

CREATING FUTURES

Innovate Reconciliation Action Plan
January 2021 - January 2024

KAYA / WELCOME

Communicare and our Board Directors are proud to have progressed to the next stage of our journey to support the national reconciliation movement. The endorsement of our *Innovate* Reconciliation Action Plan (RAP) provides further oversight on our commitment to reconciliation both internally and in the communities in which we work.

Communicare recognises First Nations Peoples special and unique spiritual connection to lands, waters and Country. We value the oldest continuing cultures in the world and pay our respects to Elders past, present and emerging. We also acknowledge that past injustices experienced by communities, families and their children have had negative impacts on First Nations Peoples, past and present. We are committed to reconciliation and being part of a movement to walk alongside First Nations Peoples to help shape a new future for Australia.

We acknowledge Aboriginal artist, Anthony Fenn for use of his artwork on the front and back cover of this Reconciliation Action Plan. The work was originally presented as oil on canvas and has been reproduced with the artist's permission. The cover art reflects Communicare's values of Hope, Opportunity, Perseverance and Equality. The art on the back cover represents equality across all the different people and cultures





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Inside Cover: This artwork was created by Communicare staff as part of 2019 iCommunic8 Day celebrations.

A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

Our vision for reconciliation is a society that values the cultures and heritage of our First Nations Peoples, respects the land and waters, and provides justice and equity to all Australians.

As we embark on the next chapter of our RAP journey, we must remember the immeasurable value of supporting this work. Our shared commitment to reconciliation has a meaningful impact on the service expectations and outcomes experienced by First Nations Peoples.

No area weighs on my heart more than family and domestic violence. The indelible impact of trauma from violence can have lifelong implications for physical and mental health, educational attainment, employment and income not only for individuals but also for entire families.

While family violence is not unique to First Nations Peoples communities, we must do more to prevent Aboriginal and Torres Strait Islander children from experiencing abuse and intergenerational trauma.

As the new custodians of White Ribbon Australia, we will enhance the ways we work alongside First Nations Peoples to address violence against women and children.

Our commitment to reconciliation will be visible in the fabric of our organisation, and I am proud to be the CEO of Communicare where an incredible number of our people keenly contributed to the development of our new *Innovate* RAP. The level of engagement is a testament to our culture and is critical to ensuring that our goals and vision will be embedded across our organisation. I look forward to seeing the *Innovate* RAP come to life and to witness our contribution to reconciliation.



Melissa Perry
Chief Executive Officer

A MESSAGE FROM OUR BOARD DIRECTOR

As a Communicare Board Director and Aboriginal woman, I am humbled to be a part of an organisation that is committed to working towards overcoming the inequality faced by our First Nations Peoples.

It is imperative that on our path towards reconciliation we acknowledge the truth and injustices of the past. Not to dwell but to forgive, to heal and to educate, so that as one nation we can move forward to end the divide between Aboriginal and Torres Strait Islander Peoples and non-Aboriginal and Torres Strait Islander people.

For over 40 years Communicare has worked to improve the lives of our society's most vulnerable. At the core of all our services is the need to ensure positive life outcomes for not only our Aboriginal and Torres Strait Islander children, but all children across Western Australia and Australia. The acquisition of White Ribbon Australia strengthens our absolute commitment to addressing violence against women and children, whilst working together with our Aboriginal community to break the cycle of abuse and intergenerational trauma.

I applaud the work of those who have contributed to our new *Innovate* RAP. The depth of the group and the engagement undertaken will ensure successful implementation and I look forward to the social outcomes that will be recognised as we continue to play our role in reconciliation.

I am extremely pleased that our *Innovate* RAP has committed to building strong partnerships with Aboriginal Community Controlled Organisations and to walk alongside these organisations to build the capacity of the sector. This target echoes the National Agreement on Closing the Gap and the belief that when Aboriginal and Torres Strait Islander Peoples have a genuine say in the design and delivery of services that affect them, better life outcomes are achieved.



Jade Adams
Board Director

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is a society that values the cultures and heritage of our First Nations Peoples, respects the land and waters, and provides justice and equity to all Australians.

Reconciliation begins with an understanding of the history of Australia as a land arid and red-earthed, and the stories of its people. Our country's history did not simply begin with the arrival of the First Fleet in 1788. Our story is far more expansive beginning tens of thousands of years ago when First Nations Peoples first walked the same red earth¹. Both these storylines create our history.

Aboriginal and Torres Strait Islander Peoples achieve milestones, both momentous and commonplace. These achievements are furthered by a spirit of resilience to advocate for the preservation of the environment, to build successful businesses, and to raise healthy families and supportive communities that are determined to thrive. At the same time, we must never underestimate the horrific institutionalised discrimination or ignore the disproportionate rates of incarceration, family violence and incidence of preventable diseases among First Nations Peoples.

Reconciliation must be a matter of concern for all Australian people. By sharing this land, we share a responsibility for the experiences and opportunities for all of those whom inhabit it. Our goal must be to build an Australia where everyone belongs and where history is spoken to heal and to learn.

Communicare believes that Aboriginal and Torres Strait Islander cultures, heritages, languages and connection to land and waters is fundamentally important to all Australians. To achieve this we have actively engaged First Nations Peoples to not only participate in the construction of the vision going forward, but also to shape it.

This Reconciliation Action Plan formalises Communicare's commitment, providing a foundation for a sustained effort to build reconciliation between Aboriginal and Torres Strait Islander Peoples and the broader community.

¹ Throughout this document we will also refer to Aboriginal and Torres Strait Islander Peoples as First Nations Peoples.

“When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country.”

-ULURU STATEMENT FROM THE HEART





OUR PEOPLE, OUR BUSINESS AND OUR COMMUNITIES

Since 1977, Communicare has provided high quality services throughout Perth and regional Western Australia. We are the custodians of White Ribbon Australia and share in a national commitment to end gendered violence. Our culture is shaped by our values of hope, opportunity, perseverance and equality to foster community safety and community inclusion.

OUR PEOPLE

Communicare is supported by a workforce of over 220 staff who speak 38 different languages. Currently, eight employees (or 4.36%) identify as Aboriginal and Torres Strait Islander Peoples, and by 2022, we plan to increase our Aboriginal and Torres Strait Islander workforce to 6%.

OUR BUSINESS

Over the past 40 years, Communicare has distinguished itself as a provider of innovative services and an advocate of social and economic inclusion, to empower children, young people, individuals and families to fully participate in their communities.

Our diverse range of programs and services are delivered from 26 locations in the Perth metropolitan area and three regional offices. We also have three White Ribbon Australia offices in South Australia, Victoria and New South Wales.

Our programs and services include:

- Children, Youth & Family Services
- Social Inclusion Services
- Education & Training Services
- Employment Services
- Community Safety & Wellbeing Services
- White Ribbon Australia

Our organisation is supported by a workforce of passionate staff and volunteers and our alliances with government, non-government and corporate partners has enabled us to make a difference in people's lives. For over 40 years we have been Creating Futures with individuals and communities in Western Australia.



COMMUNICARE

Making women safety a man issue



OUR PEOPLE, OUR BUSINESS AND OUR COMMUNITIES (cont)

OUR COMMUNITIES

Communicare delivers 28 programs across 23 offices in Perth, the South West and Mid-West regions of Western Australia. Many of the Aboriginal and Torres Strait Islander men, women and children supported by these programs are from the Noongar and Yamatji Nations. The acquisition of White Ribbon Australia has increased our reach with staff located in South Australia, Victoria and New South Wales. Our staff here work on the lands of the Eora, Wadawurrung Dja Wurrung and Kurna people.

Noongar Nation

There are approximately 30,000 Western Australians with Noongar ancestry from 14 different tribes (Kaartdijn Noongar, Noongar, 2020). The Whadjuk people are the Traditional Owners of the land encompassing Perth and the Swan Coastal Plain, maintaining a strong connection to the river. This is tied to the Wagyl, the water-serpent and “giver of life” responsible for the creation of fresh water (Kaartdijin Noongar, Spirituality, 2019).

The Whadjuk people moved with the seasons, travelling inland in winter and returning in late spring to hunt wallabies, kangaroos and possums (VisitPerth, Aboriginal Culture). They camped at what is now Kings Park and frequented the mud flats of now Heirisson Island to fish (VisitPerth, Aboriginal Culture).

Yamatji Nation

The Yamatji Nation are the Traditional Owners of the land and coastal waters in the Mid-West region of Western Australia. This encompasses Geraldton to Murchison. Creation stories for the Yamatji are based on the Bimara, a serpent who “shaped the landscape and created plants, animals and humans” (NARVIS, Aboriginal History and Culture, 2017).

Wadawurrung Dja Dja Wurrung People

The Dja Dja Wurrung people are the Traditional Owners of the lands across Central Victoria (Victorians Aboriginal Corporation for Languages, Dja Dja Wurrung, 2020). Cultural sites include rockwells, rock shelters, scarred trees and stone arrangements created by Bunjil, the ‘eaglehawk father’ (Australian Institute of Aboriginal and Torres Strait Islander Studies, Scars in the Landscape, 1995). The Waa, meaning ‘crow’, also represents a moiety and significant ancestral being.

Kurna People

Kurna Aboriginal people are the Traditional Owners of the Adelaide plains in South Australia (State Library South Australia, Aboriginal people of South Australia: Kurna, 2020). The Karrawirra Pari (red gum forest river) was an important “resource area and a favourite camping place”, providing water, fish and other foods for Kurna people. (SA History Hub, Kurna People, 2020).

Eora Nation

Consisting of 29 clans, Eora Nation, meaning ‘the people’, encompasses the Sydney metropolitan area (State Library, New South Wales, Eora: 1750-1850). They moved along the beaches, rivers, mountains and forests of coastal Sydney (Barani Sydney’s Aboriginal History, Aboriginal People and Place, 2013). The Gadigal people of the Eora Nation are survivors of early British colonisation and continue to maintain ties to country.



This artwork was created by a student at Communicare Academy, it is reproduced with permission.



A HISTORY - RECONCILIATION ACTION PLANS

The practice of developing strategic Reconciliation Action Plans was spurred by the release of the Royal Commission into Aboriginal Deaths in Custody report (1991), recommending that “all political leaders and their parties recognise that reconciliation between the Aboriginal and non-Aboriginal communities in Australia must be achieved if community division, discord and injustice to Aboriginal people are to be avoided”. In response, Parliament passed the Council for Aboriginal Reconciliation Act 1991 (Cth), statutorily mandating the formation of the Council for Aboriginal Reconciliation for the purposes of overseeing:

“...an ongoing national commitment from governments to all levels to co-operate and to co-ordinate with the Aboriginal and Torres Strait Islander Commission as appropriate to address progressively Aboriginal disadvantage and aspirations in relation to land, housing, law and justice, cultural heritage, education, employment, health, infrastructure, economic development and any other relevant matters...” (Preamble).

The Act further called for the development of three-year strategic plans implemented in succession over a ten-year period. With the dissolution of the Council in 2000, Reconciliation Australia has continued to champion a process of reconciliation.

STATEMENT OF COMMITMENT TO RECONCILIATION

Communicare's Statement of Commitment was developed in 2019 and outlines a range of commitments the organisation focuses on.

Communicare is committed to working with First Nations Peoples and their communities, organisations and agencies to improve economic and social outcomes.

Making a difference to the lives of First Nations Peoples through appropriate services, advocacy and relationships remains a priority.

We acknowledge the history of Australia's First Nations Peoples and are committed to working in unison to achieve a united Australia. One that respects the land and waters, values Aboriginal and Torres Strait Islander cultures and heritage, and provides justice and equity to all Australians.

As an employer, Communicare values its First Nations employees and is committed to:

- Providing greater employment opportunities.
- Ensuring support through mentoring, volunteering and coaching.
- Identifying career pathways through the provision of learning and development opportunities.
- Increasing our understanding of the identity and experiences of our First Nations Peoples and reflecting this awareness in our internal relationships and our external service delivery.

For First Nations Peoples and their communities, Communicare is committed to:

- Acknowledging and overcoming the barriers experienced by First Nations Peoples.
- Developing genuine partnerships with First Nations organisations to improve outcomes for the community.
- Ensuring the voice of First Nations Peoples when developing Communicare services and encouraging the active involvement of First Nations employees in shaping future directions.
- Increase the satisfaction of First Nations Peoples in services delivered by Communicare.



This artwork was produced by Allan Davis and is reproduced with the artist's permission. The Wagyl is the creator of all things for the Noongar people, he created the landscapes as he laid and slept and created the rivers as he travelled listening to the people, creating things from the dry flat land.

COMMUNICARE'S RECONCILIATION JOURNEY

Communicare's Reflect RAP aims to develop relationships, cultivate respect and provide meaningful opportunities by strengthening our cultural competency through learning, engaging and listening. This has established a firm foundation on which the *Innovate* RAP planning developed.

The Reflect RAP working group contributed significantly to the implementation of a range of actions including;

Statement of Commitment to Reconciliation

Communicare is committed to working in practical ways with First Nations Peoples and their communities, organisations and agencies to improve economic and social outcomes. The Statement of Commitment (provided in full on pg. 7), serves to identify specific actions for supporting First Nations Peoples within our organisation and our communities.

Aboriginal Resources Hub

The RAP working group developed an Aboriginal Resources Hub on our intranet to make accessible to our workforce a range of resources to foster greater understanding of reconciliation and Aboriginal cultures. The hub includes a Welcome to Country guideline, sample of an Acknowledgement of Country message amongst many other learning resources.

Close the Gap Training

In 2018, Communicare launched Closing the Gap training for all staff, delivered by Kooya Consultancy. The training seeks to find common ground between Aboriginal and Torres Strait Islander Peoples and non-Aboriginal and Torres Strait Islander peoples to promote better understanding and collaboration. Training content reviews Aboriginal history and the diversity of clans, languages, customs and cultures across Australia. Facilitators, a father and daughter of the Noongar Nation, further enhance staff understanding by sharing personal experiences of navigating within and outside of Aboriginal and Torres Strait Islander communities. Since July 2018, 237 current and past staff have completed Closing the Gap training and it is now a foundational element of our learning and development strategy.

Aboriginal Engagement Partner

The Aboriginal Engagement Partner role was created to lead the development and implementation of strategies across Communicare that foster inclusive and culturally secure services for Aboriginal and Torres Strait Islander Peoples. The role contributes to achieving our RAP commitments, from driving the development of Communicare's Statement of Commitment to Reconciliation to assist in building relationships with Aboriginal communities and organisations.

Trauma-Informed Framework Development

The trauma-informed framework development began in 2019 to incorporate an evidence-based approach for supporting clients who have experienced trauma. The framework includes an emphasis on building organisational awareness of the incidence of inter-generational trauma among First Nations Peoples communities. Individual program recommendations have been developed across select programs that service Aboriginal and Torres Strait Islander communities. The Trauma-Informed Framework and its implementation will continue as key priorities of the *Innovate* RAP.

Demonstrating our Support

The Aboriginal flag is flown at Communicare's largest site in Cannington and helps to illustrate the pride and support the organisation has for Aboriginal and Torres Strait Islander Peoples and cultures. Alongside this, Communicare sites display the Aboriginal flag on all reception desks and have resources which highlight the different language groups from across the country. Communicare has also focused on displaying more Aboriginal art across its sites and has commissioned local artists to design art to be displayed and used in its publications.





OUR PARTNERSHIPS

Partnerships with Aboriginal and Torres Strait Islander organisations and individuals are essential to working alongside Aboriginal and Torres Strait Islander communities and families. These relationships inspire and challenge us to become a better organisation.

Wirrpanda Foundation

Since 2016, Communicare has jointly delivered Transition to Work with Wirrpanda Foundation. Transition to Work provides employment services to early school leavers and unemployed young people. Our association with the Wirrpanda Foundation ensures we provide tailored employment services to meet the needs of Aboriginal and Torres Strait Islander young people.

Barndimalgu Family Violence Court Stakeholders and Not Our Way (NOW)

Communicare delivers Not Our Way (NOW) group sessions in partnership with Aboriginal and Torres Strait Islander community Elders, Aboriginal Legal Service, Geraldton Magistrates Court, Magistrates Court of Western Australia, Community Corrections, Desert Blue and the WA Police Department. The NOW program operates under the Barndimalgu Family Violence Court in Geraldton to engage Aboriginal men and women with criminal matters related to family and domestic violence.

Langford Aboriginal Association

Communicare's affiliation with Langford Aboriginal Association involves mutual support of Aboriginal and Torres Strait Islander families through referrals and service coordination. Langford Aboriginal Association has been instrumental in directing families to Communicare's Home Interaction Program for Parents and Youngsters (HIPPY), designed to provide parents with the tools to advocate for their children's success at school.

Midwest Aboriginal Organisation Alliance (MAOA)

Communicare is a member of the Midwest Gascoyne Human Services Committee providing updates to the Midwest Aboriginal Organisation Alliance (MAOA) on services supporting First Nations Peoples families experiencing family and domestic violence. The MAOA is comprised of Aboriginal and Torres Strait Islander organisations who meet monthly to discuss issues impacting the Geraldton and Midwest area.





THE INNOVATE RAP

The *Innovate* RAP outlines actions to further Communicare's vision and commitment. Our *Innovate* RAP will enable our organisation to gain a deeper understanding and apply innovative approaches for advancing reconciliation, shaped by five dimensions: historical acceptance, race relations, equality and equity, institutional integrity and unity. Our designated RAP Champion overseeing these commitments is our Executive Director Service Delivery and Design, David Cain.

The development of the *Innovate* RAP has included five workshops attended by staff across the organisation stretching from Rockingham to Geraldton. A RAP Working Group, comprised of dedicated staff and stakeholders, further provided focus to strategy and design. This included representation from five Aboriginal and Torres Strait Islander staff who participated in all RAP Working Group activities and continue to be a part of this group.

The total RAP Working Group is comprised of individuals representing all levels of the organisation, including:

- Aboriginal Engagement Partner (Co-chair RAP Working Group)
- Executive Director Service Delivery and Design (Co-chair-RAP Working Group)
- Executive Director People, Culture and Corporate Services
- Coordinator HIPPY
- Coordinator Men's Support Services
- Education Assistant Special Needs
- Family Support Facilitator
- HIPPY Mentor
- Manager People, Culture and Safety
- NOW Program Facilitator
- ParentsNext Stakeholder Facilitator
- Program Facilitator Breathing Space
- Program Manager Inclusion Support
- Senior Manager Early Years and Youth
- Senior Project Officer-Communities for Children
- Social Impact Partner
- Social Policy and Tender Writer
- Training and Development Administrator
- Family Support Network Aboriginal Facilitator, Yorgum Aboriginal Corporation

This artwork was created by a student at Communicare Academy, it is reproduced with permission.



This artwork was created by participants of the HIPPY Program with assistance from artist - Nerolie Blurton.

RELATIONSHIPS

Genuine partnerships are built on mutual trust, respect and equality, serving as a powerful means to drive sustainable change. To strengthen relationships, we must be willing to engage honestly. When we listen with humility we are better positioned to learn and share.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	June 2021	Aboriginal Engagement Partner
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	October 2021	Aboriginal Engagement Partner
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2021, 2022	Aboriginal Engagement Partner & Marketing and Communications
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	May 2021, 2022	Aboriginal Engagement Partner & Marketing and Communications
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	May 2021, 2022	Executive Director Service Delivery and Design
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	May 2021, 2022	Manager Marketing and Partnerships
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website 	May 2021, 2022	Manager Marketing and Partnerships



*The Innovate RAP aims to strengthen relationships
by strengthening our capacity to listen.*

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>3. Promote reconciliation through our sphere of influence.</p>	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation. Communicate our commitment to reconciliation publicly. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. Collaborate with the RAP network and other like-minded organisations to develop ways to advance reconciliation. 	<p>March 2021</p> <p>May 2021</p> <p>December 2021</p> <p>December 2021</p>	<p>Executive Director Service Delivery and Design</p> <p>Aboriginal Engagement Partner & Manager Marketing and Partnerships</p> <p>Executive Director Service Delivery and Design</p> <p>Executive Director Service Delivery and Design</p>
<p>4. Promote positive race relations through anti-discrimination strategies.</p>	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. Educate senior leaders on the effects of racism. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. Develop, implement and communicate an anti-discrimination policy for our organisation. 	<p>June 2021</p> <p>September 2021</p> <p>December 2021</p> <p>December 2021</p>	<p>Executive Director People, Culture and Corporate Services</p> <p>Executive Director People, Culture and Corporate Services</p> <p>Manager People, Culture and Safety</p> <p>Manager People, Culture and Safety</p>
<p>5. Strengthen strategic partnerships with Aboriginal Controlled Community Organisations (ACCOs).</p>	<ul style="list-style-type: none"> Extend opportunities to develop formal partnerships with ACCOs; review opportunities and report bi-annually. Investigate ways to build capacity and/or share resources with partners. 	<p>August 2021</p> <p>August 2021</p>	<p>Aboriginal Engagement Partner</p> <p>Aboriginal Engagement Partner</p>

RESPECT

Communicare is committed to the importance of Australia's First Nations Peoples' languages, cultures, lands, waters, histories, futures and rights. We further this aim by promoting understanding of First Nations' diversity and by developing culturally sensitive services embedded in culturally safe and secure practices. In doing so, respect is reflected in how we listen and communicate and in the subsequent actions we take.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy including our next phase of Closing the Gap training, focusing on enhancing our service delivery through understanding of culturally secure practices. 	<p>March 2021</p>	<p>Aboriginal Engagement Partner & Senior Learning and Development Advisor</p>
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	<p>June 2021</p>	<p>Senior Learning and Development Advisor</p>
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	<p>June 2021</p>	<p>Aboriginal Engagement Partner & Senior Learning and Development Advisor</p>
	<ul style="list-style-type: none"> Develop a Cultural Safety Policy. 	<p>July 2021</p>	<p>Aboriginal Engagement Partner</p>
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our staff. 	<p>August 2021</p>	<p>Aboriginal Engagement Partner & Senior Learning and Development Advisor</p>

The Innovate RAP aims to strengthen our capacity to be respectful by advancing our knowledge and understanding of Aboriginal and Torres Strait Islander Peoples.



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>7. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.</p>	<ul style="list-style-type: none"> • Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. • Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. • Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. • Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	<p>February 2021</p> <p>February 2021</p> <p>May 2021</p> <p>May 2021</p>	<p>Aboriginal Engagement Partner</p> <p>Manager Marketing and Partnerships</p> <p>Manager Marketing and Partnerships</p> <p>Aboriginal Engagement Partner</p>
<p>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> • RAP Working Group to participate in an external NAIDOC Week event. • Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. • Promote and encourage participation in external NAIDOC events to all staff. 	<p>July 2021, 2022</p> <p>July 2021</p> <p>July 2021, 2022</p>	<p>Executive Director Service Delivery and Design</p> <p>Executive Director Service Delivery and Design</p> <p>Manager Marketing and Partnerships</p>

OPPORTUNITIES

Providing access to opportunities which build economic outcomes for Aboriginal and Strait Islander Peoples. This includes creating opportunities that consider long-term benefits of investment in First Nations Peoples.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	January 2021	Manager People, Culture and Safety
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander representation on the Board. 	February 2021	Chief Executive Officer
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	May 2021	Manager People, Culture and Safety
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	June 2021	Manager People, Culture and Safety
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	June 2021	Aboriginal Engagement Partner & Manager People, Culture and Safety
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	August 2021	Aboriginal Engagement Partner & Manager People, Culture and Safety
	<ul style="list-style-type: none"> Implement a mentoring support program for Aboriginal and Torres Strait Islander staff. 	September 2021	Aboriginal Engagement Partner & Manager People, Culture and Safety
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	December 2021	Executive Directors Service Delivery and Design & People, Culture and Corporate Services

The Innovate RAP aims to build opportunities for First Nations Peoples by investing in procurement from Aboriginal and Torres Strait Islander owned businesses and increasing employment, professional development and culturally appropriate support across the organisation.

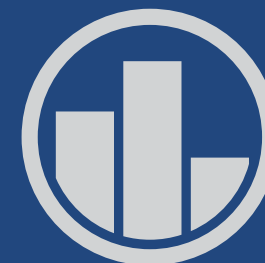


ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> Investigate Supply Nation membership. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	<p>March 2021</p> <p>June 2021</p> <p>June 2021</p> <p>July 2021</p> <p>August 2021</p>	<p>Director Finance</p> <p>Director Finance</p> <p>Director Finance</p> <p>Director Finance</p> <p>Director Finance</p>
<p>11. Consider ways to improve service delivery to Aboriginal and Torres Strait Islander peoples.</p>	<ul style="list-style-type: none"> Develop and implement a Trauma Informed Practice Framework across pilot programs. Develop a trauma informed learning and development module. 	<p>February 2021</p> <p>June 2021</p>	<p>Senior Manager Early Years and Youth</p> <p>Senior Manager Early Years and Youth</p>

GOVERNANCE

Our commitment to reconciliation will be evidenced by our capacity to monitor, implement and meet the objectives outlined. Governance, performed by stakeholders across the organisation, is critical to this process.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</p>	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. Meet at least four times per year to drive and monitor RAP implementation. Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	<p>February 2021</p> <p>March, June, September, December 2021 and 2022</p> <p>November 2021, 2022</p>	<p>Executive Director Service Delivery and Design</p> <p>Executive Director Service Delivery and Design</p> <p>Executive Director Service Delivery and Design</p>
<p>13. Provide appropriate support for effective implementation of RAP commitments.</p>	<ul style="list-style-type: none"> Define resource needs for RAP implementation. Define and maintain appropriate systems to track, measure and report on RAP commitments. Appoint and maintain an internal RAP Champion from senior management. Engage our senior leaders and other staff in the delivery of RAP commitments. 	<p>February 2021</p> <p>February 2021</p> <p>February 2021</p> <p>December 2021</p>	<p>Executive Director Service Delivery and Design</p> <p>Executive Director Service Delivery and Design</p> <p>Executive Director Service Delivery and Design</p> <p>Executive Director Service Delivery and Design</p>



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none">• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.• Report RAP progress to all staff and senior leaders quarterly.• Publicly report our RAP achievements, challenges and learnings, annually.• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	<p>September 2021, 2022</p> <p>March, June, September, December 2021 and 2022</p> <p>November 2021, 2022</p> <p>May 2022</p>	<p>Aboriginal Engagement Partner</p> <p>Marketing and Communications</p> <p>Marketing and Communications</p> <p>Executive Director People, Culture and Corporate Services</p>
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none">• Register via Reconciliation Australia's website to begin developing our next RAP.	<p>March 2022</p>	<p>Aboriginal Engagement Partner</p>

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