

Reconciliation Action Plan  
2015-2018

## CEO Message

The Christian gospel and its message of reconciliation with God through Jesus Christ is at the heart of who Anglicare Sydney is and what we seek to do in God's grace. An important expression of the ministry of reconciliation we have been entrusted with is to seek practical ways to bring about real and lasting change in the way Aboriginal and Torres Strait Islander peoples and other Australians recognise the injustices of the past and, together, chart a new way forward, characterised by justice, dignity, opportunity and hope for all Australians. Anglicare Sydney's Reconciliation Action Plan (RAP) is an important way for us to set measurable goals and commit ourselves to achieving these outcomes with Aboriginal and Torres Strait Islander peoples.

## Our Vision for Reconciliation

Inspired by the gospel of reconciliation in Jesus Christ, Anglicare Sydney's vision for reconciliation is a nation in which Australia's First peoples are restored in dignity, respect, empowerment and opportunity; where due honour and recognition is given to Australia's First peoples and where our organisation plays an ongoing role in healing and building positive relationships for all.



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## Our Business

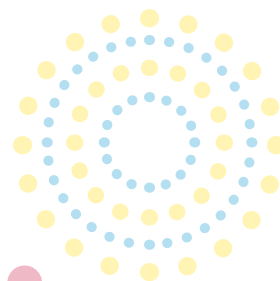
Anglicare Sydney's Vision is: *Lives changing and communities growing by care through Jesus Christ.*  
Anglicare's RAP is the organisation's vision enacted with and for the benefit of Aboriginal and Torres Strait Islander peoples.

Anglicare, the community service agency of the Sydney Anglican Church, has been providing Christian care and support since 1856. Anglicare's mission, throughout our 158 year history, has been to serve the vulnerable, poor and socially excluded with respect, compassion and love. We believe God calls us to care for and love one other, just as he cares for and loves us. It is this love, shown to us in the life and death of Jesus Christ, that motivates us to meet the physical, emotional, social and spiritual needs of others.

Anglicare exists to meet the material, social, emotional and spiritual needs of those who come to us for assistance. We acknowledge that each person is created by God, and disregard the racial, cultural, socio-economic, and man-made barriers that divide us from each other. Our faith in Jesus Christ compels us to act with compassion, help the vulnerable, and be a voice for the disadvantaged. Our wide range of services aims to meet the needs disadvantaged people throughout metropolitan Sydney and in the area extending west to Lithgow, south west to Moss Vale and south to include the Wollongong, Shellharbour and Shoalhaven shires and outreach locations.

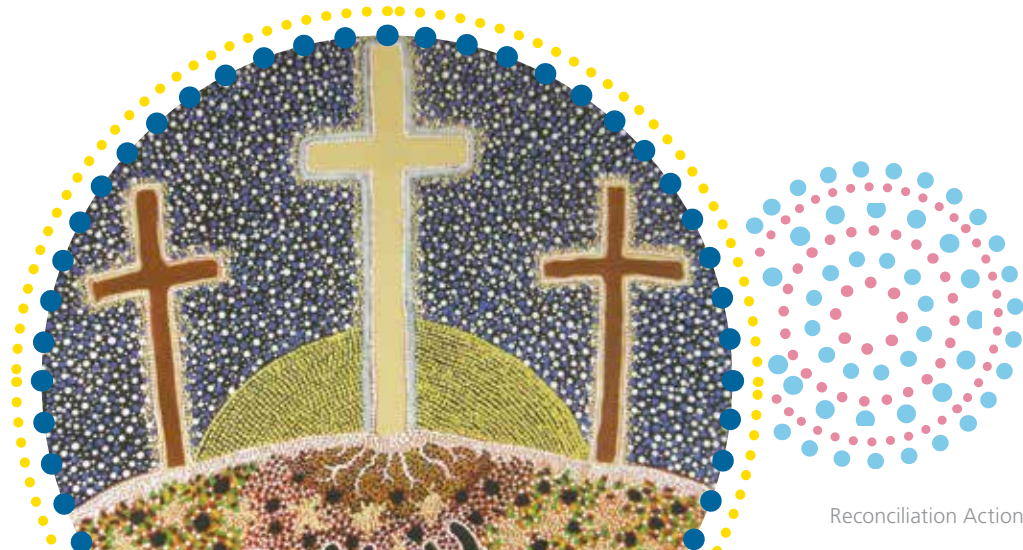
Every year, Anglicare services reach out to many thousands of people to provide support, assistance, advice and advocacy. Anglicare employs approximately 1,500 staff and has a similar number of volunteers. In March 2015, Anglicare Sydney had 20 Aboriginal and Torres Strait Islander staff employed in positions across the organisation.

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Anglicare Sydney services include:

- Counselling and family dispute resolution helping people work through issues and strengthen relationships.
- Family Support programs helping with the development of skills to keep families together.
- Early intervention programs providing education, counselling and supported accommodation to help young parents build a stable future for their families.
- Sustainable Living services providing material assistance, financial counselling and capacity building to assist people living in financial hardship.
- Migrant and refugee services helping people arriving from other parts of the world to overcome language and cultural barriers and settle into their new community.
- Foster care and out-of-home care programs linking vulnerable children and young people with caring, stable families.
- Respite care and other services to support children, young people and adults with intellectual and physical disabilities and acquired brain injuries and their families and carers.
- Services for people living with mental illness and their carers including support, mentoring, skills development and respite.
- Programs assisting homeless young people and those at risk of becoming homeless.
- Disaster Recovery volunteer teams providing practical support and hope to those affected by disasters.
- Anglicare Shops providing quality clothing, community partnerships and income to support our other services.
- Chaplains ministering in hospitals, aged care services, juvenile justice centres, mental health facilities and prisons.
- Independent retirement living in a caring community for seniors.
- Low to high-level residential aged care including specialist dementia care.
- In-home and centre-based programs supporting older people living at home and their carers.
- Direct advocacy to government for people in need through research and responses to government papers and enquiries.



## Our RAP

Approximately sixty thousand Aboriginal and Torres Strait Islander Australians live within the Sydney Anglican Diocese, the catchment area of Anglicare services. This is about ten per cent of Australia's population of Aboriginal and Torres Strait Islander Australians. Anglicare engages with local Aboriginal and Torres Strait Islander clients and local communities through such programs as: Sustainable Living, Family Support, Out-of-Home Care, counselling and relationship services, prison chaplaincy, disability and carer support and Anglicare Shops. Moreover, Anglicare serves most of these individuals within particular communities in most need in Sydney and beyond including La Perouse, Mt Druitt, Campbelltown and South Coast communities. Anglicare is committed to being as effective as possible in our work with Aboriginal and Torres Strait Islander peoples and this Stretch RAP builds on the initiatives of our Innovate RAP to assist Anglicare in developing strategic initiatives consistent with the organisation's vision and mission.

In 2011 Anglicare Sydney set up an Aboriginal and Torres Strait Islander Advisory Group which continues to provide a context for engaging with Aboriginal and Torres Strait Islander community members, supporting Aboriginal and Torres Strait Islander staff in the organisation and enabling engagement between Aboriginal and Torres Strait Islander staff and community members and senior management.

In 2015 the Advisory Group membership includes:

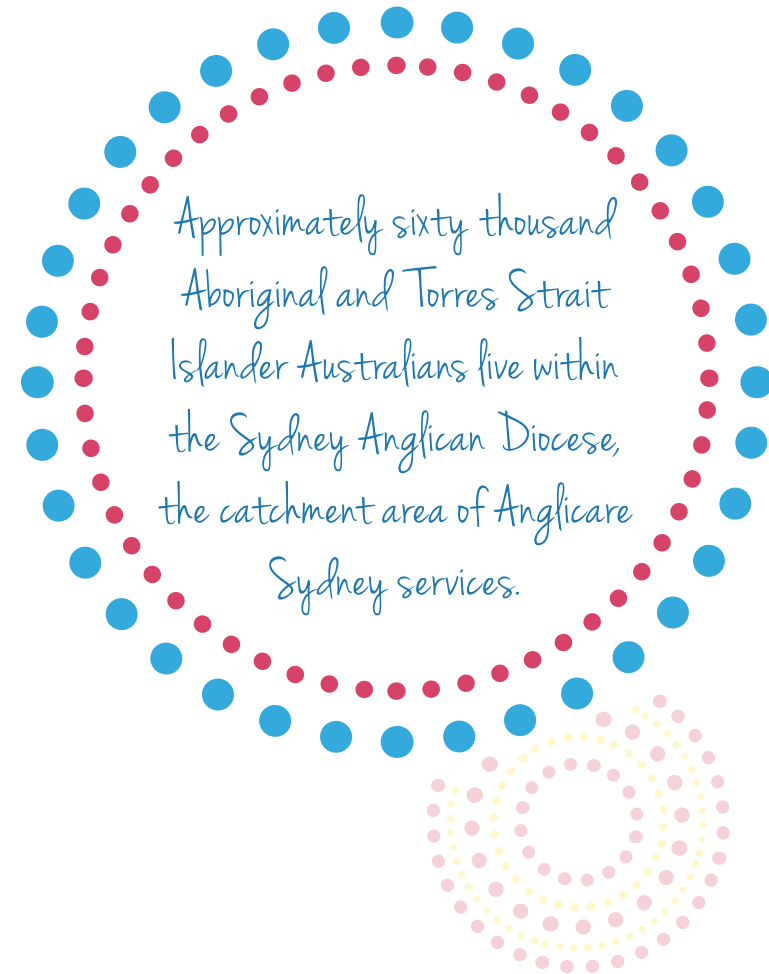
- Kathy Donnelly (Chair, Anglicare Aboriginal Liaison Officer)
- Glenda Devlin (Sponsoring Director)
- Teresa Clark (Minutes, Sustainable Living Service Leader)
- Carolyn Talbot (Director People Learning and Culture)
- James Wackett (Executive Officer)
- Andrew Ford (Director Pastoral Care and Mission Development)
- Michael Duckett (Southern Region Aboriginal Community Consultant)
- Maryanne Matthews (Western Region Aboriginal Community Consultant)
- Sharon Minniecon (Central Region Aboriginal Community Consultant)
- Narelle Hennessy (Aboriginal staff member, Mt Druitt)
- Michelle Wozatka (Aboriginal staff member, Nowra)
- Rachel Roberts (Aboriginal staff member, Central region)
- Darryll Farrell (Aboriginal staff member, Nowra)
- Sue-Anne Cutmore (Aboriginal staff member, Nowra)
- Other Aboriginal staff members and Managers of programs working with Aboriginal clients as they are able to attend.

All Aboriginal and Torres Strait Islander staff are invited to the organisation's Advisory Group which meets five times a year. The Advisory Group operates under Terms of Reference developed in consultation with Aboriginal and Torres Strait Islander staff and community members. The Aboriginal and Torres Strait Islander Advisory Group members strongly advocated for a Reconciliation Action Plan, seeking and gaining the endorsement of the organisation's CEO, Executive and governing Council in 2012.

A RAP Working Group with Terms of Reference was set up in 2013 and worked towards the development of our first Reconciliation Action Plan in consultation with Reconciliation Australia, Anglicare Sydney Aboriginal and Torres Strait Islander Advisory Group and Anglican Diocese of Sydney Indigenous Committee. The Innovate RAP was launched by Anglicare Sydney in Reconciliation Week in 2014 through a series of internal and community events. These included our annual Sorry Day event at Mt Druitt with Anglicare staff and over 200 local Aboriginal Community members. At the event we had Welcome to Country and Smoking Ceremonies led by a local Aboriginal Elder. The RAP was also launched at a series of morning and afternoon teas, lunches and cultural walks, displays of Aboriginal artwork and hand painting on a Recognition Wall arranged during National Reconciliation Week. These events were organised in consultation with Aboriginal and Torres Strait Islander Advisory Group members and Aboriginal Community Members. It is expected that this Stretch RAP will be launched in National Reconciliation Week in 2015.

The RAP Working Group was revised in May 2014 with a view to developing a three-year Stretch RAP. The RAP Working Group membership is as follows with five members who identify as Aboriginal people:

- Kathy Donnelly (RAP Chair, Anglicare Aboriginal Liaison Officer)
- Glenda Devlin (RAP Co-Chair, Director Southern Region)
- Michelle Wozatka (Program Manager Shoalhaven Family Services)
- Carolyn Talbot (Director People Learning and Culture)
- James Wackett (Executive Officer)
- Andrew Ford (Director Pastoral Care and Mission Development)
- Michael Duckett (Southern Region Aboriginal Community Consultant)
- Maryanne Matthews (Western Region Aboriginal Community Consultant)
- Sharon Minniecon (Central Region Aboriginal Community Consultant).





## Successes and Achievements

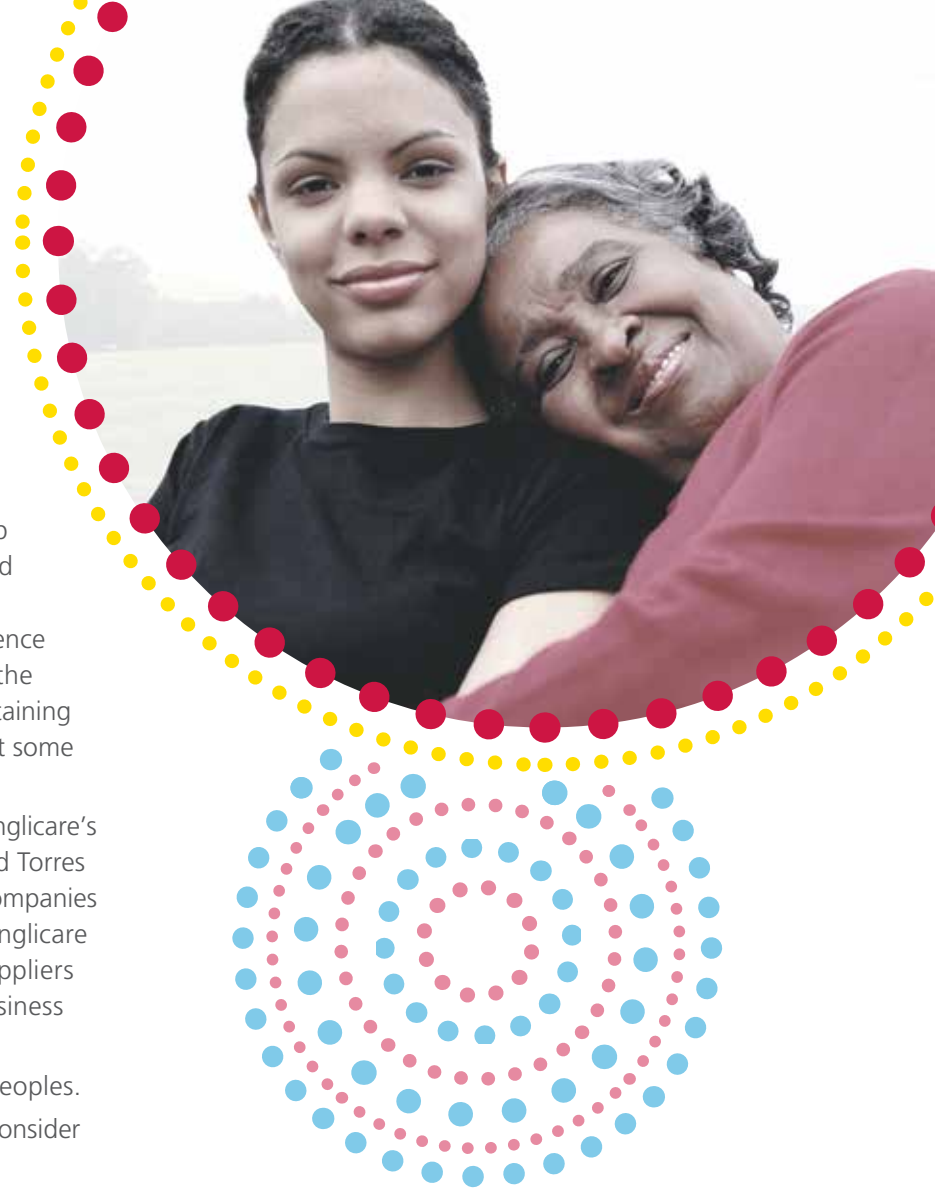
The RAP Working Group is keen to ensure that the RAP continues to include realistic but meaningful targets for staff employment, procurement, Cultural Awareness training and enhancing relationships with local Aboriginal and Torres Strait Islander communities. Organisational achievements to date include:

- Building relationships with local Aboriginal communities and Elders so that we can develop services that show respect for Aboriginal and Torres Strait Islander peoples and best meet the needs of Aboriginal and Torres Strait Islander clients. Anglicare Sydney has held local National Reconciliation Week and NAIDOC events in consultation with local Aboriginal communities, invited Elders to offer Welcome to Country ceremonies, invited local Aboriginal community members to perform traditional dances at official events and spoken directly with local community members about service development and protocols.
- Developing explicit protocols in relation to Acknowledgement of Country and Welcome to Country that are now embedded in our organisation's meeting formats and standard agendas for official events. We have continued to discuss how we can assist staff to understand and use these protocols including through information provided at our Induction training and compulsory Cultural Awareness training. Anglicare continues to refine these protocols in consultation with the Aboriginal Advisory Group and Aboriginal Elders in the local communities in which we work.
- Anglicare has developed an in-house Cultural Awareness program in consultation with and facilitated by Aboriginal staff and local Elders in the communities in which we work. The organisation's program has been tailored to meet the specific cultural issues and histories of the different Aboriginal countries that comprise the area in which we operate. By December 2014, 27 such programs had been delivered across our regions with approximately 570 staff attending. Aboriginal Cultural Awareness training is facilitated by the Anglicare Aboriginal Liaison Officer in all Anglicare sites. Training resources have been sourced and developed in consultation with Deerubbin Local Aboriginal Lands Council, Aboriginal community Elders (Aunty Gloria Matthews, Aunty Maisie Cavanagh, Aunty Rita Wright and Aunty Marge Ritchie) and Aboriginal community organisations in addition to Anglicare Aboriginal Liaison Officer Kathy Donnelly's own personal knowledge and experiences. Anglicare's Aboriginal Liaison Officer is currently preparing the Refresher Training Package (Stage 2 training) which will be rolled out in May 2015. Staff are offered an opportunity to give confidential feedback after the course and almost universally say that they have found the training to be meaningful and useful. Many describe having 'their eyes opened' to what it means to be an Aboriginal and/or Torres Strait Islander person in Australia. Anglicare is developing processes to evaluate the effectiveness of our current programs. The organisation recognises the challenge of continuing to train new staff as well as accessing resources to continue to develop the cultural competency of staff who have attended the initial program. Anglicare is committed to a continuous learning approach to Cultural Awareness training that offers reading, on-line resources and access to further training opportunities suitable to staff roles. This includes the Sydney University 'Kinship' training module and 'Aboriginal Dementia Care', developed by Macarthur Disability Services' HACC Training & Reform Project to Online Resources.
- The Anglicare Aboriginal Liaison Officer regularly sends information around the time of important Aboriginal dates explaining their meaning for Aboriginal and Torres Strait Islander peoples. On Sorry Day 2015, she sent a YouTube link to an abbreviated presentation of Kevin Rudd's apology. There is an increasingly positive response to this information.
- Anglicare has a weekly recruitment list of available positions which is sent to the Anglicare Aboriginal Liaison Officer and then forwarded to Aboriginal and Torres Strait Islander organisations in different communities in the Sydney Area including Aboriginal Medical Services, Local Aboriginal Lands Councils, Aboriginal workers in Centrelink offices and three Anglicare Aboriginal



Community Consultants. The positions are also displayed in reception areas of various Anglicare sites where there are a large number of Aboriginal clients accessing services. Recruitment staff are directed to post position advertisements at local Aboriginal and Torres Strait Islander services on job vacancy notice boards. Anglicare is piloting traineeships as an approach to increasing Aboriginal and Torres Strait Islander employment within our organisation and is exploring the option of corporate cadetships. By December 2014, we had completed three such traineeships and are about to commence another five traineeships. Anglicare's recruitment software has been modified to capture data on the number of Aboriginal and Torres Strait Islanders who apply and the number who are successful in obtaining employment in our organisation. Supplying this information is voluntary and Anglicare recognises that some Aboriginal and/or Torres Strait Islander staff may choose not to identify.

- Joining Supply Nation and including Aboriginal and Torres Strait Islander owned businesses among Anglicare's suppliers. Supply Nation membership provides access to an online database of certified Aboriginal and Torres Strait Islander owned business suppliers. It also provides opportunities to connect with like-minded companies and procurement specialists to support the organisation in meeting agreed procurement targets. Anglicare staff now consider Supply Nation certified Aboriginal and Torres Strait Islander owned business suppliers when renewing contracts, organising catering and ordering stationery. To date, the major new business to the organisation has included our A4 paper supplier, Nallawilli Office Wares.
- Ongoing development of the services that work directly with Aboriginal and Torres Strait Islander peoples.
- A letter to churches in the Sydney Diocese from an Anglicare Council member encouraging them to consider developing their own Reconciliation Action Plan.
- Anglicare completed a management restructure in April 2014 and appointed three Regional Directors for South, West and Central Regions and Service Leaders for each area of core business. The RAP forms part of the Key Performance Indicators for each of the Regional Director positions and the Operational Managers who report to them. It is significant that key RAP targets are also a part of Anglicare's 2014–2017 Strategic Plan as this defines work objectives and priorities across the organisation and has facilitated many of the achievements so far.



# Delivering Cultural Awareness Training in Anglicare

Kathy Donnelly, Anglicare Sydney Aboriginal Liaison Officer, describes her experience of delivering Cultural Awareness training.

*Aboriginal Cultural Awareness training requires that I travel from sites in Nowra to Bondi Junction and out to Mt Druitt and anywhere in between. Groups consist of participants from 15 to 55 people in any one session. Training material is printed into booklets for all participants to keep and take home to their families. Preparing for training requires that I arrive early to set up before each session. Watching participants enter the training room gives me the opportunity to observe their body language. Many arrive at the compulsory training showing signs that they really want to be elsewhere. It is interesting to watch how quickly participants become engaged and often those who were initially most resistant are asking for more cultural training opportunities. After every training session participants come up to me telling me how much they have enjoyed the training. The feedback I have received includes:*

*"It is the best training that I have done in Anglicare. It was so important, can we make it longer?"*

*"Why isn't this training in our schools?"*

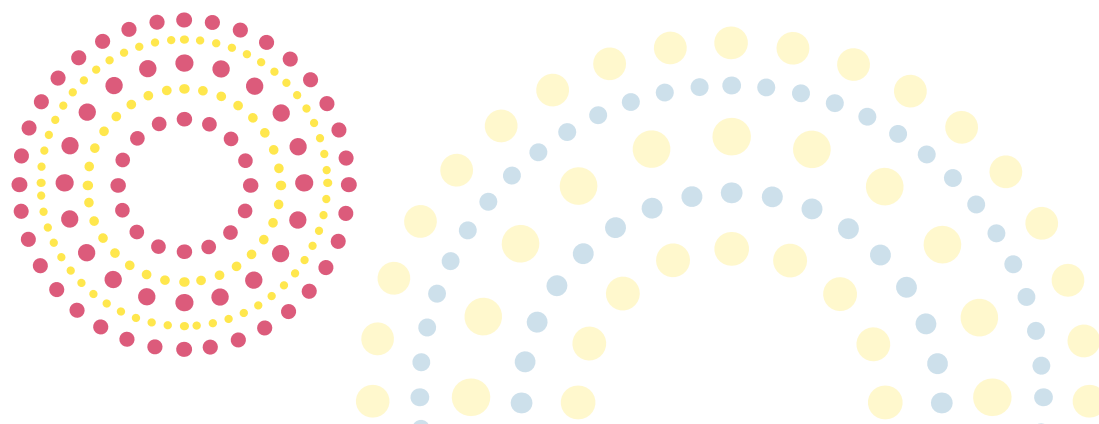
*"I didn't know all this stuff has happened to Aboriginal and Torres Strait Islander peoples. What can we do to help?"*

*"I could listen to you all day. I thought the training was going to be boring but I was captivated right from the start to finish."*

*I proudly tell people of my Aboriginal heritage. My Nation is Kamilaroi, my people, the Ngemba. Some Aboriginal and Torres Strait Islander participants have been inspired by my story and the training to reconnect with their heritage. On a number of occasions I have assisted these participants with contacts as a first step in this process.*

*From the training sessions I have also been approached by staff to support them in making connections with Aboriginal and Torres Strait Islander organisations in their local communities. We recently attended a meeting between Anglicare's Jannali service location and the Kurranulla Aboriginal and Torres Strait Islander organisations in the Sutherland Shire area to discuss partnership opportunities. As a result Anglicare will offer Podiatry & Community Aged Care services on a fortnightly basis to clients and at a venue provided by Kurranulla. The partnership has also opened pathways for Kurranulla to connect Aboriginal and Torres Strait Islander peoples to employment, traineeships and volunteering roles in Anglicare.*

*I feel privileged in my role delivering Aboriginal Cultural Awareness training.*



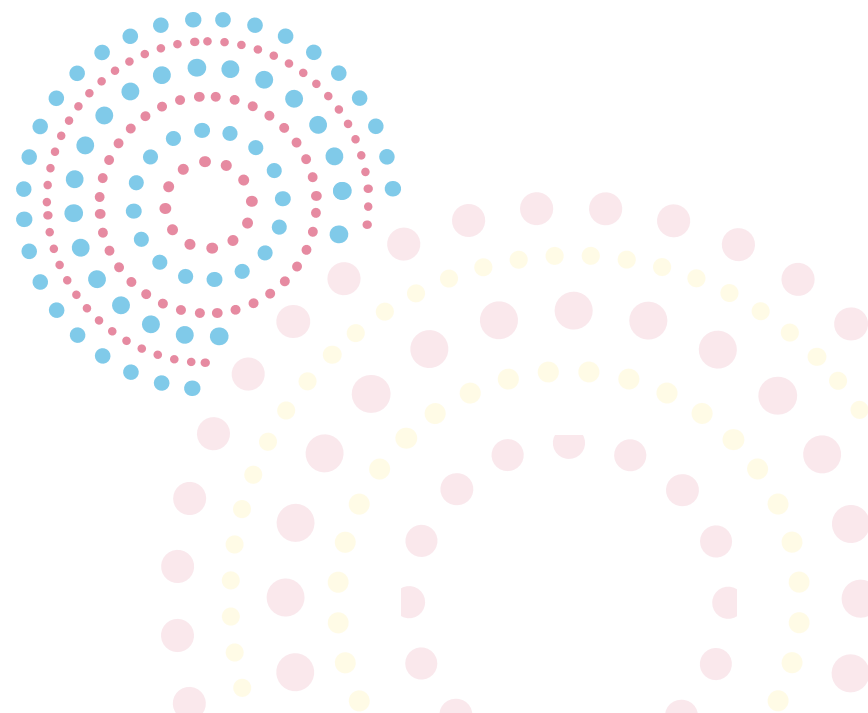
*In the training I share my experiences as an Aboriginal person and the prejudices I have come up against in my life. Feedback from the participants has confirmed that this makes the training more real and engaging. I believe I have helped many Anglicare staff to gain new insights and understanding about Aboriginal and Torres Strait Islander peoples and to change many people's views. As a facilitator of the training it makes me very proud of who I am, where I have come from and what I have achieved to be where I am today.*

*It is interesting to watch how quickly participants become engaged and often those who were initially most resistant are asking for more cultural training opportunities.*



# Challenges

- The most significant challenge for Anglicare Sydney is employing more Aboriginal and/or Torres Strait Islander staff. Anglicare believes that we need Aboriginal and Torres Strait Islander peoples to drive cultural change in the organisation. The organisation recognises the importance of cultural competency training in not only providing cultural competent services but also in making the organisation an employer of choice for Aboriginal and Torres Strait Islander peoples. For this reason, our staff employment objectives are an important part of our Stretch RAP.
- In our large organisation, our structures and processes can be difficult to explain and can be experienced as inflexible by trainees new to the workplace. We continue to work through processes to assist and support trainees.
- Anglicare recognises that cultural competency is not achieved through one training event and is continually looking at ways to build cultural competency in the organisation. This includes, in our Stretch RAP, a commitment to updating our Cultural Awareness training and looking at online events and internal communications.
- Anglicare has learnt that cultural competency training can sometimes be challenging for training staff as they talk about traumatic past events and assist people to understand Australian history from an Aboriginal and Torres Strait Islander perspective. The organisation is still exploring how to best support Aboriginal and Torres Strait Islander staff involved in this important activity.
- The Reconciliation Action Plan has relevance for everyone in the organisation but Anglicare is continuing to find ways to build awareness and ownership of our RAP objectives.



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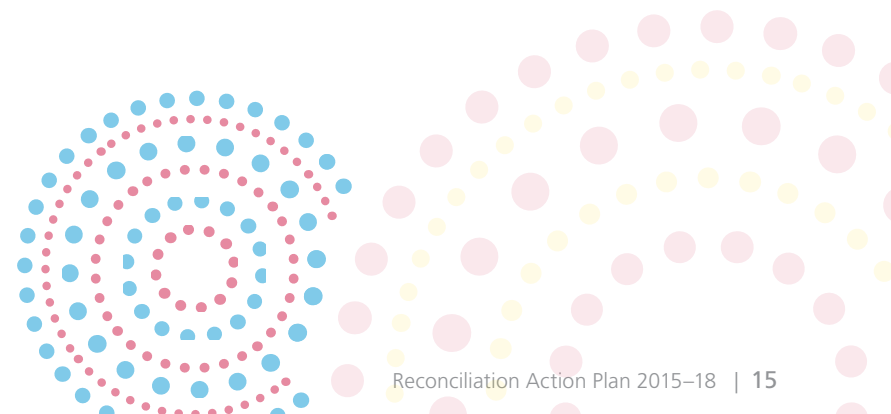


## Relationships

Anglicare Sydney is committed to developing effective collaborative relationships between Aboriginal and Torres Strait Islander peoples and other Australians. When we have listened to Aboriginal and Torres Strait Islander peoples, we have heard that respectful partnerships are vital to making lasting change.

Action	Responsibility	Timeline	Target
<b>1. RAP Working Group</b> Working Group continues to actively monitor RAP development, including implementation of actions and tracking progress.	Director Southern Region	Dec 2015 and 2017	Revise RAP Working Group membership and Terms of Reference.
		Mar, May, Aug, and Oct 2015, 2016, 2017	Working Group to meet at least four times per year to discuss ongoing implementation of the RAP and report on RAP progress to Anglicare Aboriginal and Torres Strait Islander Advisory Group.
		Mar 2016, 2017, 2018	Report on RAP progress to Anglicare Sydney Council.
		Nov 2015, 2016, 2017	Communicate updates to staff and external stakeholders regarding the progress of the RAP.
<b>2. Aboriginal and Torres Strait Islander Advisory Group continues to provide guidance and support to Anglicare Sydney</b>	Aboriginal Liaison Officer	Feb 2016, 2017, 2018	Revise Aboriginal and Torres Strait Islander Advisory Group membership and Terms of Reference.
		Feb, Apr, Jun, Sep and Nov 2015, 2016, 2017	The Aboriginal and Torres Strait Islander Advisory Group meets five times per year to advise on the policy and procedures that will support Anglicare to offer culturally competent services to Aboriginal and Torres Strait Islander clients and ensure that support systems meet the needs of Aboriginal and Torres Strait Islander staff.

Action	Responsibility	Timeline	Target
<b>3. Celebrate National Reconciliation Week</b> Provide opportunities for Aboriginal and Torres Strait Islander employees and other employees to build and strengthen relationships with the local community.	Aboriginal Liaison Officer	27 <sup>th</sup> May – 3 <sup>rd</sup> Jun 2015, 2016, 2017, 2018	Executive Managers to plan for National Reconciliation Week events at sites in consultation with the Anglicare’s Aboriginal Liaison Officer and consider shut down of sites to enable staff participation where possible. Anglicare to organise a minimum of four National Reconciliation Week events with at least one in each region.
		May 2015, 2016, 2017, 2018	All staff will be encouraged to participate in at least one event during National Reconciliation Week through an organisation-wide email from the CEO developed in consultation with the Aboriginal Liaison Officer.
		May 2015, 2016, 2017, 2018	Register all National Reconciliation Week events on Reconciliation Australia’s website to capture participation and support.
		May 2015, 2016, 2017, 2018	Download and circulate Reconciliation Australia’s NRW Fact sheet to raise awareness of the significance and importance of celebrating this nationwide event.
<b>4. Develop partnerships with local churches that have an interest with working with Aboriginal and Torres Strait Islander peoples and communities</b>	Partnership Development Co-ordinator	Dec 2015	Identify local churches that have a particular interest in working with Aboriginal and Torres Strait Islander peoples.
		Dec 2016	In consultation with the Anglican Diocese of Sydney Indigenous Committee, develop and implement a strategy to work in partnership with at least two churches that have an interest in working with Aboriginal and Torres Strait Islander peoples.



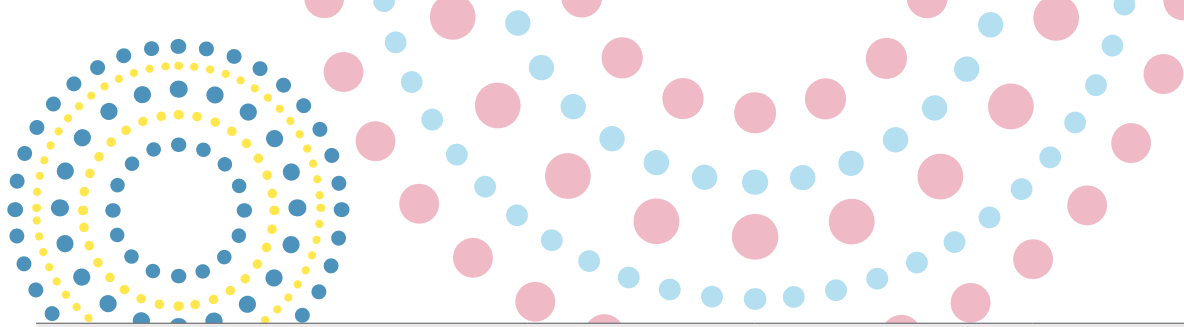


## Respect

Anglicare is committed to respecting Aboriginal and Torres Strait Islander peoples, cultures, land and histories so that we can build meaningful relationships, effectively serve Aboriginal and Torres Strait Islander peoples and promote the enrichment of their peoples and cultures. The organisation recognises that cultural competence is not achieved through one training experience and learning requires a teachable spirit.

Action	Responsibility	Timeline	Target
<b>1. Cultural Awareness training and development for staff</b> Engage employees in cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Director People Learning and Culture	Dec 2015, Jun 2016, 2017	Review and update Cultural Awareness training at induction to ensure that we have appropriate goals and effective processes.
		Dec 2015, Jun 2016, 2017	Review and update Cultural Awareness training processes for volunteers to also ensure that they are appropriate and effective.
		Jun 2015, 2016, 2017	Deliver half-day Cultural Awareness training events to a minimum of 400 staff per year. Anglicare is committed to involving Aboriginal and Torres Strait Islander peoples and Elders from the local community wherever possible.
		Dec 2015, 2016, 2017	Aim for 50 per cent of all staff members to have completed the half-day Cultural Awareness training by December 2015, 60 per cent by December 2016 and 70 per cent by December 2017.
		Dec 2015, 2016, 2017	Conduct an analysis of Cultural Awareness training feedback to support continuous improvement.
		Apr 2016	Compare 2014 and 2016 staff Voice Survey answers in relation to cultural competency to determine changing staff opinions on the importance of cultural competency in the organisation and the take up of external training in addition to internal cultural competency.
	Dec 2015	Develop an Aboriginal and Torres Strait Islander Cultural Competency Strategy to ensure a continuous learning approach to Cultural Awareness training that offers reading, short film sessions, cultural immersion days, online resources and access to further training opportunities suitable to staff roles.	





Action	Responsibility	Timeline	Target
		Jun 2015	Update Staff Performance Review processes to include questions on cultural competency training.
		Jun 2015	Insert cultural competency as a desirable criteria in all Position Descriptions.
		Jun 2015	Develop and implement specific cultural competency training agenda for senior management and the governing Council.
		Jun 2015	Develop processes for support of Aboriginal and Torres Strait Islander staff involved in the Cultural Awareness training to discuss skills in managing the emotional impact of delivery as well as ensuring the program remains fresh, engaging and useful.
		Jun 2016	Develop other evaluation strategies to evaluate the impact of Anglicare's cultural learning program.
<b>2. Aboriginal and Torres Strait Islander cultural protocols</b> Encourage Anglicare employees to use established cultural protocols around Acknowledgement of Country and Welcome to Country.	Director People Learning and Culture with Executive Managers and Aboriginal Liaison Officer	Dec 2015, 2016, 2017 Dec 2015, 2016, 2017 Dec 2015, 2016, 2017 Dec 2015 Dec 2015, 2016, 2017 May 2015, 2016, 2017	Conduct an Acknowledgement of Country according to organisational protocol at all community events. Acknowledgement of Country included at the commencement of monthly staff meetings as per the organisation's tool box meeting format. Invite a Traditional Owner to give a Welcome to Country at official openings and community events at least twice per year. Develop a list of key contacts for organising a Welcome to Country. Ensure all new and existing staff include an email signature statement that acknowledges Aboriginal and Torres Strait Islander peoples and are given information about its meaning and purpose. Display the Aboriginal and Torres Strait Islander flags at all Anglicare sites.

Action	Responsibility	Timeline	Target
<b>3. Celebrate NAIDOC Week</b> Support your Aboriginal and Torres Strait Islander employees to engage with their culture and community through NAIDOC Week events.	Aboriginal Liaison Officer	Jul 2015, 2016, 2017	Support all staff to participate in local NAIDOC week events via an email from Regional Directors or CEO close to NAIDOC Week.
		Mar 2016, 2017, 2018	Promote NAIDOC Week by displaying the National NAIDOC poster in all Anglicare offices prior to and during NAIDOC Week and by sending an email to staff reminding them of the meaning and significance of the week.
		Jul 2015, 2016, 2017	Executive Managers to be provided with contact details of their local NAIDOC Week Committee to discuss mutually-beneficial opportunities.
		Aug 2015, 2016, 2017	Collect and record information about NAIDOC week involvement and use to plan communication and engagement for the following year's NAIDOC week.
		Aug 2015, 2016, 2017	Ensure all staff are able to access Cultural Leave in order to engage in NAIDOC week celebrations by raising management and staff awareness of SHADS award entitlements and incorporation of Cultural Leave into award reviews.
<b>4. Recognise significant dates for Aboriginal and Torres Strait Islander peoples</b> Assist staff to recognise and remember significant dates for Aboriginal and Torres Strait Islander staff and community members.	Aboriginal Liaison Officer	Feb 2016, 2017, 2018	Ensure a calendar of significant events for Aboriginal and Torres Strait Islander peoples (with explanation) is available on Anglicare's Carepoint and in hard copy in staff rooms.
<b>5. Advocate in support of Constitutional Recognition for Aboriginal and Torres Strait Islander peoples</b>	Director Social Policy and Research Unit	Jun 2015	Develop organisational strategies to support constitutional recognition in consultation with Anglicare Australia.

Action	Responsibility	Timeline	Target
		Jun 2015	Contact the Recognise team to discuss ways Anglicare can support constitutional recognition.
		Jul 2015	Organise a community BBQ with Recognise to allow employees and community members to learn about constitutional recognition for Aboriginal and Torres Strait Islander.
<b>6. Develop culturally appropriate marketing materials</b> Assist staff to recognise and remember significant dates for Aboriginal and Torres Strait Islander staff and community members.	Director Marketing and Fundraising	Jun 2015	Develop culturally appropriate business cards and promotional materials in consultation with Aboriginal and Torres Strait Islander staff and community members, including mainstream services.

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## Opportunities

Anglicare Sydney is deeply committed to working with the most disadvantaged people in our society. Anglicare is committed to taking a role in bridging the gap between outcomes for Aboriginal and Torres Strait Islander peoples and other Australians in the areas of health, education and employment. Anglicare will do this by direct service delivery and by offering employment opportunities to Aboriginal and Torres Strait Islander peoples and increasing opportunities for businesses owned by Aboriginal and Torres Strait Islander peoples to supply their goods and services to our organisation.

Action	Responsibility	Timeline	Target
<b>1. Aboriginal and Torres Strait Islander employment</b> Increase the recruitment and retention of Aboriginal and Torres Strait Islander employees within Anglicare Sydney.	Director People Learning and Culture	Jun 2015, 2016, 2017	Conduct an annual review of Anglicare’s Aboriginal and Torres Strait Islander Recruitment Strategy which includes strategies around retention, professional development and career pathways.
		Dec 2015, 2016, 2017	Expand appropriate pathways to employment for Aboriginal and Torres Strait Islander staff through traineeships (such as Cert 3 Aged Care). The organisation will seek to offer eight traineeships per year in 2015, 2016 and 2017.
		Dec 2015, 2016, 2017	Educate managers in the specific needs of trainees and develop specific induction process for this group of employees. This will include setting up a local mentorship and the support of the Aboriginal Liaison Officer where possible.
		Dec 2015, 2016, 2017	Deliver employment skills training to Aboriginal and Torres Strait Islander peoples and Aboriginal and Torres Strait Islander specific job agencies.
		Nov 2015	Continue to advertise positions through our connections with Aboriginal and Torres Strait Islander media and organisations and through church networks developed through Aboriginal and Torres Strait Islander staff and Partnership Development Officers in each of our three regions.
		Dec 2017	Develop organisational processes for supporting Aboriginal staff that include: <ul style="list-style-type: none"> <li>• Documenting the organisational value of employing an Aboriginal Liaison Officer position that directly supports staff.</li> <li>• Ensuring that Aboriginal and Torres Strait Islander staff are aware of entitlements to access leave.</li> </ul>

Action	Responsibility	Timeline	Target
		May 2015, 2016, 2017	Increase the current number of Aboriginal and Torres Strait employees in Anglicare to represent 2 per cent of the staff total by the end of 2017 (a total of 30 staff).
		May 2015, 2016, 2017	Provide professional development opportunities for existing Aboriginal and Torres Strait Islander employees as detailed in each employee's annual Performance Review meetings to meet the specific needs of individual staff.
<b>2. Aboriginal and Torres Strait Islander supplier diversity</b> Increase opportunities for businesses owned by Aboriginal and Torres Strait Islander peoples to supply their goods and services to Anglicare Sydney.	Procurement and Business Services Manager	Dec 2015, 2016, 2017	Anglicare commits to a target of \$20,000 per year (reviewed annually) for purchases from Aboriginal and Torres Strait Islander Supply Nation registered businesses. Procurement and Business Services Manager to provide an annual report on actual targets reached, quotes received and ongoing processes for ensuring staff awareness of Supply Nation.
		Dec 2015, 2016, 2017	Develop strategies to increase the number of contracted services from Aboriginal and Torres Strait Islander Nation businesses. Executive Managers to be encouraged to invite Aboriginal and Torres Strait Islander businesses to quote on new contracts or tenders.
<b>3. Direct service delivery to Aboriginal and Torres Strait Islander clients</b> Increase numbers of Aboriginal and Torres Strait Islander peoples accessing Anglicare's services.	Director Research and Advocacy with Executive Managers	Jun 2015	Work with Service Leaders within Anglicare to develop strategies for evaluating services, including barriers to access, where we assist Aboriginal and Torres Strait Islander peoples. Particular attention will be given to our Sustainable Living programs.
		Jun 2016	Trial these evaluation strategies in at least two locations.
	Regional Directors with Executive Managers	Dec 2015, 2016, 2017	Consult with local Aboriginal and Torres Strait Islander communities on ideas for making services more appealing to Aboriginal and Torres Strait Islander people. Options to be considered include furniture layout, Aboriginal flags, Torres Strait Islander flags, posters, paintings and specific Indigenous plants.

## Tracking progress and reporting

Action	Responsibility	Timeline	Target
<b>1. Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.</b>	Director Southern Region	Sep 2015, 2016, 2017	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.
<b>2. Report on Reconciliation Action Plan to Anglicare Sydney Council, CEO, Directors and other staff.</b>	Director Southern Region	Feb 2015, 2016, 2017	Complete and submit reports at least once a year to Senior Executive and Anglicare Sydney Council. Develop information on RAP for dissemination to all staff in consultation with senior management. Investigate opportunities to publicly report on RAP progress annually via channels such as the Anglicare Annual Report.
<b>3. Refresh and update a new RAP for Anglicare Sydney</b>	Director Southern Region	May 2018  Dec 2017–May 2018	Review and refresh a new RAP for Anglicare based on learnings and achievements from this RAP.  Send draft RAP to Reconciliation Australia for formal feedback and endorsement.

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It is this love, shown to us in  
the life and death of Jesus  
Christ, that motivates us to  
meet the physical, emotional,  
social and spiritual needs  
of others.



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