference, as well as once per year in each regional location and will be an ongoing feature in the organisation. The CEO is invited to attend at least one Yarn per year.





Jason's story - a staff member's journey



Jason Lord is a long-standing member of Anglicare NT's Reconciliation Committee, who feels strongly about being part of Anglicare NT's ongoing reconciliation efforts. He is particularly interested in ways that we can advance meaningful employment opportunities for Aboriginal and Torres Strait Islander peoples that recognise their unique skills and lived experience.

Born in Alice Springs, Jason is a proud Arrernte (Alice Springs) and Budjiti (South West Queensland) man who has spent much of his life helping others. He is passionate about passing on knowledge and learnings, particularly with those who share similar experiences to his own.

Jason joined Anglicare NT in 2015, following many years working in child protection and youth justice across the NT. He commenced in the Alice Springs Housing Support Service and more recently as part of a small team delivering the OutCARE Program, which supports people leaving prison to rebuild their lives, reconnect with family and work towards a positive future.

Jason's passion for supporting others to better their future grew from his own life experiences.

Jason was a young boy when his parents separated. He recalls his mother moving him and his siblings many times, living in various places across the country. At times they were homeless. When Jason was around 12 years old the family moved to Katherine and Jason's trouble with the law began. He lost interest in schooling and started stealing at 13 years of age.

Jason recalls feeling angry and frustrated for many years, with his offending continuing and leading to time spent in and out of male-only, long-term remand and detention facilities, such as 'Malak House' and the infamous 'Wildman River Wilderness Work Camp'. He says he always knew the choices he was making were wrong.

Despite obtaining a year six education and his ongoing troubles, Jason found an outlet and love for sport. He loved playing footy and boxing. At 16 years of age, Jason obtained an Australian title in his division in boxing and was ranked number one in Australia. He was also selected to represent the NT in junior rugby league. Through these experiences he knew he wanted to make a difference and help Aboriginal people to have better futures, particularly at-risk youth.

Jason was a young father as a teenager and admits to learning many lessons as a parent, further driving his desire to share his learnings and make a positive contribution to his community, alongside providing a better future for his family and others.

In 2020, Jason along with other members of the Anglicare NT OutCARE team received a commendation from the NT Corrections Commissioner for their work contributing to reducing recidivism and helping to address the over-representation of Aboriginal people in the justice system.

As Jason puts it, through his younger years, 'it was about surviving'. He wants other Aboriginal people who may experience similar obstacles and challenges as he did, to see there is hope for a better future.

Relationships

We value our relationships with Aboriginal and Torres Strait Islander peoples and respect and celebrate their unique skills, diversity, capacity and experience. We embrace Aboriginal and Torres Strait Islander cultures and their fundamental right to self-determination.

We walk together with Aboriginal and Torres Strait Islander peoples across the Northern Territory, committed to establishing and sustaining positive and genuine relationships and partnerships built on trust and respect.

Our partnerships assist the co-design of strong Aboriginal-led services in the community, to build long-term independence and sustainability. We commit to continue to listen deeply and build and maintain genuine and meaningful relationships, both within our organisation and with the many Aboriginal and Torres Strait Islander peoples and communities we work with. We do what we say we will do in all our efforts towards supporting self-determination and achieving social justice for Aboriginal and Torres Strait Islander peoples.

Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Gather formal and informal feedback from local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	Annually, reviewed Feb 2022, 2023, 2024	Board Chair and CEO for approval by Executive Management Team
Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	Sept 2022	Executive Manager, Cultural Safety and Partnerships (EMCSP) for approval by Executive Management Team
As a signatory to the Aboriginal Peak Organisations of the NT (APONT) Partnership Principles, work with APONT and Aboriginal Controlled Community Organisations to increase Aboriginal and Torres Strait Islander people's involvement in policy development and implementation.	Annually, reviewed Sept 2021, 2022, 2023	CEO and EMCSP
Invite at least three local Aboriginal and/or Torres Strait Islander organisations each year to develop principles for collaboration and working together, and to document these.	Annually, reviewed Sept 2021, 2022, 2023	CEO and EMCSP
Establish and maintain 2 formal two-way partnerships per year with Aboriginal and Torres Strait Islander communities or organisations.	Annually, reviewed Sept 2021, 2022, 2023	CEO and EMCSP
Sustain our Associate Membership of the NT Indigenous Business Network.	Annually, reviewed Jun 2022, 2023, 2024	CEO and EMCSP
2 Build relationships through celebrating National Reconciliation Week (NRW).		
Promote NRW throughout the organisation through articles on intranet and social media.	Apr to May 2022, 2023, 2024	Chair Reconciliation Committee
Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	Apr to May 2022, 2023, 2024	Chair Reconciliation Committee
All Reconciliation Committee members and senior managers to participate in at least one external NRW event in their community each year – most communities in the NT hold one local event.	May 2022, 2023, 2024	Chair Reconciliation Committee and Regional Operations Managers
At least half of all staff participate in 1 event to recognise and celebrate NRW each year, and for the proportion to increase annually: 50% 2021, 55% 2022, 60% 2023, 65% 2024.	May 2022, 2023, 2024	Chair Reconciliation Committee and Regional Operations Managers
Organise 5 regional internal NRW events, including at least one organisation wide NRW event, each year.	27 May to 3 Jun 2022, 2023, 2024	Chair Reconciliation Committee and Regional Operations Managers
Register all our NRW events on Reconciliation Australia's website.	27 May to 3 Jun 2022, 2023, 2024	Chair Reconciliation Committee

Deliverable	Timeline	Responsibility
3 Promote reconciliation through our sphere of influence.		
Engage all staff to drive reconciliation outcomes through articles on our intranet, emails from the CEO and senior managers, and encouragement of agency leaders via presentations at Anglicare Leaders Forum (ALF).	May 2022, 2023, 2024	CEO and EMCSP
Communicate our commitment to reconciliation to all new and existing staff: <ul style="list-style-type: none"> - Induction processes include Anglicare NT's commitment to reconciliation - Promote the Aboriginal and Torres Strait Islander Staff Network Yarns. 	Ongoing, reviewed Nov 2021, 2022, 2023	CEO and Chair Reconciliation Committee
RAP is a standing item on all quarterly Senior Leadership Meetings.	Ongoing, reviewed Nov 2021, 2022, 2023	CEO and Chair Reconciliation Committee
RAP achievements are celebrated regularly by publishing articles on our intranet, website, in our quarterly newsletter and Annual Report.	Ongoing, reviewed Nov 2021, 2022, 2023	CEO and EMCSP
Collaborate with Anglicare Australia Network agencies on national and local reconciliation efforts and opportunities to advance innovation.	Ongoing, reviewed Nov 2021, 2022, 2023	CEO and EMCSP
Communicate our commitment to reconciliation publicly, via our Annual Report, website and newsletters.	27 May to 3 Jun 2022, 2023, 2024	CEO and EMCSP
Positively influence our external stakeholders to drive reconciliation outcomes through advocacy regarding involvement in NRW, current issues affecting community service organisations and support of APONT Partnership Principles.	Annually, reviewed Jun 2022, 2023, 2024	CEO and Chair Reconciliation Committee
Collaborate with 3 RAP organisations to implement ways to advance reconciliation.	Annually, reviewed Jun 2022, 2023, 2024	CEO and Chair Reconciliation Committee
Promote and affirm our commitment as a signatory to the APONT Partnership Principles.	Annually, reviewed Jun 2022, 2023, 2024	CEO and Chair Reconciliation Committee
Publicly advocate regarding issues of concern to Aboriginal Controlled Community Organisations, (i.e. housing, alcohol, constitutional reform, remote employment, governance).	Ongoing, reviewed Nov 2021, 2022, 2023	CEO and Chair Reconciliation Committee, supported by Reconciliation Committee
4 Promote positive race relations through anti-discrimination strategies.		
Continuously improve HR policies and procedures concerned with anti-discrimination.	Annually, reviewed Sept 2021, 2022, 2023	Human Resources Manager
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	Annually, reviewed Sept 2021, 2022, 2023	Chair Reconciliation Committee and Human Resources Manager
Implement and communicate an anti-discrimination policy for our organisation.	Jun 2022	CEO and Executive Managers
Provide ongoing education opportunities for all staff on the effects of racism.	Annually, reviewed Nov 2021, 2022, 2023	EMCSP
Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	Annually, reviewed Nov 2021, 2022, 2023	CEO and Executive Managers

Respect

Anglicare NT acknowledges and respects the unique and rightful place of Aboriginal and Torres Strait Islander people as Australia's First Peoples. We support the Uluru Statement from the Heart and recognise that reconciliation efforts must include truth-telling, reparation and healing.

We recognise and value Aboriginal and Torres Strait Islander people's differences, wisdom, knowledge, relationships and the unique skills and expertise they bring to our services and planning. We commit to growing an organisational culture that reflects that cultural competence is a journey, where cultural training and experiences are accompanied by deep listening, reflective practice and building genuine relationships based on trust and respect.

Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.		
Conduct a review of cultural learning needs within our organisation.	Aug 2023	EMCSP
Include information on the creation and content of the Uluru Statement from the Heart in our online training.	Mar 2022	EMCSP
Promote our support for the Uluru Statement from the Heart in our website, newsletters and social media posts.	Ongoing, reviewed Apr 2022, 2023, 2024	Chair Reconciliation Committee
Commit all Reconciliation Committee members, HR managers, senior leadership group and all new staff to undertake formal and structured cultural learning.	Ongoing, reviewed Aug 2022, 2023, 2024	Chair Reconciliation Committee
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	Jun 2022	EMCSP
Review and communicate our cultural learning strategy to all staff and consider various ways cultural learning can be provided (i.e. online, face-to-face, cultural immersion, through relationships).	Dec 2022, reviewed Dec 2023	Human Resources Manager
Ensure cultural competence and cultural development plans are integrated into the staff appraisal system.	Dec 2021, reviewed Dec 2022, 2023	Human Resources Manager
Ensure all staff use critical reflective tools and techniques as provided in the Cultural Security Framework.	Dec 2021, reviewed Dec 2022, 2023	EMCSP
Ensure all new staff, volunteers and Board members complete online cross-cultural awareness training within eight weeks of commencement.	Ongoing, reviewed Sept 2021, 2022, 2023	Human Resources Manager
100 per cent of all staff and Board members undertake formal and structured online cultural learning.	Ongoing, reviewed Sept 2021, 2022, 2023	Human Resources Manager
100 per cent of all staff and Board members undertake formal and structured face-to-face cultural learning.	Ongoing, reviewed Sept 2021, 2022, 2023	Human Resources Manager
20 per cent of all staff undertake cultural immersion learning activities.	Ongoing, reviewed Sept 2021, 2022, 2023	Human Resources Manager

Deliverable	Timeline	Responsibility
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
Implement and communicate a protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	Aug 2021, reviewed annually Aug 2022, 2023, 2024	Chair Reconciliation Committee
Communicate the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country, to increase employee understanding of appropriate application and wording.	Aug 2021, reviewed annually Aug 2022, 2023, 2024	Chair Reconciliation Committee
Ensure all Anglicare NT public documents include acknowledgement of Aboriginal and Torres Strait Islander peoples and cultures.	Oct 2022	Deputy CEO and Quality Manager
Ensure meeting templates include an Acknowledgement of Country.	Oct 2022	Deputy CEO and Quality Manager
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at all public meetings and events each year, including: <ul style="list-style-type: none"> - NAIDOC Week - Anglicare NT's Year in Review - Anglicare NT hosted community events. 	Ongoing, reviewed Aug 2021, 2022, 2023, 2024	Chair Reconciliation Committee
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing, reviewed Aug 2021, 2022, 2023, 2024	Executive Managers
Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	Ongoing, reviewed Aug 2021, 2022, 2023, 2024	Executive Managers
All staff email signature banners to include an Acknowledgement of Country.	Ongoing, reviewed Aug 2021, 2022, 2023, 2024	Executive Managers
Include local Aboriginal leaders in planning for public events when new services are launched or existing services expanded, to enable appropriate cultural ceremonies to be included.	Ongoing, reviewed Aug 2021, 2022, 2023, 2024	CEO and Executive Managers
7 Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
Reconciliation Committee members to participate in an external NAIDOC Week event.	First week in Jul 2022, 2023, 2024	Chair Reconciliation Committee
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Ongoing, reviewed May 2022, 2023, 2024	Human Resources Manager
Support all staff to participate in NAIDOC Week events in their local area, including Darwin, Katherine, Alice Springs and Nhulunbuy.	First week in Jul 2022, 2023, 2024	Regional Operations Managers
In consultation with Aboriginal and Torres Strait Islander stakeholders, support a minimum of one external NAIDOC Week event each year in Darwin, Katherine, Alice Springs and Nhulunbuy.	First week in Jul 2022, 2023, 2024	Regional Operations Managers
Hold an internal NAIDOC Week event at each Anglicare NT site.	First week in Jul 2022, 2023, 2024	Chair Reconciliation Committee supported by CEO
Promote and showcase NAIDOC Week events via media, newsletters etc.	First week in Jul 2022, 2023, 2024	Chair Reconciliation Committee supported by Regional Operations Managers

Deliverable	Timeline	Responsibility
8 Demonstrate our commitment to promoting respect for Aboriginal and Torres Strait Islander cultures by the use of art and/or symbols.		
All reception areas display Aboriginal and Torres Strait Islander art and/or symbols.	Ongoing, reviewed Aug 2022, 2023, 2024	Chair Reconciliation Committee
Fly the Aboriginal and Torres Strait Islander flags at Anglicare NT offices where infrastructure exists.	Ongoing, reviewed Aug 2022, 2023, 2024	Chair Reconciliation Committee
Website front page includes Aboriginal and Torres Strait Islander symbols or references to reconciliation, i.e. promoting NAIDOC Week, link to our RAP, link to our Partnership Support Services, etc.	Ongoing, reviewed Aug 2022, 2023, 2024	Communications Manager

Connecting and strengthening culture in the Katherine region

In 2020, Anglicare NT partnered with the Jawoyn Aboriginal Corporation and its Banatjarl Strongbala Wimuns Grup to deliver an innovative pilot connecting young Aboriginal women with Jawoyn Elders. The project aimed to create sustainable cultural and holistic supports for young women in the Katherine region.

Following a meeting in January, the group discussed their shared goals and agreed on activities that will support them to build life and parenting skills.

Cultural identity and a sense of belonging are explored, alongside growing the young women's knowledge of Aboriginal perspectives on relationships, self-respect, self-care, body awareness, education, health and wellbeing.



Opportunities

We are committed to increasing the proportion of Aboriginal and Torres Strait Islander employees. We will support our Aboriginal and Torres Strait Islander staff and create employment, business and personal development opportunities. We aim to strengthen workforce strategies to engage and retain Aboriginal and Torres Strait Islander staff at Anglicare NT. The voice of Aboriginal and Torres Strait Islander peoples is prioritised at all levels in our agency and in governance arrangements.

Deliverable	Timeline	Responsibility
9 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.		
Increase Aboriginal and Torres Strait Islander employment to 22 per cent by 2024 (5 per cent increase each year).	5 per cent increase annually, reviewed Oct 2021, 2022, 2023	CEO supported by Workforce Development Committee
Implement, monitor and review our Aboriginal and Torres Strait Islander Workforce Development Strategy.	Ongoing, reviewed six monthly May and Nov 2022, 2023, 2024	Human Resources Manager supported by Workforce Development Committee
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Ongoing, reviewed Jul 2022, 2023, 2024	Human Resources Manager
Review and update job documentation and advertisements to ensure priority and recognition is given to the unique wisdom, abilities and skills possessed by Aboriginal and/or Torres Strait Islander peoples (e.g. language, cultural knowledge, lived experience, client needs awareness).	Oct 2021, reviewed Oct 2022, 2023	Human Resources Manager
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy, via Yarning Circles and the next staff survey.	Oct 2021, reviewed Oct 2022, 2023	CEO and EMCSP
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Oct 2021, reviewed Oct 2022, 2023	Human Resources Manager
Consider targeted recruitment regarding employment of Aboriginal and Torres Strait Islander management and senior level positions.	Dec 2021	Human Resources Manager
Review the implementation of Aboriginal-identified positions across the organisation.	Dec 2021	Human Resources Manager
Ensure recruitment panels for targeted recruitment and identified roles include Aboriginal and Torres Strait Islander representation, as outlined in the Aboriginal and Torres Strait Islander Workforce Development Strategy.	Ongoing, reviewed Oct 2021, 2022, 2023	Human Resources Manager
Ensure all advertised roles require cultural competence, as outlined in the Aboriginal and Torres Strait Islander Workforce Development Strategy.	Ongoing, reviewed Oct 2021, 2022, 2023	Human Resources Manager
Through the Workforce Development Strategy, provide opportunities for Aboriginal and Torres Strait Islander staff to act in higher duties.	Nov 2021, reviewed annually 2022, 2023	Human Resources Manager, Operations Managers
Develop Staff Learning and Development Guidelines to articulate strategies such as peer-to-peer training, coaching, mentoring and shadowing.	Nov 2022	Human Resources Manager supported by Workforce Development Committee
Create an education and training budget line for the purpose of providing opportunities for Aboriginal and Torres Strait Islander staff to undertake tertiary education courses in their field, including the provision of study time during business hours.	May 2023	Human Resources Manager supported by Executive Management Team

Deliverable	Timeline	Responsibility
10 Ensure Cultural Safety and Both Ways Learning are recognised, understood and accepted as integral elements of work practice.		
Formally evaluate the Cultural Competence Audit Tool and implement the findings across the agency.	Feb 2023	Deputy CEO
Review the Strategic Plan, various Governance Frameworks, Code of Conduct, Supervision Guidelines, Workforce Development Strategy, Cultural Competence Definition and other relevant documents to ensure Cultural Safety and Both Ways Learning are embedded in policy and practice.	Review documents as reviews are due. Overview of reviews to be conducted in Jul 2023	CEO and EMCSP
11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, to include a realistic target for annual procurement.	Sept 2021, reviewed Sept 2022, 2023	CEO and Chair Reconciliation Committee
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Dec 2021	CEO and Chair Reconciliation Committee
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Dec 2021	Executive Managers through Executive Management Team
Maintain commercial relationships with three Aboriginal and/or Torres Strait Islander businesses.	Annually, reviewed Nov 2022, 2023, 2024	Executive Managers through Executive Management Team
Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	Annually, reviewed Feb 2022, 2023, 2024	Human Resources Manager



Deliverable	Timeline	Responsibility
12 Support our Aboriginal and Torres Strait Islander Staff network.		
Review Terms of Reference for the Aboriginal and Torres Strait Islander Staff Network.	Aug 2021, reviewed Nov 2022	EMCSP
Review Guidelines for conducting Yarning Circles.	Aug 2021, reviewed Nov 2022	EMCSP
Capture Aboriginal and Torres Strait Islander Staff Network meetings on the organisational calendar.	Annually, reviewed Dec 2021, 2022, 2023	Chair Reconciliation Committee
CEO to attend meetings with the Aboriginal and Torres Strait Islander Staff Network annually.	Annually, reviewed Dec 2021, 2022, 2023	CEO
13 Provide pathways to engage young Aboriginal and Torres Strait Islander peoples in our workforce.		
As part of the Workforce Development Strategy, create a mentoring and traineeship plan for young workers.	Jun 2022	Human Resources Manager supported by the Workforce Development Committee
Within the Workforce Development Strategy consider opportunities and set targets for traineeships for all operational areas.	Jun 2022	Human Resources Manager supported by the Workforce Development Committee
14 Ensure our services are culturally responsive and appropriate.		
Invite Aboriginal and Torres Strait Islander peoples to provide feedback through participation at workshops, Aboriginal Reference Groups, surveys and yarning circles.	Ongoing, reviewed Feb 2022, 2023, 2024	Executive Managers and Operations Managers
Audit Anglicare NT premises from a cultural perspective, to ensure culturally safe and welcoming places for Aboriginal and Torres Strait Islander peoples. Implement findings from the audit across all our programs and offices.	Sept 2022, reviewed Jul 2024	Chair Reconciliation Committee supported by Reconciliation Committee
Develop and implement protocols for using the NT Government's Aboriginal Interpreter Service (AIS) and engaging with local Aboriginal peoples.	Jun 2022	Chair Reconciliation Committee

Governance

Deliverable	Timeline	Responsibility
15 Establish and maintain an effective Reconciliation Committee to drive governance of the RAP.		
Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Committee.	Ongoing, reviewed Nov 2021, 2022, 2023	Chair Reconciliation Committee
Regularly review Reconciliation Committee Terms of Reference.	Reviewed Aug 2021, 2022, 2023	CEO and Chair Reconciliation Committee
Meet at least four times per year to drive and monitor RAP implementation.	Reviewed Aug 2022, 2023, 2024	CEO and Chair Reconciliation Committee
16 Provide appropriate support for effective implementation of RAP commitments.		
Embed resource needs for RAP implementation.	Ongoing, reviewed annually Aug each year or as required	CEO and Chair Reconciliation Committee
Embed key RAP actions in performance expectations of senior management and all staff.	Ongoing, reviewed Aug 2021, 2022, 2023	CEO through Executive Management Team
Embed appropriate systems and capability to track, measure and report on RAP commitments.	Ongoing, reviewed Aug 2021, 2022, 2023	Chair Reconciliation Committee
Maintain an internal RAP Champion from senior management.	Ongoing, reviewed Aug 2021, 2022, 2023	CEO
Include our RAP as a standing agenda item at senior management meetings.	Ongoing, reviewed Aug 2021, 2022, 2023	CEO and Chair Reconciliation Committee
17 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.		
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sept 2021, 2022, 2023	Chair Reconciliation Committee
Develop and implement systems to track, measure and report on RAP activities.	30 Sept 2021, 2022, 2023	Chair Reconciliation Committee
Report RAP progress to all staff and senior leaders quarterly.	Mar, Jun, Sept, Dec 2021, 2022, 2023, 2024	CEO and Chair Reconciliation Committee
Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Oct 2021, 2022, 2023	Chair Reconciliation Committee
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022, 2024	Chair Reconciliation Committee
18 Continue our reconciliation journey by developing our next RAP.		
Register via Reconciliation Australia's website to begin developing our next RAP.	Jun 2023	Chair Reconciliation Committee



Contact details

Leonie Patterson
Reconciliation Committee Chair
Executive Manager, Cultural Safety
and Partnerships

P 08 8985 0000

E lpatterson@anglicare-nt.org.au





Head Office: 60 Winnellie Road, Winnellie NT 0820

Postal Address: PO Box 36506, Winnellie NT 0821

☎ +61 8 8985 0000

@ anglicare@anglicare-nt.org.au

🌐 anglicare-nt.org.au

f /AnglicareNT

🐦 @AnglicareNT

in /anglicare-nt