



Mariyang Malang
Onwards Together

STRETCH RECONCILIATION ACTION PLAN

Relationships Australia NSW

Reconciliation Action Plan (RAP)
for the Financial Years 2015-2018

AN INITIATIVE OF *Relationships Australia*
NEW SOUTH WALES


Reconciliation
ACTION PLAN
STRETCH RAP



Mariyang Malang Onwards Together

(Awabakal Language)

As part of developing our Stretch Reconciliation Action Plan (RAP), RANSW went out to tender and commissioned this artwork to be used as our new logo and branding for all of RANSW First Nations (Indigenous/Aboriginal) programs and services.

The Artwork is titled **“Mariyang Malang”** (pronounced Marry Yong Ma Lang). It comes from Awabakal Language from the Hunter Valley region NSW. The translation is **“Onwards Together”** an appropriate name for our Stretch RAP.

The Artwork tells the story of strong healthy relationships across family, community and partnering organisations, and around shared vision in the journey towards reconciliation.

The three Aboriginal symbols for people, with joined hands, at the very centre of the image provides immediate recognition of the high value placed on good relationships and promotes visual identity for Aboriginal people of NSW. Hands linked in the design is reflective of RANSW’s vision of a harmonious and inclusive society, which promotes and supports respectful and resilient relationships for families and their communities.

The central three person figure is a key element in the visual story telling of this piece and has a threefold meaning:

These three images reflect the key stakeholders in this journey towards reconciliation - RANSW, Aboriginal Community of NSW and Partner Organisations;

They also relate to the three key principles of reconciliation actions plans - Respect, Relationship and Opportunities.

And point to RANSW goal to promote relationships that are Safe, Healthy and Resilient.

Located within the body of the three main figures are four (white) circles, depictive of RANSW provisions of relationships support available to Individuals, Couples, Families and Communities.

Expanding circles making up the head of each figure is the Aboriginal symbol meaning coming together, gathering or meeting, reflective of working together. They also represent the Aboriginal people of NSW with reference to country of our state being Coastal, Highlands and Central NSW.

The earthy, organic colour palette used in the design builds on identity through the use of Red, Black and Yellow of the Aboriginal Flag relating to people and country.

Saretta Fielding,
Artist

RELATIONSHIP AUSTRALIA NSW's VISION FOR RECONCILIATION

An inclusive, resilient and harmonious society based on robust and respectful relationships between Australia's broader community and First Nations people.

The vision for our Stretch RAP is consistent with the vision of Relationships Australia NSW (RANSW) fostering healthy relationships is central to our business. Building healthy relationships through respect and creating opportunities for First Nations' people and communities will extend our philosophy and underpins our commitment to eliminate the obstacles that prevent our First Australians from enjoying the same healthy life experience and wellbeing as all Australians. In doing so, we aim to support the goals and aspirations for an inclusive, just and harmonious society.

AN INITIATIVE OF *Relationships Australia*[®]
NEW SOUTH WALES



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Artists profile

My name is Saretta Fielding and I am a part of the Wonaruah Nation of the Upper Hunter Valley. I have enjoyed the benefit of growing up within a large and close knit extended family and much of my work is influenced by family connection, country and relationships. I have always painted, drawn and experimented in a variety of art mediums, as art has long been a passion for me. I love the challenge of conveying to others, through art, how I am influenced by people, life experiences and nature's beauty.



Message from the Board Chair

On behalf of Relationships Australia NSW (RANSW) and as the Chair of the Board, I would like to acknowledge Aboriginal and Torres Strait Islander peoples as the First Australians and their spiritual connection to land and waters.

It gives me great pleasure to introduce our first Reconciliation Action Plan (RAP). In December 2013, the RANSW Board officially endorsed our commitment to the process of developing a RAP. In committing to a RAP we understand that it must play a part in creating genuine and sustainable reconciliation that supports strong relationships and strong communities. Our shared vision for reconciliation is about building strong healthy relationships across family, community and partners.

A handwritten signature in black ink, appearing to be 'Chris Bertinshaw'.

Chris Bertinshaw
Chair RANSW



Message from the CEO

The development of our Stretch RAP formalises our past and current endeavours and future aspirations. It reinforces our commitment to the reconciliation process in Australia. Our RAP is firmly focused on building relationships and respect, as well as creating opportunities.

The spirit and goals of our RAP align well with our organisations' vision statement - Strong Relationships, Strong Communities. Our RAP is both practical and aspirational, and engages the organisation in an ongoing process of self-reflection, self-review and continuous improvement. It will support the development of new and innovative services and programs in partnership with stakeholders and the communities in which we provide services.

I would like to recognise the efforts of those who contributed to this important process, both within our organisation, as well as partners and friends in the community. I thank them for their leadership, guidance, encouragement and commitment. We look forward to continuing to learn from each other on this journey of healing together, and we are proud to be part of creating fundamental cultural change in our community.

A handwritten signature in black ink, appearing to be 'Frank Francis'.

Frank Francis
CEO RANSW

OUR BUSINESS

We are an independent, not-for-profit organisation, dedicated to enhancing relationships within families and their communities in order to foster personal and social wellbeing.

With over 65 years of service, RANSW has been at the forefront in delivering services to foster healthy relationships between couples and families, the scope and breadth of our services and programs have changed over the decades to meet community demands and State and Federal government initiatives. These changes have resulted in an organisation that believes in social equity, built on a foundation of research, knowledge and training, and supports people to make positive choices with regards to their relationships.

We do this by offering a range of services and programs focusing on Counselling, Mediation, Family Disputes Resolution, Family and Domestic Violence, sorting out separation issues, individuals, couples, families and communities can access these services to help them navigate through difficult times, which on occasions may impact their relationships.

The Australian Institute for Relationship Studies (AIRS) is the training and research division of Relationships Australia NSW. Our campus is located at Macquarie Park, NSW.

For almost two decades, AIRS have been recognised as a centre of teaching excellence in counselling, couple and family therapy, clinical supervision and family dispute resolution. As an RTO (Registered Training Organisation) AIRS offers training in the following; vocational qualifications, a range of professional development programs and customised training for corporate, not-for-profit and government organisations.

AIRS offers a range of learning opportunities specifically designed to enable their students to; realise individual goals, enhance your professional standing, meet the demands of today's workplace and have a positive impact on their community.

At AIRS, relationships education is the core purpose. Relationships Australia NSW has a long and proud history in providing relationship support services for individuals, couples, families and communities and AIRS specialises in encouraging, supporting and inspiring RANSW's staff as well as others from within the community, not for profit, corporate and government agencies who provide these services.

RANSW and AIRS are committed to building our support for families who are in greatest need, facing complex issues and have limited access to resources and services.

We have 26 different service locations in our catchment area which currently includes the Sydney Basin, Blue Mountains, Central West NSW (Bathurst, Parkes and Forbes), Illawarra, Central Coast and Greater Hunter.

Current workforce

As of 31st March 2015, RANSW employed 431 people across our organisation in various roles, comprising:

- 108 Full time employees
- 196 Part time employees, and
- 127 Casual employees

Our current First Nations staffing level is 7 individuals. These individuals are employed across a range of disciplines, from traineeships, professional services, community development and management. It is possible that we have more First Nations people working for us, however, current figures only account for staff members who identify as First Nations people.



OUR RECONCILIATION JOURNEY

In December 2013 the Board of RANSW resolved to establish the Aboriginal Governance Framework. In April 2015, this term was changed at the request of First Nations staff and members of the RAP working party to “First Nations People Strategic Framework”.

This strategic framework comprises of three key components:

1. a three tier consultative structure:

- Independent External First Nations Advisory Committee (IEFNAC) – to provide direct linkage to the RANSW Board and obtaining First Nations communities’ advice on their needs and aspirations regarding services required and new program initiatives. A particular emphasis on couple and family counselling, family violence, youth and young people, community healing and developing early intervention initiatives.
- Internal First Nations Working Party - to influence, coordinate and monitor the management, development and implementation of culturally appropriate structures as well as culturally appropriate and accessible programs and services for First Nations families and communities.
- First Nations Staff Network - to provide peer support for First Nations staff in RANSW so their work can be supported, developed, shared and discussed in a culturally safe forum. (See diagram on p. 27)

2. the development of a Reconciliation Action Plan; and

3. a Workforce Development Strategy.

RANSW has been actively working with First Nations people, communities and organisations for almost fifteen years, including the establishment of an Aboriginal Counselling Service in Northern Sydney (Arrunga Gibalee), the strategic support and auspice of First Nations corporations, and more recently being contracted as the project leader for 2 (Nowra and Gunnedah) of the 9 Council of Australian Governments (COAG) “Aboriginal Child and Family Centres in NSW” initiative. These activities have been underpinned by our partnerships with key First Nations organisations. Further supporting our commitment, a significant policy decision was made in 2012 by RANSW to offer our programs and services free of charge to all First Nations people and communities to ensure that limited financial capacity to pay for services was not an obstacle to accessing the services provided by RANSW.

The 3 case studies outlined next are representative of our partnership work since 2000 with First Nations communities. These case studies cover a broad range and scope of our involvement, willingness and commitment to First Nations communities. The case studies represents each of the 3 elements of our Stretch RAP, clearly aligning our skills, experience and capabilities to provide support, assistance, partnership development and program implementation with our partners and communities outlined in the case studies. Using our extensive administrative experience, clinical expertise, program development and training capabilities has ensured successes in these initiatives and activities.

- **Case Study 1** represents our longest partnership, centred on capacity building, skills development and providing support to better service the needs of the client groups of our partner.
- **Case Study 2** demonstrates our capacity to deliver courses and training and in this particular case leading to formal qualifications. Secondly it addresses an identified service gap. The Diploma of Counselling course was a direct result from engagement with Elders within the ACT voicing their concerns of a lack of Aboriginal counsellors, mediators and educators to heal their own communities.
- **Case study 3** highlights our willingness and capacity to deliver much needed services to vulnerable First Nations community members where formal partnership arrangements have led to a comprehensive cross-referral and support program.

Case study 1

In 2000, a counsellor at RANSW undertook a research project as part of an Aboriginal Studies course she was pursuing. This project resulted in engagement with Mudgin-Gal Aboriginal Corporation, which is a service run by women that provides a range of programs supporting women in need. The counsellor invited Mudgin-Gal to actively participate in her research module for her studies. During this association it became evident to Mudgin-Gal that RANSW administrative and corporate structure could support Mudgin-Gal across a range of administrative and governance functions and obligations. Therefore, Mudgin-Gal asked for RANSW to provide support, advice and assistance across numerous administrative and governance functions. The relationship developed and included consultation and supervision of staff, program evaluation as well as helping Mudgin-Gal with submitting grant applications for funding and meeting its reporting obligation to funding bodies and its members. This also included being the grants manager for government funded program for a period of time.

In 2004, a joint funding application from RANSW and Mudgin-Gal was successful, and a formal MOU was established. The project objective was to prevent violence and abuse in the Redfern/Waterloo area through supporting local Aboriginal and Torres Strait Islander people to become mentors for their community. Another primary concern for key stakeholders working at Mudgin-Gal was the removal of children from young Aboriginal and Torres Strait Islander mothers, often occurring soon after birth. Therefore to meet this concern a number of skills development programs were created and implemented for a range of topics including: child protection; anger management; and parenting. The “Healthy Family Circles” program was one such initiative, and led to a number of mentors successfully forming career paths and gaining employment.

During our partnership Mudgin-Gal met all its reporting obligations and financial requirements which allowed for ongoing funding to be provided and eventually allowing Mudgin-Gal to transition to full administrative management of their own affairs.

Case study 2

In 2005, Elders in the ACT communities came together and identified the need for more qualified Aboriginal and Torres Strait Islander counsellors, mediators and educators to heal their own people. The community need for Aboriginal and Torres Strait Islander workers to support healing due to past and ongoing trauma is significant. Many Aboriginal and Torres Strait Islander peoples do not have access to mainstream employment opportunities due to a lack of formal qualifications, and insufficient financial resources and other forms of support. The importance of First Nations workers having formal qualifications to prove that they are qualified to do what they are already doing is central to building capacity and addressing employment as well as safety and wellbeing in First Nations communities. For this reason RANSW established and offered the Diploma of Counselling this included the development of a methodology and delivery model that was culturally appropriate, met the aspirations of the community and ensured students family and community obligations were enshrined in the planning and delivery of the course.

The CHC51712 Diploma of Counselling for First Nations workers was delivered in Canberra, Bathurst and Wagga through the Australian Institute for Relationship Studies (AIRS). The training was reliant on funding from within RANSW and Relationships Australia Canberra and Regions, and local organisations seeking to train their employees.

An evaluation of the Diploma of Counselling CHC51712 for First Nations workers conducted in 2013 has shown that the success of the training has been largely due to the mutual learning and respect in the class room between trainers and students, bridging two ways of thinking. Approximately 69 First Nations students have undertaken this course over the last 5 years and have provided feedback to AIRS, which have allowed us to adjust the course to meet the cultural needs and demands of First Nations students whilst improving cultural understanding outcomes for all students.

The key findings of the evaluation were:

- Completing the Diploma had a very positive impact on employment opportunities, both for individual graduates and systemically.
- A major goal for the Diploma was the expansion of professional education opportunities for First Nations people. It has been very successful in achieving this goal.
- The evaluation provided unanimously positive feedback from graduates about the impact of obtaining the Diploma on their personal, family and community life.

“Approximately 69 First Nations students have undertaken this course over the last 5 years and have provided feedback to AIRS, which have allowed us to adjust the course to meet the cultural needs and demands of First Nations students.”

Case study 3

It is widely acknowledged that former government policies have impacted on First Nations communities, particularly the forcible removal of children, known as the Stolen Generation. Link-Up NSW is a First Nations organisation established to provide support and assistance to those members of the Stolen Generation. Since 2014 Link-Up NSW and RANSW have been actively working together and during this time have enabled a number of jointly established programs and services to be provided to mutual clients of each organisation. The Link-Up NSW CEO, perceived the partnership as enabling a more holistic service for clients. Given the additional support required by this client group, that Link-Up NSW is not funded to provide, it was agreed that a complementary interagency relationship could be established. Clients are able to gain comprehensive support through a number of RANSW programs, most notably the Forgotten Australian service offered at Wattle Place in Western Sydney's Harris Park.

The Forgotten Australian Service is a support service to those people who grew up in orphanages, Children's Homes, institutions and foster homes in NSW from the 1920s to the 1990s, no matter where they now reside.

The service provides:

- counselling
- information and referrals to health
- legal and family support services
- A drop-in centre
- life skills workshops
- social activities and events
- newsletters
- support for family reunions
- access to records
- help for education and training

Through the establishment of cross referral processes, clients are more able to access appropriate services to meet their diverse needs and aspirations.

Additional benefits include Link-Up NSW supporting the recruitment of a Regional Manager for RANSW by participating as an independent member on an interview panel. This partnership has also led to RANSW being contracted to provide clinical supervision to Link-Up NSW counsellors. An opportunity has also arisen with both RANSW and Link-Up NSW being funded to provide support services to clients of the Royal Commission into Institutional Responses of Child Sexual Abuse. Again this opportunity allowed for collaboration between Link-Up NSW and RANSW to provide additional support to both our programs and primarily to clients. In order to further formalize this relationship, an MOU will be developed, and ongoing collaboration will be invaluable as RANSW implement its Stretch RAP.

OUR RAP

To achieve the collective, envisaged outcome to develop a RAP that encompasses all services, programs and regions, RANSW embarked on a whole-of-organisation approach. The RANSW RAP Working Party (RAPWP) was established in July 2014, and the first meeting was held.

The RAPWP comprised of team members from right across the organisation from most regions and business units and is inclusive of a cross section of staffing levels. These individuals are noted in the acknowledgement section of this document.

A critical component for the successful development of our RAP was to ensure broad representation from across the organisation on the RAPWP. The RAPWP met to develop the RAP framework and internal and external consultations processes. There was a particular emphasis on engagement and consultation with First Nations people, communities and organisations.

The RAPWP met on four occasions with several sub-committee meetings being held to work through components of the RAP and report to the RAPWP. Twenty two RANSW staff members are currently involved in the RAPWP to focus on drafting the RAP. After the RAP launch, this working party will be reduced in size to fulfil its obligations to monitor, review and report to RANSW Board on the implementation of the RAP.

To support the RAPWP aspirations RANSW engaged a consultant to undertake a research study via a comprehensive literature review. This review was conducted by Ablaje Community Consultants (Adam Cryer). This literature review highlighted the need to ensure that all targets committed to in our RAP are embedded in the organisation's management tools (strategic, business and operational plans) and our successes and challenges are reported publically. Ablaje Community Consultants have been further engaged to develop the evaluation tools and conduct a literature review for the First Nations Workforce Development Strategy.

- Supporting the findings from the literature review RANSW undertook five (5) open community consultations with First Nations communities in the below locations. These locations were selected based on their proximity to our services and First Nations community and population.
- Bathurst, Central West
- Sydney City (Northern Sydney, Northern Beaches, Redfern, La Perouse and Inner West)
- Mt Druitt, Western Sydney
- Wollongong, Illawarra Region
- Newcastle, Hunter Region

The majority of the suggestions that came from the community consultations have been integrated into the RAP. Those suggestions that have not been incorporated into the document are not areas of responsibilities that RANSW can address or are location or service specific. The location or service specific matters are being addressed via other avenues.

Why a RAP?

Our first RAP formalises our past and current endeavours and our commitment to working with First Nations people and communities; it guides our future actions towards reconciliation. It details our activities to build positive relationships and provide equitable opportunities for First Nations people. Our RAP is intended to be both practical and aspirational, and to engage the organisation in an ongoing process of self-reflection, self-review, continuous improvement and development of new and innovative services and programs. Our ultimate goal is to remove any unintended barriers in our organisation to full

participation as clients of services, employees, partner organisations and First Nations community members.

RANSW shares the vision of Reconciliation Australia:

“ ... for everyone to wake to a reconciled, just and equitable Australia. Our aim is to inspire and enable all Australians to contribute to reconciliation and break down stereotypes and discrimination”.

To achieve reconciliation with Australia’s first people a united approach is required, to open pathways and doors that have been closed or difficult to navigate for First Nations people. Hopefully in time the unjust and inequitable practices that have caused pain, hurt and suffering will be a thing of the past. Therefore, our commitment to bridging the reconciliation divide and building meaningful, responsive and culturally safe partnerships built on respect and opening new doors and creating new pathways and opportunities is what we at RANSW strive to achieve.

Our RAP champions

The primary responsibility of our RAP sits with the elected governing Board of Directors of RANSW for monitoring the implementation and review of the Actions and Targets.

The Leadership Team (LT) consists of the senior executive of RANSW; it has the overall responsibility to champion and implement the RAP throughout the organisation:

- Chief Executive Officer (CEO),
- Chief Financial Officer (CFO),
- Director of Clinical Services,
- Director of Operations,
- Director Brand and New Business,
- Director Human Resources and
- Director Academic Services.

The Director Clinical Division has been assigned the role of Project Sponsor and the responsibility to oversee the development and administration tasks associated with the implementation of our Stretch RAP.

The Senior Manager Aboriginal Workforce & Program Development (SMAWPD) has the day-to-day operational responsibility for the RAP implementation and evaluation by supporting RANSW management and staff to develop initiatives, programs and activities to meet our reconciliation vision and Actions contained within this RAP and finally;

The RAPWP Members (at individual locations) have committed to the RAP through their involvement in the development and implementation as local champions.

Strategic alignment

Aligning RANSW strategic goals with each target within this document legitimises our vision for the RAP. It clearly shows the link between RAP targets and the goals we aspire to as an organisation to achieve RANSW vision. Finally it allows for a consistent reporting framework aligning RAP reporting with current RANSW reporting framework.

RANSW 2012 - 2016 Strategic Plan goals as outlined below clearly supports the actions and targets identified in each element within our RAP. To achieve the goals of the Strategic Plan and to meet the needs and aspirations of First Nations people the development of our RAP is critical to our reconciliation vision. We have aligned each RAP target to the corresponding Strategic Goals:

STRATEGIC GOAL	
1	Adaptive and Innovative Services
2	Meeting the Greatest Need
3	Wider Reach and Influence
4	A Thriving Workplace
5	Stronger Organisational Capacity



We have developed the following Action Plan to guide RANSW in its pursuit to achieve the aspirations of First Nations people and our RAP Vision.

Relationships

At RANSW our core business is about strengthening relationships to ultimately build better communities. As an organisation we are serious about acknowledging, respecting and working with First Nations people. Through our various services, programs and resources we are also in a position to influence the wider community in building foundations based on trust and respect with First Nations people through education, research, collaboration and partnerships.

The basis of any good relationship is trust – for our nation to come together and heal we need to recognise, value and acknowledge one another to move towards greater levels of trust and appreciation.

Building healthy relationships through respect and creating opportunities for First Nations' people and communities will extend our philosophy and underpins our commitment to eliminate the obstacles that prevent First Australians from enjoying the same healthy life experience and wellbeing as all Australians. In doing so, we aim to support the goals and aspirations for an inclusive, just and harmonious society.

The basis of any good relationship is trust – for our nation to come together and heal we need to recognise, value and acknowledge one another to move towards greater levels of trust and appreciation.

Action	Strategic Goals Alignment	Who	Timeline	Target
<p>1.1 RAP Working Party</p> <p>The RAP Working Party will continue to monitor the RAP including implementation, tracking progress and reporting.</p>	Goal 2 and 5	SMAWPD	<p>Mar 31, Jun 30, Sep 30, Dec 31 in 2015, 2016, 2017, 2018</p> <p>Jul 2015</p> <p>Jul 2015</p> <p>Jul 2016</p> <p>Jul 2018</p>	<ul style="list-style-type: none"> • RAPWP to meet 4 times a year. • Establish a new RAPWP with a reduction in membership numbers. • Establish a terms of Reference for the RAPWP and membership size. • Implement a reporting and evaluation program. • Submit an Annual RAP report to the CEO and Board.
<p>1.2 Independent External First Nations Advisory Committee (IEFNAC)</p> <p>Establish an IEFNAC to provide support, guidance and advice to the Board of RANSW promoting the social inclusion of First Nations in its service delivery, workforce development and other organisational endeavours.</p>	Goal 5 and 2	SMAWPD	<p>Mar 31, Jun 30, Sep 30, Dec 31 in 2015, 2016, 2017, 2018</p> <p>Jul 2018</p>	<ul style="list-style-type: none"> • IEFNAC will meet quarterly (4 times) per year to consider RAP initiatives and review the RAP implementation. • Make recommendations to Board and CEO regarding community participation, engagement and program development.
<p>1.3 First Nations Staff Network</p> <p>Establish a First Nations Staff Network to ensure RANSW provides a culturally safe environment for First Nations staff.</p>	Goal 2, 3 and 4	SMAWPD	<p>Apr 30, Aug 31, Dec 31 in 2015, 2016, 2017, 2018</p> <p>Feb 28, Jun 30, Oct 31 in 2015, 2016, 2017, 2018</p> <p>Mar 31, Jun 30, Sep 30, Dec 31 in 2015, 2016, 2017, 2018</p> <p>Nov 2015</p>	<ul style="list-style-type: none"> • 3 times per year as a whole group. • Meet via online or teleconferencing a further 3 times per year. • Provide feedback and advice on the cultural safety of the workplace 4 times a year to SMAWPD. • Establish a formal process to provide advice and guidance in the development of First Nations initiatives.

Action	Strategic Goals Alignment	Who	Timeline	Target
<p>1.4 Whole of organisation Celebration of National Reconciliation Week (NRW)</p> <p>Provide opportunities for employees to build relationships with the local First Nations community and organisations.</p>	Goal 2 and 3	Director of Operations	<p>27 May – 3 Jun 2015, 2016, 2017, 2018</p> <p>Jun 2016</p> <p>May 2016, 2017, 2018</p>	<ul style="list-style-type: none"> • 100% of all office locations (26) to hold one (1) NRW Event • All National Reconciliation Week events will be registered on the Reconciliation Australia website • 75% of staff to participate in NRW event • Invite local First Nations community/partner organisation to NRW events.
<p>1.5 First Nations engagement strategy</p> <p>Ensure that engagement with First Nations peoples, communities and organisations is consistent across the organisation and respectful.</p>	Goals 1, 2, 3 and 5	Director Brand and New Business	<p>Dec 2015</p> <p>Dec 2016</p> <p>Mar 2017 </p> <p>Jul 2017</p> <p>Jul 2018</p>	<ul style="list-style-type: none"> • Develop and disseminate an Engagement Policy to all staff. • Incorporate Engagement Strategy into RANSW Stakeholder Engagement Framework. • Develop an evaluation and monitoring tool for the engagement strategy • Implement Engagement strategy • Evaluate and update Engagement strategy
<p>1.6 Sponsorship of First Nations Events</p> <p>Provide resources and or financial support for First Nations community events focussing on youth and young people.</p>	Goals 2 and 3	Director Brand and New Business	<p>Jul 2015</p> <p>Jul 2016</p> <p>Jul 2016-2018</p>	<ul style="list-style-type: none"> • Allocate \$15000 to the 2015-2016 Corporate budget. • Develop First Nations Sponsorship policy and protocols. • Increase annual budget allocation by 10% for subsequent financial years.
<p>1.7 Develop formal partnerships and relationships with First Nations organisations to achieve mutually beneficial outcomes that are aligned to RANSW strategic goals and RAP Targets</p>	Goals 1, 2, 3 and 5	SMAWPD	<p>Jul 2016</p> <p>Mar 2017</p> <p>Jul 2018</p> <p>Jul 2016, 2017 and 2018</p>	<ul style="list-style-type: none"> • Develop protocols to streamline the process for execution of Memorandums of Understanding (MOU) • Enter into MOU with First Nations organisations • Develop evaluation and assessment tools to evaluate the benefits of MOUs • Conduct an Annual review of MOUs

Action	Strategic Goals Alignment	Who	Timeline	Target
1.8 Establish a formal process to recognise individual/groups that actively advance the philosophy and principles of Reconciliation within RANSW	Goals 1, 3, 4 and 5	CEO	Oct 2015	<ul style="list-style-type: none"> Develop a Reconciliation awards program (3 Awards) that recognises internal individuals and groups as well as external partners/individuals
			Oct 2015	<ul style="list-style-type: none"> Establish Awards criteria and methodology
			Oct 2015	<ul style="list-style-type: none"> Awards to be incorporated into the current staff recognition and awards program.
			Nov 2015	<ul style="list-style-type: none"> Awards to be presented at Annual General Meetings.
1.9 Raise internal and external awareness of RANSW's RAP	Goals 1,3,4 and 5	Director Brand and New Business	Jul 2015	<ul style="list-style-type: none"> Develop a Communications Plan to raise awareness of the RAP to internal and external stakeholders.
			Jul 2015	<ul style="list-style-type: none"> RANSW will provide information about their RAP at all community events and engagements
			Dec 2015	<ul style="list-style-type: none"> RANSW RAP vision to be publically displayed in the reception area of every RANSW location.
			Dec 2015	<ul style="list-style-type: none"> Ensure all staff, Board and RANSW Committee's (see Glossary at page 19) possess a clear understanding of the RAP and its Actions and Targets.
			Jul 2018	<ul style="list-style-type: none"> RANSW will identify to all partners that they have a RAP in place and expect all partners to have read, understood and support the principles of the RAP prior to engaging in partnership activities.

Respect

RANSW First Nations Strategic Framework, which underpins the development of all RANSW First Nations initiatives including this RAP, is framed around the philosophy of respect. The nature of our business, programs and services is built on the foundation of respectful relationships. As an organisation it is imperative that we practice this philosophy in our engagement with First Nations people and communities.

RANSW will:

“Foster respect through recognising the importance of reconciliation and creating a work place that is welcoming to First Nations people and communities”

Action	Strategic Goals Alignment	Who	Timeline	Target
2.1 Engage employees in ongoing cultural learning to increase their understanding and appreciation of First Nations cultures, histories and achievements.	Goal 4 and 5	SMAWPD	Oct 2015 Jun 2016 Jul 2016	<ul style="list-style-type: none"> • Scope, develop and pilot Cultural Training Strategy for RANSW • Identify specific cultural learning needs of staff throughout RANSW • Include First Nations cultural awareness training during induction for all new staff
2.2 Implement Cultural training Program for all staff, Board and Committee members (see Glossary re Committee at page 19).	Goals 4 and 5	Director of Clinical Services	Oct 2015 Nov 2015 Dec 2016 Jul 2018 Jul 2015, 2016, 2017, and 2018	<ul style="list-style-type: none"> • Implement recommendations from RANSW Cross Cultural Training stage 2 staff survey findings. • Develop RANSW practice-specific Cultural Immersion package which will include initial and ongoing training for RANSW staff, and Board • 100% of staff, and Board to complete the initial core cultural training. • Develop and implement practice and location specific training to 100% of staff • Cultural training to be core training for all new staff and regular training is scheduled throughout the year.
2.3 Embed First Nations cultural protocols into RANSW	Goal 5	Director of Clinical Services	Jul 2015 Jul 2015 Dec 2015 Dec 2015 Dec 2015 Mar 2016	<ul style="list-style-type: none"> • Develop protocols and policies for Welcome to Country and Acknowledgement of Country and disseminate to all staff. • Traditional Owners will be invited to provide a Welcome to Country address at 5 RANSW significant activities each year • Conduct an Acknowledgement of Country at all other public events • Include an Acknowledgement of Country at the commencement of all internal meetings • Encourage staff to provide an Acknowledgement of Country in accordance with policy. • Erect signage at all office locations (26) recognising the Traditional Owners/Custodians of the area

Action	Strategic Goals Alignment	Who	Timeline	Target
Continued from previous page. 2.3 Embed First Nations cultural protocols into RANSW	Goal 5	Director of Clinical Services	Jul 2016	<ul style="list-style-type: none"> Develop and disseminate Cultural Protocol Kits for each office location that includes contact lists of First Nations organisations and key individuals, the Traditional Owners of the area, Welcome to Country and Acknowledgment of Country protocols etc
2.4 Provide opportunities for First Nations staff to engage with their culture	Goals 3, 4 and 5	Director of Operations	May 2018 Jul 2015, 2016, 2017, and 2018 Jul 2015, 2016, 2017, and 2018 Jul 2015, 2016, 2017, and 2018 Aug 2015, 2016, and 2017	<ul style="list-style-type: none"> 100% of First Nations Staff to participate in at least one local event or activity annually. Provide opportunities for all First Nations staff to participate in NAIDOC Week events Encourage all staff to attend a NAIDOC Week community event Investigate opportunities to support national and/or local NAIDOC Committees Support staff to participate in National Aboriginal and Torres Strait Islander Children's Day community activities
2.5 Develop First Nations logo and branding to demonstrate respect for First Nations peoples and communities	Goals 2 and 3	Director of Brand and New Business	Jul 2015 Dec 2016	<ul style="list-style-type: none"> Source an artist to design artwork for RANSW First Nations resources Brand all relevant programs, promotional and marketing material and activities.
2.6 Culturally appropriate materials Ensure RANSW promotional materials format, design and language is culturally responsive and appropriate.	Goals 2 and 5	Director Brand and New Business	Jul 2016, 2017, 2018 Jul 2017	<ul style="list-style-type: none"> Conduct Annual assessment of all materials to ensure relevance and cultural appropriateness. Incorporate First Nations Logo/ Branding into 100% of all First Nations specific and associated materials.
2.7 Culturally appropriate programs and services Ensure RANSW programs and services material and its contents are culturally appropriate and responsive to First Nations needs and aspirations and are delivered in a culturally safe and appropriate way.	Goals 1 and 2	Director Clinical	Jul 2017 Jul 2018 Mar 2016	<ul style="list-style-type: none"> Complete language and format review of all programs Complete language and format amendments that were identified in the review All new initiatives to be assessed for cultural appropriateness.

Opportunities

RANSW values the knowledge, skills and connections that First Nations staff, individuals, partners and communities can bring to our organisation. RANSW has a proven history in working with First Nations communities and organisations.

Developing opportunities to increase numbers and skill up our workforce of First Nations people, through a range of employment strategies, culturally appropriate professional supervision models (Professional Reflection) and enhanced training and development adds value to RANSW, our programs and services.

Through the engagement of First Nations staff there is the opportunity to develop culturally appropriate services and programs through innovation and adaptation to meet the needs and aspirations of First Nations people. Collaboration with and contracting of First Nations companies can open the door to new relationships and partnerships extending both our reach and influence.

RANSW has a goal to build stronger families and stronger communities. Only through creating opportunities for Australia's First peoples, organisations and communities will this be achieved with our First Nations people.

Action	Strategic Goals Alignment	Who	Timeline	Target
<p>3.1 Develop a Workforce Development Strategy for First Nations peoples</p> <p>Increase the opportunities, recruitment, career development and progression opportunities and retention of First Nations peoples within RANSW. <i>(All targets, initiatives and strategies will be incorporated into a comprehensive First Nations Workforce Development Strategy (FNWDS) due for completion August 2015.</i></p>	Goals 1, 4 and 5	Director Human Resources	<p>Aug 2015</p> <p>Jan 2016</p> <p>Mar 2016</p> <p>Sep 2016</p> <p>Jul 2016, 2017, and 2018</p> <p>Jul 2018</p>	<ul style="list-style-type: none"> Develop and implement a First Nations Workforce Development Strategy (FNWDS), which will include strategies on employment, retention and professional development. Advertise job vacancies in First Nations media Capture baseline data on current First Nations employees to inform future employment opportunities Review HR policies to ensure there are no barriers to First Nations staff Offer at least one opportunity a year for a First Nations staff member to engage in further learning Increase First Nations staff at RANSW to 3% (13 employees based on current staffing levels)
<p>3.2 Implement First Nations Staff Practice Supervision Model</p> <p>Clinical and practice supervision (Professional Reflexion) with First Nations staff is undertaken in accordance with a culturally appropriate model and trained supervisor's.</p>	Goals 1, 4 and 5	Director of Clinical	<p>Jan 2016</p> <p>Mar 2016,</p> <p>Jul 2016</p> <p>Jul 2017, and 2018</p>	<ul style="list-style-type: none"> Develop and implement a First Nations Staff Supervision Model. Supervisors to be trained in the new model. Develop a supervision evaluation methodology. Conduct an annual review of the Supervision Model for cultural appropriateness.

Action	Strategic Goals Alignment	Who	Timeline	Target
<p>3.3 Development of Specific training initiatives</p> <p>Develop partnership and funding opportunities to deliver training and courses that lead to formal qualifications for First Nations people and communities, taking into consideration cultural learning styles and family/community obligations.</p>	Goals 1, 2 and 3	Director Academic Service	<p>Jul 2017</p> <p>Jul 2018</p> <p>Jul 2018</p>	<ul style="list-style-type: none"> • Develop and deliver one course during 2016-2017 • Establish 4 new partnerships with organisations that supports the goals, vision and aspirations of RANSW RAP and FNWFDS • Develop and deliver one course during 2017-2018.
<p>3.4 Enhance First Nations supplier diversity</p> <p>Increase opportunities for businesses owned by First Nations people to supply their goods and services to RANSW.</p>	Goal 2	Chief Financial Officer	<p>Jul 2015</p> <p>Jul 2016</p> <p>Jul, 2016, 2017, and 2018</p> <p>Jul 2015, 2016, 2017, and 2018</p>	<ul style="list-style-type: none"> • Become a member of Supply Nation • Develop and implement a First Nations procurement strategy • Commit to an annual 3% (=\$37,000 current) of discretionary expenditure for the supply of goods and services from First Nations businesses/suppliers. • Develop at least one commercial relationship with a First Nations business each year
<p>3.5 Ensure that First Nations views, aspirations and training requests are included in the Australia Institute of Relationships Studies industry consultations.</p>	Goals 2 and 5	CEO	<p>Oct 2015</p> <p>Feb 2016</p>	<ul style="list-style-type: none"> • Establish a formal process for the Independent External First Nations Advisory Committee to provide advice, guidance and recommendations to the Academic Board (or its equivalent) in all industry consultations • Develop and implement procedural guidelines to ensure the IEFNAC is consulted.
<p>3.6 Participate in relevant First Nations events to promote RANSW services and programs to First Nations people and communities</p>	Goals 2, 3 and 5	Director of Operations	<p>Jul 2015, 2016, 2017, and 2018</p> <p>Jul 2015, 2016, 2017, and 2018</p> <p>Jul 2015, 2016, 2017, and 2018</p>	<ul style="list-style-type: none"> • Attend 80% of local First Nations organisations events annually that RANSW have received invites/requests to attend. • Promote RANSW services and programs for First Nations people at all events attended by RANSW staff. • Partner with First Nations organisations and promote local partnerships at all events attended by RANSW.

Action	Strategic Goals Alignment	Who	Timeline	Target
3.7 Establish an electronic “good practice clearing house” to strengthen industry practices that will enhance service delivery to First Nations clients.	Goals 1, 2 and 5	Director Academic Services	<p>Mar 2017</p> <p>Jul 2017</p> <p>Jan 2018</p> <p>Jul 2018</p> <p>Jul 2018</p> <p>Jul 2018</p>	<ul style="list-style-type: none"> • Develop an online administrative tool to disseminate information on programs and initiatives showcasing good and emerging practices in delivering programs and services for First Nations communities. • Develop a framework and criteria for the good practice clearing house. • Launch the clearing house database. • Conduct an annual review and audit of relevancy of clearing house material. • Upload reviews and internal research resources monthly. • Upload good practice recommendations monthly.
3.8 Embed RAP initiatives into staff performance plans	Goals 1,3,4 and 5	Director Human Resources	<p>Jul 2016, 2017, and 2018</p> <p>Dec 2015, 2016, and 2017</p>	<ul style="list-style-type: none"> • 100% of Managers and staff supervisors to be measured through an annual performance review, in relation to their engagement with RAP and outcomes that they have achieved in line with RAP Targets. • 100% of job advertisements will state that RANSW is a RAP organisation and provide details of where the RAP can be found online or who to contact for a hard copy.

Tracking progress and reporting

Reconciliation is a two way process, and for RANSW to achieve our RAP Targets we need to fully commit to our vision of Reconciliation. It is critical that we embed all targets into our management tools and be accountable to our staff, Board of RANSW, partners, stakeholders and First Nations communities in our reconciliation endeavours. However, more importantly we display openness, honesty and transparency in all

that we do. We commit to reporting to Reconciliation Australia through the RAP Impact Management questionnaire and undertake a robust evaluation of the implementation and report on the outcomes of our RAP, not just reporting on the successes but our challenges as well on an annual basis. These findings will be published and made available to all and will serve as a learning tool to overcome any future obstacles. To achieve these commitments we will undertake the following actions.

Action	Who	Timeline	Target
1. Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	CEO	Jul 2016, 2017, and 2018	RAP Impact Measurement Questionnaire submitted to Reconciliation Australia annually.
2. Embed all targets in RANSW management, planning and reporting documents.	CEO	Jul 2016 Jul 2016	<ul style="list-style-type: none"> Managers KPIs adjusted to reflect RAP targets RAP Targets embedded into RANSW Strategic, Business and Operational Plans.
3. Develop RAP Evaluation program. To monitor and gauge the implementation, successes (or failures) of the Targets and Actions.	Senior Manager Research and Evaluation	Jul 2015 Jul 2015 Feb 2016	<ul style="list-style-type: none"> Ethics approval granted by AIRS Ethics committee to ensure that evaluation research meets publication requirements. Develop evaluation methodology. Establish the evaluation timetable.
4. Annual Report on RAP Activities.	Board	Jan, Apr, Aug, Oct, 2015, 2016, 2017, and 2018 Nov 2015, 2016, 2017, and 2018 Dec 2015, 2016, 2017, and 2018	<ul style="list-style-type: none"> Table quarterly reports to the Board on RAP targets. RANSW Annual Report to include progress of RAP initiatives A specific RAP annual report published and made publically available
5. Review, refresh and update RANSW RAP	CEO and SMAWPD	Jul 2018 Aug 2018	<ul style="list-style-type: none"> Work with Reconciliation Australia to develop a new RAP based on learnings and challenges of this Stretch RAP. Submit draft RAP to Reconciliation Australia for formal endorsement.

Contact details

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AIRS - Australia Institute of Relationships Studies (a Division of RANSW)

BNB - Brand and New Business

Board - Relationships Australia NSW Governing Board

CEO - Chief Executive Office

CFO - Chief Financial Officer

Committees - Any committee established under the auspice of the RANSW Board to fulfil any governance requirements and or obligations as required by contractual arrangements whose membership may include external representation.

FNSN - First Nations Staff Network

First Nations - Aboriginal, Torres Strait islander and Indigenous Communities

First Nations People - Individuals who identify as Aboriginal, Torres Strait islander or Indigenous

HR - Human Resources

IEFNAC - Independent External First Nations Advisory Committee

IFNWP - Internal First Nations Working Party

Leadership Team - Executive Management Team (CEO and Directors)

LT - Leadership Team

MOUs - Memorandum of Understanding (formal signed document outlining the partnership arrangements between two or more parties)

NAIDOC Week - National Aboriginal Islander Day Observance Committee (celebrating First Nations communities' culture, history and achievements)

NRW - National Reconciliation Week

Partnerships - Working towards collective goals and aspirations which aligns with our RAP and RANSW Vision

RANSW - Relationships Australia NSW

RANSW Board - Relationships Australia NSW Governing Board

RAP - Reconciliation Action Plan

RAPWP - Reconciliation Action Plan Working Party

SM - Senior Managers

SMAWPD - Senior Manager Aboriginal Workforce and Program Development

SMRE - Senior Manager Research and Evaluation

VADCAS - Vulnerable and Disadvantaged Client Access Strategy

Workforce Development Strategy - A comprehensive strategy to increase the employment opportunities and retention of First Nations peoples

ACKNOWLEDGEMENTS

Project Manager – Jim Golden-Brown, Senior Manager Aboriginal Workforce & Program Development, Clinical Division

Project Sponsor – Lorraine Murphy, Director Clinical Services

Internal RAP Working Party members

Jim Golden-Brown – Senior Manager Aboriginal Workforce & Program Development, Clinical Division

Lorraine Murphy – Director, Clinical Services

Gill Lawrence – Chief Financial Officer

Kerrie McFadden – Director, Brand and New Business

Selina Brandy – Aboriginal Family Advisor / Community Development Worker Bathurst FRC

Lynda Williams – Aboriginal Family Community Connector Sydney FRC

David Roberts – Senior Manager Post Separations Services Clinical Division

Cheryl Charlesworth – Senior Manager North West Region, Operation Division

Rebecca Gray – Senior Manager Research and Evaluation

Frank Kominos – Manager Risk, Finance Division

Jennifer Moran – Manager, Penrith Region and FRC

Matt Garrett – Manager, Hunter Region

Bill Hewlett – Clinical Services Specialist, Clinical Division

Donna Alderson – Senior Family Dispute Resolution Practitioner Northern Beaches Family Relationship Centre

Gregg Cook – Family Dispute Resolution Practitioner, Bathurst Family Relationship Centre

Janet Hurley – Arrunga Gibalee, Aboriginal Counselling Service, Neutral Bay

Dennis Farrah – Family Dispute Resolution Practitioner, Blacktown Family Relationship Centre

Jason Downs – Family Advisor, Family Referral Service, Mt Druitt

Anita Vosper – Senior Manager North Region, Operation Division (former staff member)

Bianca Edwards – Senior Project Worker Community Builders, Epping (former staff member)

Mat Flynn – Manager North Ryde Family Relationship Centre (former staff member)

Monique Hauber-Davidson – Media and Communication, Brand and New Business (former staff member)

Ali Wardill – Counsellor/Case Worker, Forgotten Australian Program, Wattle Place, Parramatta (former staff member)

Priya Singh – Project Worker, Parramatta Region (former staff member)

Reconciliation Action Plan Design

Suzy Sotirias – RANSW Senior Manager Marketing, Brand and New Business

Danielle Kojic – Designer and Brand Consultant

Consultant

Adam Cryer – Ablaje Community Consultants

Reconciliation Australia

Tahnee Jash – NSW RAP Officer

Natasha Jayaratne – NSW RAP Officer

Artist

Saretta Fielding – Wonaruah Descendant

RANSW FIRST NATIONS STRATEGIC FRAMEWORK



Composition: External stakeholders from key/peak bodies, community members/Elders, senior internal stake holders (including Board rep, CEO Senior Manager Aboriginal Workforce and Program Development)

Meeting schedule: 4 x year

Purpose: Provide information and advice on the needs and priorities in the First Nations community and the organisations capacity/ capabilities to deliver these.

Minutes provided by CEO/Board member.

Recommendation requiring discussion/decisions tabled at Board and/or Leadership Team meetings.

Composition: Senior Manager Aboriginal Workforce and Program Development, LT Members - Directors Ops/Clinical/HR/BNB and Clinical and Senior Managers as required. Reps from First Nations Staff Support Group and Managers will be included as needed/relevant.

Meeting schedule: max 6 x year (or as needed)

Purpose: Influence, coordinates and monitor the management, development and implementation of culturally appropriate structures and appropriate and accessible program/services consistent with Strategic Plans and VADCAS.

Minutes provided to the LT and First Nations Staff Support group convenor.

Recommendations requiring discussion/decisions tabled at Board and/or LT and/or SM meetings. All services relating to First Nations communities/partnerships supported through partnerships meetings/reference group with adequate First Nations memberships to ensure an First Nations voice in service development, relevance and responsiveness.

Composition: First Nations Staff, Senior Manager Aboriginal Workforce and Program Development and Clinical Supervisors of First Nations staff when required.

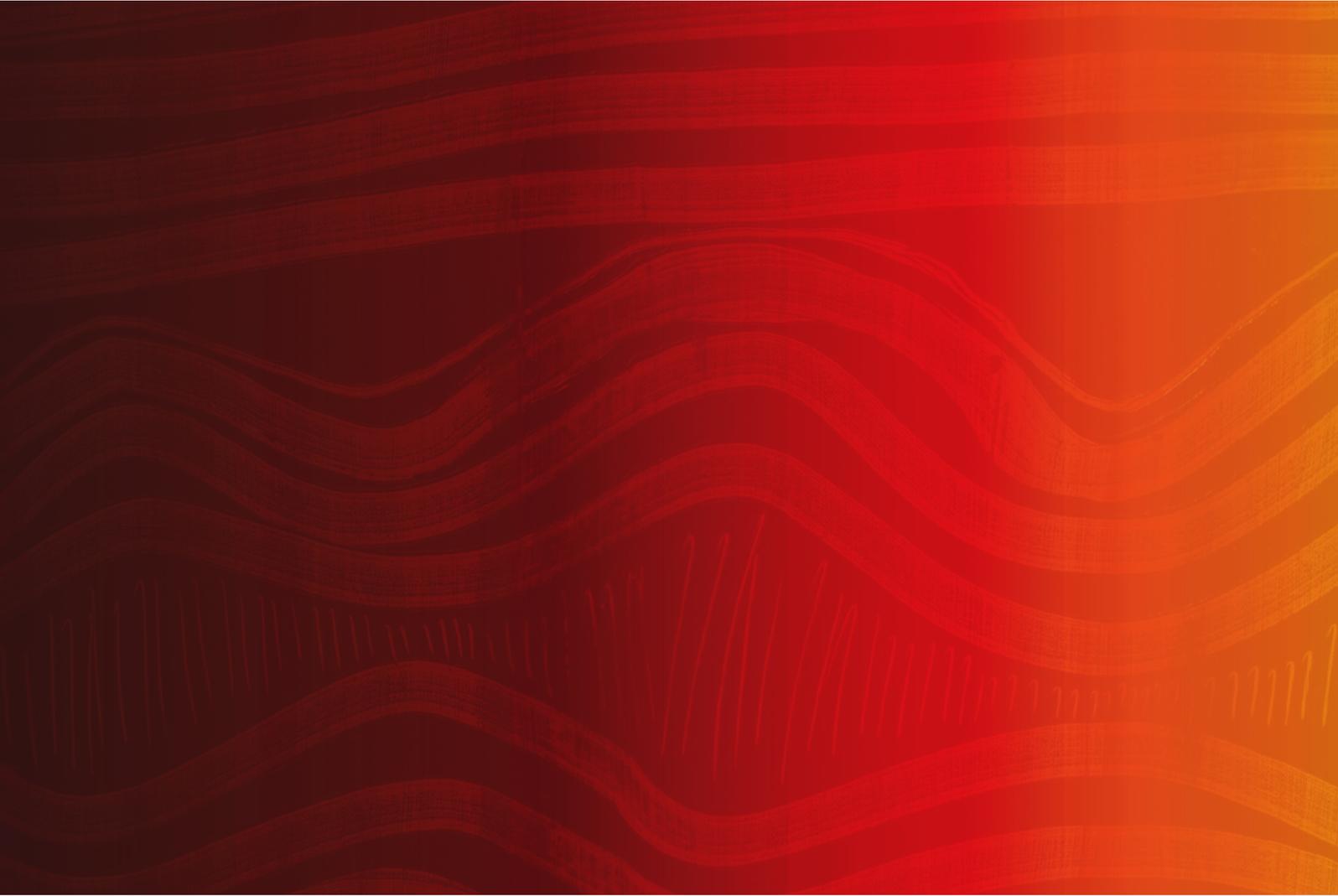
Meeting schedule: max 6 x year (face to face and teleconference)

Purpose:

- Provide peer support for First Nations staff so that their work can be supported, developed, shared and discussed in a culturally safe forum.
- Contribute to building organisational culture competence through sharing knowledge and encouraging involvement in projects, events also tasks.

Feedback, advice and recommendations provided to management in building a culturally safe and inclusive workplace/client services.

Linked with RAIN (National RA Indigenous Network) via state representations.



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NEW SOUTH WALES