



RECONCILIATION ACTION PLAN

INNOVATE

2020-2022

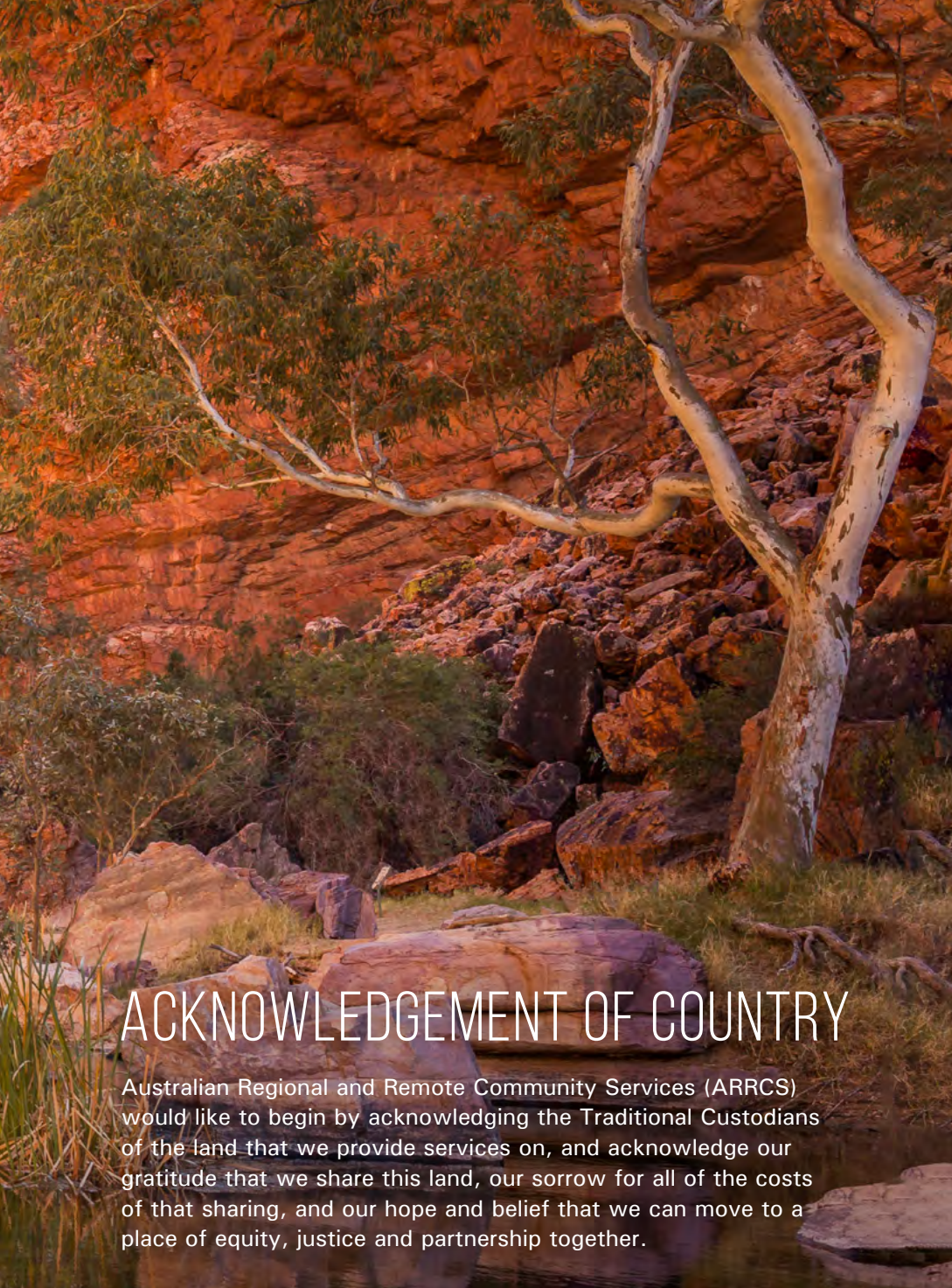




RECONCILIATION ACTION PLAN

INNOVATE

2020-2022



ACKNOWLEDGEMENT OF COUNTRY

Australian Regional and Remote Community Services (ARRCS) would like to begin by acknowledging the Traditional Custodians of the land that we provide services on, and acknowledge our gratitude that we share this land, our sorrow for all of the costs of that sharing, and our hope and belief that we can move to a place of equity, justice and partnership together.

CONTENTS

Acknowledgement of Country	3
The Artwork	4
Message from our Chair	5
Message from our General Manager	6
The Reconciliation Working Group	7
Our Vision for Reconciliation	8
Our Values	8
Focus Areas	9
Our RAP Journey	10
Our Business Principles	11
Good News Stories	12
Relationships	16
Respect	19
Opportunities	22
Governance and Tracking	25



RECONCILIATION
ACTION PLAN

INNOVATE

This ARRCS Reconciliation Action Plan is endorsed by Reconciliation Australia.



THE ARTWORK

This painting tells the story of the Fresh Water and Salt Water Animals that make up all the Aboriginal traditional totems of the Top End of Northern Territory.

The white fish that are heading into the middle of the painting are the elderly people that are going into a safe place, which is the circle in the middle of the painting.

This is where our elderly people are cared for and looked after properly by carers.

Les 'Lipwurrunga' Huddlestone

Artist



A MESSAGE FROM OUR CHAIR

Australian Regional and Remote Community Services (ARRCS) has continued to strengthen our commitment to the people and communities of the Northern Territory providing a comprehensive range of residential and community aged care, disability and children's services. Under the auspices of the the Uniting Church in Australia, ARRCS seeks to work in ways that recognise Aboriginal and Torres Strait Islander people as first peoples and to treat their cultures and beliefs with respect.

ARRCS is excited to be continuing our work within the Aboriginal and Torres Strait Islander community and to be increasing our level of commitment by way of our Innovate Reconciliation Action Plan (RAP).

This Innovate RAP outlines the unique vision ARRCS has for reconciliation. We have been aspirational and innovative in our commitments as we seek to further develop and strengthen our relationships, continue to show and build the level of respect and create opportunities for Aboriginal and Torres Strait Islander people.

ARRCS commenced its Reconciliation journey in 2018 with the implementation of its Reflect RAP 2018-2019 which set out to reflect on our journey, evaluate who we are as an organisation and establish a foundation for our reconciliation commitments.

During this time we have implemented Cultural Awareness Training and resources for all staff, adopted both Welcome to Country and Acknowledgement of Country protocols, increased organisational participation in both NAIDOC Week and Reconciliation Week and established partnerships to assist in our employment journey.

“Through this work we have established a foundation on which we will continue to grow.”

I look forward to working with my colleagues in continuing the ARRCS reconciliation journey and ensuring that an organisation we continue to walk with our Aboriginal and Torres Strait Islander brothers and sisters in creating a better future.

Craig Barke
Chair



A MESSAGE FROM OUR GENERAL MANAGER

Our Innovate Reconciliation Action Plan has me genuinely excited and confident that we are heading in the right direction in our work with Aboriginal and Torres Strait Islander people to create a better future.

Our commitments will work to build and strengthen respectful relationships within the Aboriginal and Torres Strait Islander Community, whilst seeking to create opportunities that improve the level of service and care to our clients.

With all of our sites and services consulted in the creation of this document it is truly a staff-led commitment that everyone is accountable for.

We now look forward to getting in and achieving all of what we have committed to.

Wendy Hubbard

General Manager

THE RECONCILIATION WORKING GROUP

RAP CHAMPION

Anthony Lew-Fatt RAP Engagement and Indigenous Participation Lead

RAP CHAMPION

Anthony Lew-Fatt RAP Engagement and Indigenous Participation Lead

Charmain Collins Service Manager Community Care Darwin

Anoop Thomas Service Manager Alice Springs

Elizabeth O'Connor Service Manager Katherine

Emma Kay Support Worker Team Leader

Kay Wilson Personal Carer Team Leader

Breath Clifton Coordinator Troopy Program

Laura Marsland Human Resource Advisor

ARRCS has placed on strong focus on enabling the voice of our Aboriginal and Torres Strait Islander staff when it comes to its commitments in this RAP. 50% of the RAP Working Group identify as Aboriginal and/or Torres Strait Islander.

50%

identifying as Aboriginal and/or Torres Strait Islander



50%

non Indigenous



RAP ENGAGEMENT AND INDIGENOUS PARTICIPATION LEAD ANTHONY LEW-FATT

OUR VISION

ARRCS Vision for Reconciliation is to advocate for Aboriginal and Torres Strait Islander cultures and identity through our services and empower self-determination for economic, social and cultural development. We will be unified in creating a place of belonging and respecting the connections Aboriginal and Torres Strait Islander peoples have to communities, lands and cultures.

OUR VALUES

ARRCS believes that our values are fundamental to the work we do.



Compassion

Through our understanding and empathy for others we bring holistic care, hope and inspiration.



Respect

We accept and honour diversity, uniqueness and the contribution of others.



Justice

We commit to focus on the needs of the people we serve and to work for a fair, just and sustainable society.



Working Together

We value and appreciate the richness of individual contributors, partnerships and teamwork.



Leading Through Nurturing

Our culture encourages innovation and supports learning.



FOCUS AREAS

Australian Regional and Remote Community Services (ARRCS) was established in July 2014 and provides aged care and community services in the Northern Territory.

It operates nine residential aged care facilities and eleven community care programs located in Darwin, Alice Springs, Tennant Creek, Katherine, Mutitjulu and Docker River. Many of the services are specifically designed for Aboriginal and Torres Strait Islander peoples.

ARRCS provides residents of the Northern Territory with support that is responsive to people's needs now and as their circumstances change.

These services are available to older people, people with disability, people discharged from hospital or following a visit to a GP, and individuals and carers who are in need of support.

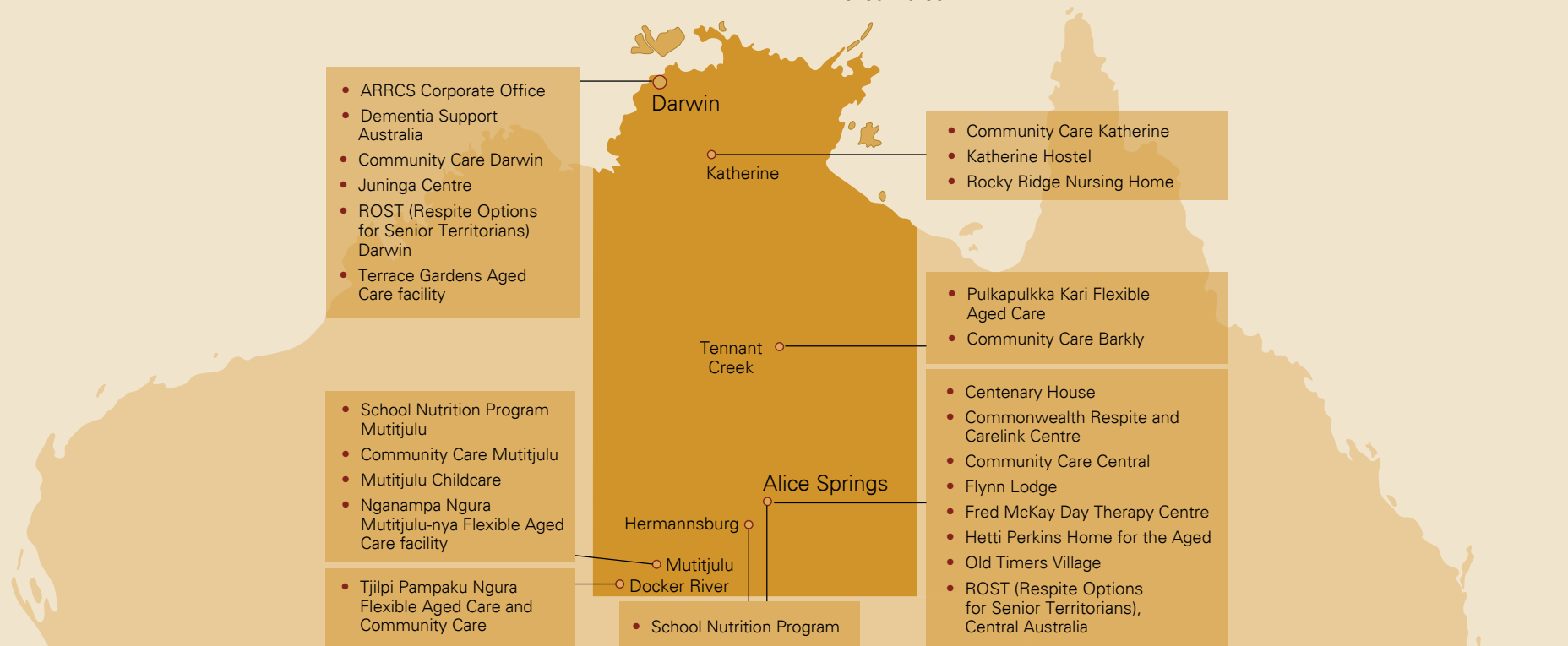
People receive support in their homes, in the community, in our community care centres and residential aged care facilities.

ARRCS is more than an aged care provider. It is an integral part of the community, recruiting staff and volunteers from local areas and partnering with other community service providers, government departments and agencies, hospitals and GPs.

ARRCS employs over 721 staff including 41 Aboriginal and/or Torres Strait Islander people in various roles including:

- Personal Care Assistant
- Maintenance Officer
- Enrolled Nurse

- Administration
- Registered Nurse
- Kitchen Hand
- Cook
- Cleaner
- Laundry Assistant
- Leisure and Lifestyle Coordinators
- Corporate support





OUR RAP JOURNEY

In 2018, ARRCs celebrated a significant milestone for the organisation, in which we launched our first Reconciliation Action Plan (RAP). ARRCs first RAP focused on gaining an understanding of the organisations level of cultural knowledge and the level of respect towards Aboriginal and Torres Strait Islander persons.

Through this work we were able to begin building the foundations that ARRCs needs, for it to make an impact towards reconciliation.

We implemented cultural awareness training that allowed staff an opportunity to learn and appreciate a culture that has stood the test of time and above all, the impact that colonisation has had on Aboriginal and Torres Strait Islander peoples.

We have adopted cultural protocols which recognise Aboriginal and Torres Strait Islander peoples, to demonstrate a deep respect for culture.

The RAP Working Group (RWG) drives, monitors and reports on the implementation of the RAP. The significant RAP achievements in 2018 – 2019 include:

- Implementing cultural awareness training for all staff.
- Adopting cultural protocols in all informal and formal events, by way of Acknowledgment to Country and Welcome to Country.
- Increasing our participation in NAIDOC Week activities by hosting two separate NAIDOC events for staff and community to attend.
- Having Aboriginal and Torres Strait Islander peoples more present in marketing/branding material.
- Shared stories from Elders in our facilities around National Reconciliation Week theme “Don’t Keep History a Mystery”.
- Increased employment and training opportunities for Aboriginal and Torres Strait Islander people through the Northern Territory Jobs Program in conjunction with Group Training Northern Territory
- Partnered with Aboriginal and Torres Strait Islander organisations for the procurement of goods and services.

BARBARA IS A NGANAMPA NGURA MUTITJULU-NYA FLEXIBLE AGED CARE RESIDENT

OUR BUSINESS PRINCIPLES

Relationships

Governance and Partnerships ARRCS are committed to building sustainable relationships with the Aboriginal and Torres Strait Islander communities to work together in creating a Cultural Security Framework.

Respect

Cultural Appreciation and Traditional Languages ARRCS recognises that to provide a holistic service, we must respect the Culture and Traditional Languages of our Aboriginal and Torres Strait Islander residents. For us to do this, we must acknowledge and appreciate both the Culture and Traditional Language our residents bring to the service.

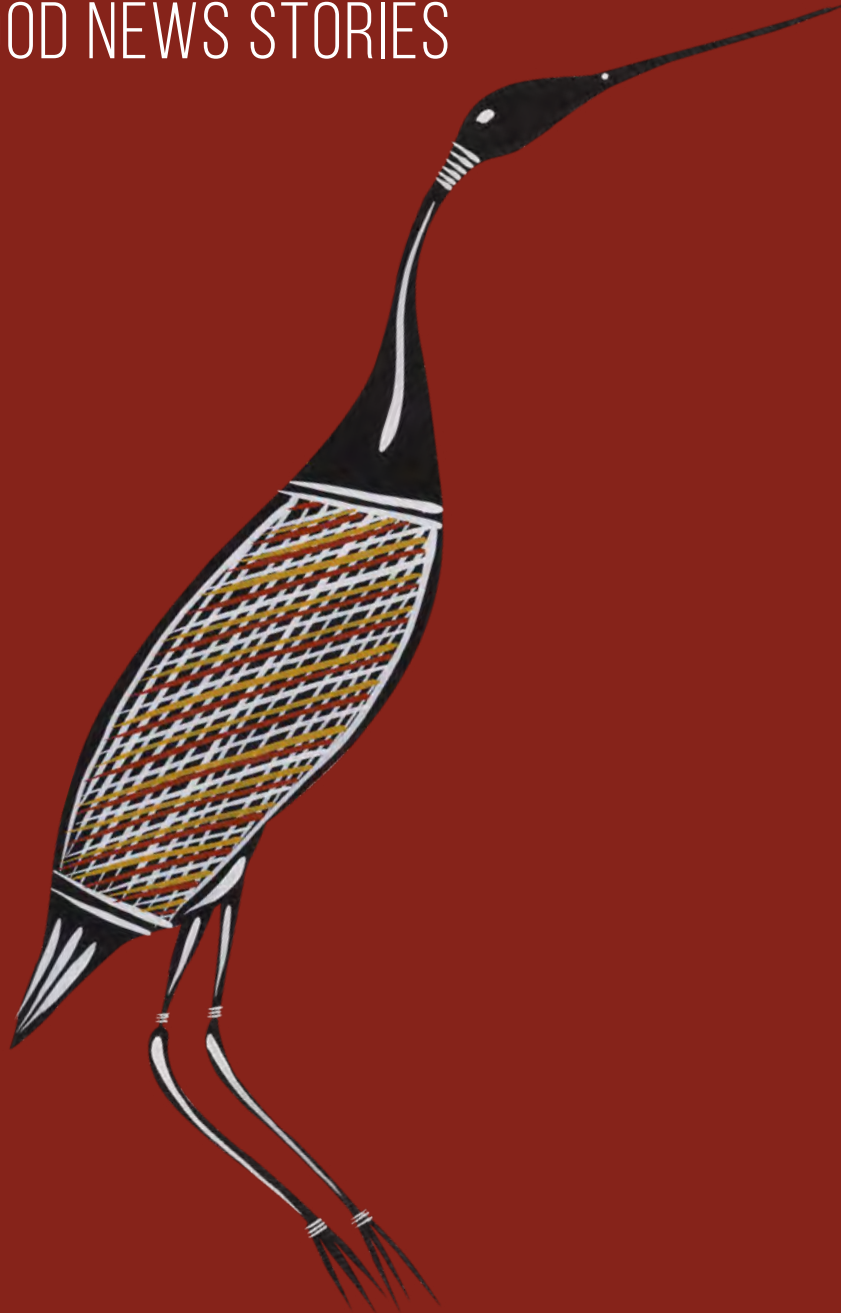
Opportunities

Employment and Capability Building ARRCS recognises that to build sustainable and meaningful employment for Aboriginal and Torres Strait Islander people, we must invest in the capability and leadership development of our employees, community and the business.

WILLY IS A SENIOR ARTIST AND OLD TIMERS RESIDENT



GOOD NEWS STORIES



NT Aboriginal Health Academy – Pilot Program

In May 2018, ARRCs was approached by Aboriginal Medical Services Alliance Northern Territory (AMSANT) to support a pilot program, the Northern Territory Aboriginal Health Academy (NTAHA) through offering structured work placements and/or traineeships.

The pilot program was developed by AMSANT and Indigenous Allied Health Australia (IAHA) along with multiple stakeholders, with the overarching goal to increase the number of young Aboriginal

and Torres Strait Islander peoples completing year 12 and introducing them to a career in health.

ARRCS made a commitment to host two Indigenous School Based Trainees, one at our Juninga facility (Darwin) and one at our Terrace Garden facility (Palmerston). We are proud to have been given the opportunity to help to young Indigenous persons study and gain the necessary experience in the health field.



BICENTENNIAL PARK AT SUNSET IN DARWIN, AUSTRALIA

Cultural Awareness and Immersion

As a part of ARRCs commitment to further our understanding on Aboriginal people Service Managers completed a Cultural Immersion Day on the 19th June 2019. The day started in Alice Springs with a short face to face session and then Service Managers made their way to Oak Valley Community 100 kms south east of Alice Springs with help from Breath Clifton and our Troopy Program.

While on Southern Arrente Country our Service Managers were guided by Traditional Owner Loy Jones who spoke with the group about the families traditional homelands

and history before travelling a short distance to complete a tour which included traditional medicines (many of which are utilised by our residents) petroglyphs and artwork.

The day was rounded out with tea and some traditional food tasting around the fire and a chat about remote life and its challenges. The insight gained during the day gave all an appreciation of the background of some of our residents and community care clients. Managers built upon their understanding of Aboriginal culture and gained a new understanding of what remote living can be like in the Territory.

NAIDOC BBQ at Juninga - Darwin

The day opened with Les Huddleston playing didgeridoo in front of approximately 240 invited guests. The guests included our residents and their families, residents from other facilities and organisations, stakeholders and staff members and their families.

In keeping with this year's theme "Because of Her, We Can" one of our independent cabin residents, Jeffrey Dhamarrandji, an Elder from Galiwinku (also known as Elcho Island) asked if he could make a speech. He paid tribute to the strong women on his country and to his late wife. He also thanked and

paid respect to the female staff who work at Juninga.

After the Welcome to Country by Mirella Fejo, the guests were entertained by Les Huddleston and Gary Hamilton, collectively known as 'Limited Edition.' The songs they sang and the music they played had lots of guests dancing in the aisles throughout the day. There were also some cameo appearances from guests who have visited Juninga throughout the year – Terese played guitar and did some duets with Les, and we were also lucky enough to have Beverly McShanag come up on stage and do some yodelling for us.



Bev is a member of the Tamworth Country Music Hall of Fame and although she is in her 80s now, everyone was singing and yodelling along with her.

Rachel and Royce from Larrakia Radio were also on site, talking to guests and staff and doing live cross overs to the radio throughout the morning.

One Mob Different Country arrived to perform for the guests and yet again, they did not disappoint. They were fantastic, dancing from one side of the marquee right through to the other side so that all guests could watch their performances. After performing, they joined guests for a buffet lunch.

The buffet consisted of lovely fresh whole fish, prawns, fish coconut curry, kangaroo tails, beef stew,

lamb stew, rice, salads, chicken, sausages, damper. For dessert, there was fresh fruit platters and a beautiful cake which Anglicare NT kindly donate each year.

This year's NAIDOC at Juninga was by far the biggest event we have organised with over 240 people in attendance. Everyone was happy, the atmosphere was one of real celebration and pride. 'Because of her, we can' was a great theme and everybody embraced its importance which helped make the day so successful.

We have received many emails and lots of feedback from guests who attended, and all have said what a fantastic day it was at Juninga this year.

Reconciliation Week "Grounded in Truth" – Darwin Community Care

From the 27 May to 3 June 2019 ARRCS Celebrated National Reconciliation Week. This year's theme is "grounded in truth, walk together in courage. As a way to get all sites involved and celebrating Reconciliation Week in 2019 ARRCS held a competition. Each site was required to complete a display, banner or decorative wall with the theme of National Reconciliation Week which is "Grounded in Truth". This was to be ready for display by the beginning of National Reconciliation Week.

Darwin Community Care got right into action and showed great competitiveness in their entry. Creating the "Tree of Hands" as our display for Reconciliation Week, gave the opportunity for everyone

involved, by tracing their own Hand and writing their own story of Reconciliation on each.

"Tree of Hands" tells the story, to reach out and connect, respect, and all be Australian. The Arms are represented in the branches reaching out to connect all cultures, to be respected and for first nation's people to feel they are being listened to. Darwin Community Care utilised photos of past and present Aboriginal and Torres Strait Islander people to celebrate their contributions to Australian society and to give thanks honour, and respect, for what each person has achieved.

With the success of the celebrations ARRCS looks to make this annual event.



GROUNDED IN TRUTH ARTWORK FROM CENTENARY HOUSE AND JUNINGA CENTRE





RELATIONSHIPS

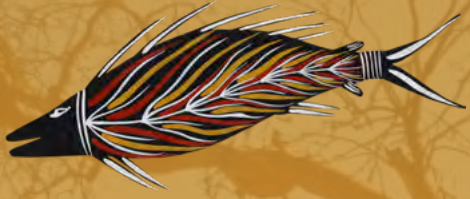
ARRCS aims to build on the momentum of our previous Reconciliation Action Plan in continuing to foster meaningful relationships between the organisation and Aboriginal and Torres Strait Islander communities and organisations. We see this a paramount in order to provide the best possible service and care to all of our clients and their families.



Focus Areas: Governance and Partnerships

Action	Deliverable	Timeline	Responsibility
RAP Working Group (RWG) actively monitor RAP development and implementation of actions, tracking progress and reporting	RWG oversees the development, endorsement and launch of the RAP	March 2020	RAP Engagement and Indigenous Participation Lead
	Ensure that each of our sites has one staff member represented on the RWG	March 2020	General Manager
	Ensure the majority of RWG is made up of Aboriginal and Torres Strait Islander people	March 2020	General Manager
	Ensure RWG meet a minimum four times during the life of the per year to track progress and reporting	March 2020, June 2020, September 2020, December 2020, March 2021, June 2021, September 2021, December 2021	RAP Engagement and Indigenous Participation Lead
	Apply and Review Terms of Reference for the RWG	March 2020, March 2021	RAP Engagement and Indigenous Participation Lead & General Manager
	Engage service leaders in the delivery of RAP outcomes	January 2020, July 2020, January 2021, July 2021	RAP Engagement and Indigenous Participation Lead
Expand on developing and maintaining more partnerships and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	Identify and develop a network of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence to approach that result in 4 mutually beneficial partnerships on our reconciliation journey.	March 2020	RAP Engagement and Indigenous Participation Lead
	Build a platform that brings together peak bodies and/or community groups to identify and address systematic issues in aged care and disability. Use key learnings from this group to implement organizational changes.	March 2020	RAP Engagement and Indigenous Participation Lead & General Manager
	Develop and maintain an Aboriginal and Torres Strait Islander contact database which is to be reviewed and updated twice a year	December 2020 & 2021	RAP Engagement and Indigenous Participation Lead & Executive Support - Projects Officer
	Invite an external guest speaker from a local community organization or Traditional Owner group to attend each RWG meeting.	March 2020, June 2020, September 2020, December 2020, March 2021, June 2021, September 2021, December 2021	RAP Engagement and Indigenous Participation Lead
Raise internal and external awareness of the ARRCs RAP to promote reconciliation across our organisation and community sector.	Promote reconciliation through active engagement with all stakeholders	July 2020 - July 2021 - March 2022	ARRCS Service Managers
	Develop an internal communications strategy to raise awareness of RAP deliverables and outcomes to the internally and externally (including the ARRCs board)	Report Quarterly March 2020, June 2020, September 2020, December 2020, March 2021, June 2021, September 2021, December 2021	RAP Engagement and Indigenous Participation Lead
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2020 - July 2021 - March 2022	RAP Engagement and Indigenous Participation Lead

Action	Deliverable	Timeline	Responsibility
Celebrate and Support National Reconciliation Week (NRW)	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW	27 May – 3 June 2020, 2021	Service Managers & RAP Engagement and Indigenous Participation Lead
	Encourage all ARRCs employees and clients to attend, recognise and celebrate NRW	27 May – 3 June 2020, 2021	RAP Engagement and Indigenous Participation Lead, General Manager & Service Managers
	Circulate Reconciliation Australia's NRW resources and internal event guide materials to all services	27 May – 3 June 2020, 2021	RAP Working Group & RAP Engagement and Indigenous Participation Lead
	Organise and Register at least one internal event, in each site, for NRW each year.	27 May – 3 June 2020, 2021	RAP Engagement and Indigenous Participation Lead & Service Managers
Advocate for RAP deliverables and outcomes for ARRCs	Ensure RAP deliverables and outcomes are a part of staff meetings, on meeting agenda's and made a priority.	Report Quarterly March 2020, June 2020, September 2020, December 2020, March 2021, June 2021, September 2021, December 2021	Service Managers
	Promote and Advocate ARRCs Reconciliation Action Plan and services within the local community.	Report March 2020, June 2020, September 2020, December 2020, March 2021, June 2021, September 2021, December 2021	RAP Engagement and Indigenous Participation Lead
Promote positive race relations through anti-discrimination strategies.	Develop, implement and communicate an anti-discrimination policy for our organisation.	April 2020	RAP Engagement and Indigenous Participation Lead
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2020	RAP Engagement and Indigenous Participation Lead
	Educate senior leaders on the effects of racism.	June 2020	RAP Engagement and Indigenous Participation Lead
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Report March 2020, June 2020, September 2020, December 2020, March 2021, June 2021, September 2021, December 2021	People and Culture Advisor



RESPECT

Through this RAP ARRCs endeavours to strengthen and celebrate the shared history between Australia's First Nation People and non-Indigenous Australia in the Aged Care and Disability Support sector. We acknowledge and value the differences of each of our clients and their families and strive towards culturally appropriate care for Aboriginal and Torres Strait Islander peoples.

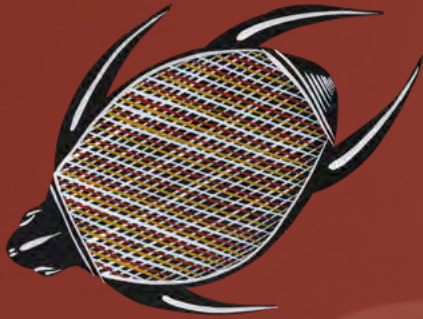
RESPIRE ON COUNTRY
PHOTO BY BREATH CLIFTON



Focus Areas: Cultural Appreciation and Traditional Languages

Action	Deliverable	Timeline	Responsibility
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Develop and implement a cultural appreciation training strategy for all staff which defines cultural learning needs of employees in all areas of our business and is relevant to local culture.	April 2020	RAP Engagement and Indigenous Participation Lead
	Conduct a review of cultural learning needs within our organisation	April 2020	RAP Engagement and Indigenous Participation Lead
	Work with Traditional Owners/Custodians to assist in developing and implementing cultural appreciation strategy tailored to each area of our business.	April 2020	RAP Engagement and Indigenous Participation Lead
	Provide opportunities for all staff to participate in cultural training and if possible to visit places of cultural significance.	Report Quarterly March 2020, June 2020, September 2020, December 2020, March 2021, June 2021, September 2021, December 2021	Service Managers
	Investigate cultural immersion programs or other on Country activities to contribute to staff learning and appreciation for Aboriginal and Torres Strait Islander cultures	August 2020, 2021	RAP Engagement and Indigenous Participation Lead and L&D Officer
	At least one Board Meeting per year to be held on a remote/regional site	June 2020, June 2021	Group General Manager
	Ensure ARRCS representation at significant Aboriginal and Torres Strait Islander events or activities which support and celebrate milestones in Aboriginal and Torres Strait Islander culture.	Report Quarterly March 2020, June 2020, September 2020, December 2020, March 2021, June 2021, September 2021, December 2021	RAP Working Group & RAP Engagement and Indigenous Participation Lead
	Explore the opportunity to implement Culturally Inclusive training to assist staff in providing culturally appropriate care.	November 2019	RAP Engagement and Indigenous Participation Lead & L&D Officer
Participate in and celebrate NAIDOC Week	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week. Which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	June 2020, June 2021	RAP Engagement and Indigenous Participation Lead, RAP Working Group & Service Managers
	All staff to participate/attend in a NAIDOC event	July 2020, July 2021	All Staff & Service Managers
	Ensure our RAP Working Group participates in an external NAIDOC Week event.	July 2020, July 2021	RAP Engagement and Indigenous Participation Lead & RWG
	Review HR policies, procedures and processes to ensure there are no barriers all staff to participate in NAIDOC Week.	May 2020, May 2021	People and Culture Advisor

Action	Deliverable	Timeline	Responsibility
Create a safe, respectful, engaging and inviting space for all Aboriginal and Torres Strait Islander community, staff and clients	Introduce the presence of local Aboriginal art and/or other items of cultural significance from outside the office at all sites.	July 2020	RAP Engagement and Indigenous Participation Lead, Service Managers & Quality Team
	Review ARRCs Code Conduct to ensure that we are promoting a culturally safe environment.	July 2020	RAP Engagement and Indigenous Participation Lead, HR, Service Managers & Quality Team
	Review current systems/practices to ensure that service delivery is culturally informed in contributing to closing the gap in Aboriginal and Torres Strait Islander aged care.	August 2020, 2021	RAP Working Group, Service Managers, Quality Team & People and Culture Team
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2020	RAP Engagement and Indigenous Participation Lead
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2020	RAP Engagement and Indigenous Participation Lead
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2020, July 2021	RAP Engagement and Indigenous Participation Lead & General Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2020, July 2021	RAP Engagement and Indigenous Participation Lead & General Manager



OPPORTUNITIES

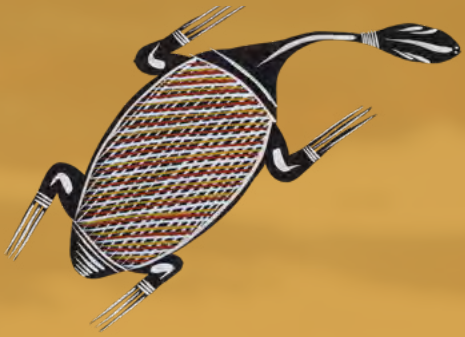
In creating opportunities and exploring supplier diversity with Aboriginal and Torres Strait Islander people and business we build the capacity of the organisation while forming a dynamic workforce of leaders.



Focus Areas: Employment and Capability Building

Action	Deliverable	Timeline	Responsibility
Investigate, increase and maintain Aboriginal and Torres Strait Islander employment	Engage with current Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	June 2020, June 2021	RAP Engagement and Indigenous Participation Lead
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	July 2020	RAP Engagement and Indigenous Participation Lead & People and Culture Advisor
	Develop and implement an innovative Aboriginal and Torres Strait Islander Workforce Strategy that aims to increase and retain Aboriginal and Torres Strait Islander employees with a goal of achieving and maintaining 20% Indigenous Employment	March 2022	RAP Engagement and Indigenous Participation Lead & People and Culture Advisor
	Develop, Pilot and Evaluate different employment programs such as traineeship and internships to assist in the delivery of the Aboriginal and Torres Strait Islander Workforce Strategy.	Report Quarterly March 2020, June 2020, September 2020, December 2020, March 2021, June 2021, September 2021, December 2021	RAP Engagement and Indigenous Participation Lead & People and Culture Advisor
	Review HR and recruitment policies, procedures and processes to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	July 2020, July 2021	RAP Engagement and Indigenous Participation Lead & People and Culture Advisor
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2020, July 2021	RAP Engagement and Indigenous Participation Lead, People and Culture Advisor & Recruitment and Talent Advisor
Identify key roles for Aboriginal and Torres Strait Islander succession	Support the development of our Aboriginal and Torres Strait Islander leadership within the organisation employees by providing professional development opportunities that encourage and enable employees to take on Leadership Positions.	Report Half Yearly June 2020, December 2020, June 2021, December 2021	Service Managers, HR, RAP Engagement and Indigenous Participation Lead & General Manager
	Investigate establishing an internal Aboriginal and Torres Strait Islander mentoring network	April 2020	RAP Working Group
	Explore the development of a mentoring and succession planning toolkit that empowers Aboriginal and Torres Strait Islander employees and identifies meaningful employment pathways	July 2020, July 2021	Indigenous Programs Coordinator, HR & Recruitment and Talent Advisor
Provide support mechanisms to Aboriginal and Torres Strait Islander employees for professional development and empowerment	As part of the Annual Performance Appraisal process, include future goals and career path advancement discussions	December 2020, December 2021	Service Managers and HR Team

Action	Deliverable	Timeline	Responsibility
Investigate and implement opportunities that relate to the uplift in physical and emotional care of our Aboriginal and Torres Strait Islander clients	Investigate and implement the opportunity to incorporate traditional foods into the diet of our clients	March 2020	RAP Engagement and Indigenous Participation Lead & Service Managers
	Investigate and implement opportunities to provide on country trips and activities for our clients	April 2020	RAP Engagement and Indigenous Participation Lead, Service Managers & Troopy Program Coordinator
	Investigate and implement opportunities to connect youth with Elders within our services	January 2020, January 2021	RAP Engagement and Indigenous Participation Lead & Service Managers
Investigate Aboriginal and Torres Strait Islander supplier diversity	Develop a list of Aboriginal and Torres Strait Islander business that we can procure goods from.	June 2020, June 2020	RAP Working Group & Uniting Care Procurement Team
	Investigate opportunities to become a member of Supply Nation.	January 2020	RAP Engagement and Indigenous Participation Lead
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2020, April 2021	RAP Engagement and Indigenous Participation Lead & Uniting Care Procurement Team
	Review and update procurement policies and procedures to ensure that there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2020	HR Team, RAP Working Group, Quality and Compliance Team & Uniting Care Procurement Team
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	September 2020	RAP Engagement and Indigenous Participation Lead & Uniting Care Procurement Team



GOVERNANCE AND TRACKING

ARRCS is committed to understanding and respecting Aboriginal and Torres Strait Islander cultural perspectives, history, beliefs and their preferred way of being cared for. We will ensure that we continue to embrace and support all lessons learnt in RAP I and this RAP, to creating and maintaining a place of equality.



Focus Areas: Governance and Tracking

Action	Deliverable	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia.	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	30 September	Indigenous Workforce Coordinator
	Investigate participating in the RAP barometer.	June 2020	Indigenous Workforce Coordinator
Report RAP achievements, challenges and learnings internally and externally.	Updates on actions and deliverables tabled at board meeting to contribute to the ARRCS annual report.	September 2019, September 2020	General Manager
	Publicly report RAP achievements, challenges and learnings in ARRCS Annual General Report.	September 2019, September 2020	General Manager
Review and Refresh RAP	Evaluate (Innovate) RAP achievements and challenges for continuous improvement in the development of our third RAP (Stretch)	September 2020	RAP Working Group
	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	September 2020	Indigenous Workforce Coordinator
	Submit draft RAP to Reconciliation Australia for review	November 2020	Indigenous Workforce Coordinator
	Submit draft RAP to Reconciliation Australia for formal endorsement.	December 2020 – January 2021	Indigenous Workforce Coordinator





RECONCILIATION
ACTION PLAN

INNOVATE

This ARRCs Reconciliation Action Plan is endorsed
by Reconciliation Australia.



Telephone 08 8982 5200
Address PO Box 43021
Casuarina NT 0811

arrcs.org.au

ARRCS is proudly part of the UnitingCare family



Proudly representing

Blue Care | Lifeline | ARRCs | The Wesley Hospital | Buderim Private Hospital
St Stephen's Hospital | St Andrew's War Memorial Hospital

