



ARCS AUSTRALIAN
REGIONAL & REMOTE
COMMUNITY SERVICES

REFLECT

2018 - 2019



RECONCILIATION
ACTION PLAN

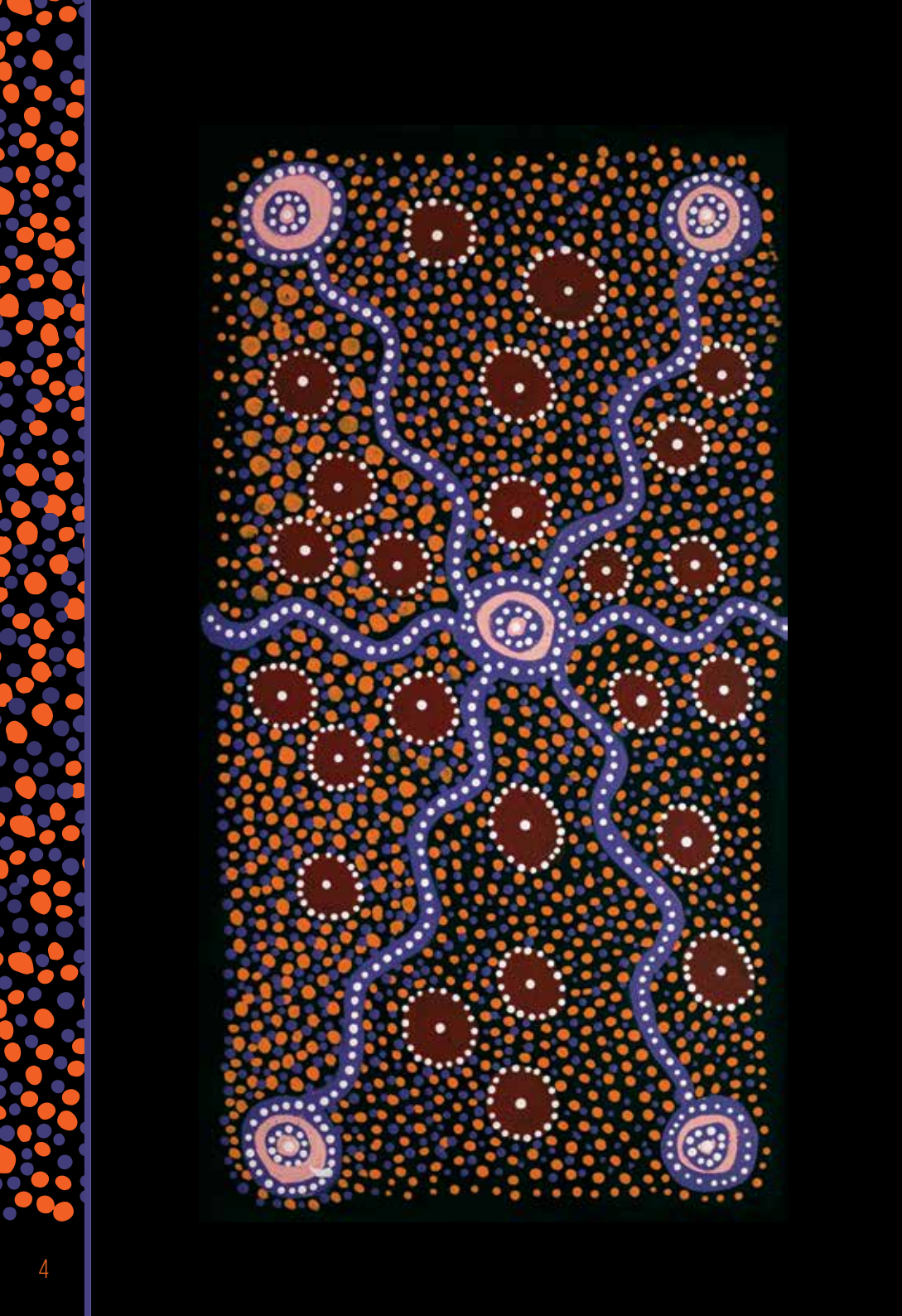
REFLECT





CONTENTS

Acknowledgement of Country	4
The Artwork	4
Message from our Chair Person	5
Message from our General Manager	6
Our Vision for Reconciliation	7
Our Values	7
Our Business	8
Our RAP	9
Our Business Focus Areas	10
Community Partnerships and Current Initiatives	11
Wild Encounters at Juninga – Darwin	12
Holistic Approach	13
Expanding Services	13
Relationships	14
Respect	16
Opportunities	18
Tracking and Governance	19



ACKNOWLEDGEMENT

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.

THE ARTWORK

Minyma Tjukurpa - The young women are travelling around the country near Kaltukarjara (Docker River) with the older ladies. They are learning about where to collect special grasses and flowers and other types of bush tucker. This beautiful artwork was completed by Joy Jackson who is an established artist from Kaltukatjara (Docker River). Joy paints important Tjukurpa (Dreaming) from around the Docker River area, including Seven Sisters and Kunga Kutjara.



**RECONCILIATION
ACTION PLAN**

REFLECT

This ARRCS Reconciliation Action Plan is endorsed by **Reconciliation Australia**.



A MESSAGE FROM OUR CHAIR

Australian Regional and Remote Community Services (ARRCS) works in communities across the Northern Territory to provide aged care and community services. As an outreach of the Uniting Church in Australia, it seeks to work in ways that is reflective of the commitment the Church has made to recognise Aboriginal and Torres Strait Islander people as the First People and to treat their cultures and beliefs with respect.

To support this commitment, it is with great pleasure that I introduce ARRCS first Reconciliation Action Plan (RAP). In keeping with Reconciliation Australia's RAP framework, this first RAP is a Reflect RAP.

This Reflect RAP symbolises the beginning of the Reconciliation Action Plan (RAP) journey for ARRCS. While we currently serve many communities in the Northern Territory, embarking on the Reflect RAP is focused on building solid foundations that increase our cultural footprint and create a safe and more welcoming place within the organisation for our Aboriginal and Torres Strait Islander brothers and sisters.

As we embark on this journey together we reflect on the work we have achieved since ARRCS was established in 2014. We've repaired, upgraded and extended existing facilities; we have built new ones, such as the residential care home at Mutitjulu and extended our community based services. We are committed to doing what we can to ensure that Indigenous communities receive the quality services, comfort and care to which, all Australians are entitled.

This first RAP is our public commitment to work walking alongside communities, committing ourselves to social justice for Aboriginal and Torres Strait Islander people.

There remains much work to be done to further our Reconciliation journey as a nation. ARRCS is committed to doing what it can and I look forward to working with my colleagues in ARRCS to uphold the rights of the Aboriginal and Torres Strait Islander people living and working in the Northern Territory.

Anne Cross
Chair

A MESSAGE FROM OUR GENERAL MANAGER

I would like to thank you all for embracing this plan. For working together to serve all communities and Elders in a two-way respectful cultural framework. Acknowledging the 'Malparara Way' of two way learning. Coming together as one. You're my Mirlpa (Mentor). I am your Mirlpa. United we are better. We all bring something to the table to share. Together we work stronger.

We are all accountable for the outcomes of this plan. This is just a starting platform for acknowledging respectful two-way listening and working together in the 'Malparara Way'.

Brett Cowling
General Manager

"We all bring something to the table to share. Together we work stronger."



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

Australian Regional and Remote Community Services (ARRCS) believes that our values are fundamental to the work we do and express the mission of God by being present in people's lives to offer hope, healing and transformation.



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 contributions, partnerships and teamwork



Leading through learning

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 11 community care programs located in Darwin, Alice Springs, Tennant Creek, Katherine, Mutijulu 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 a disability, people discharged from hospital or following a visit to a GP, and individuals and carers who are in need of support.

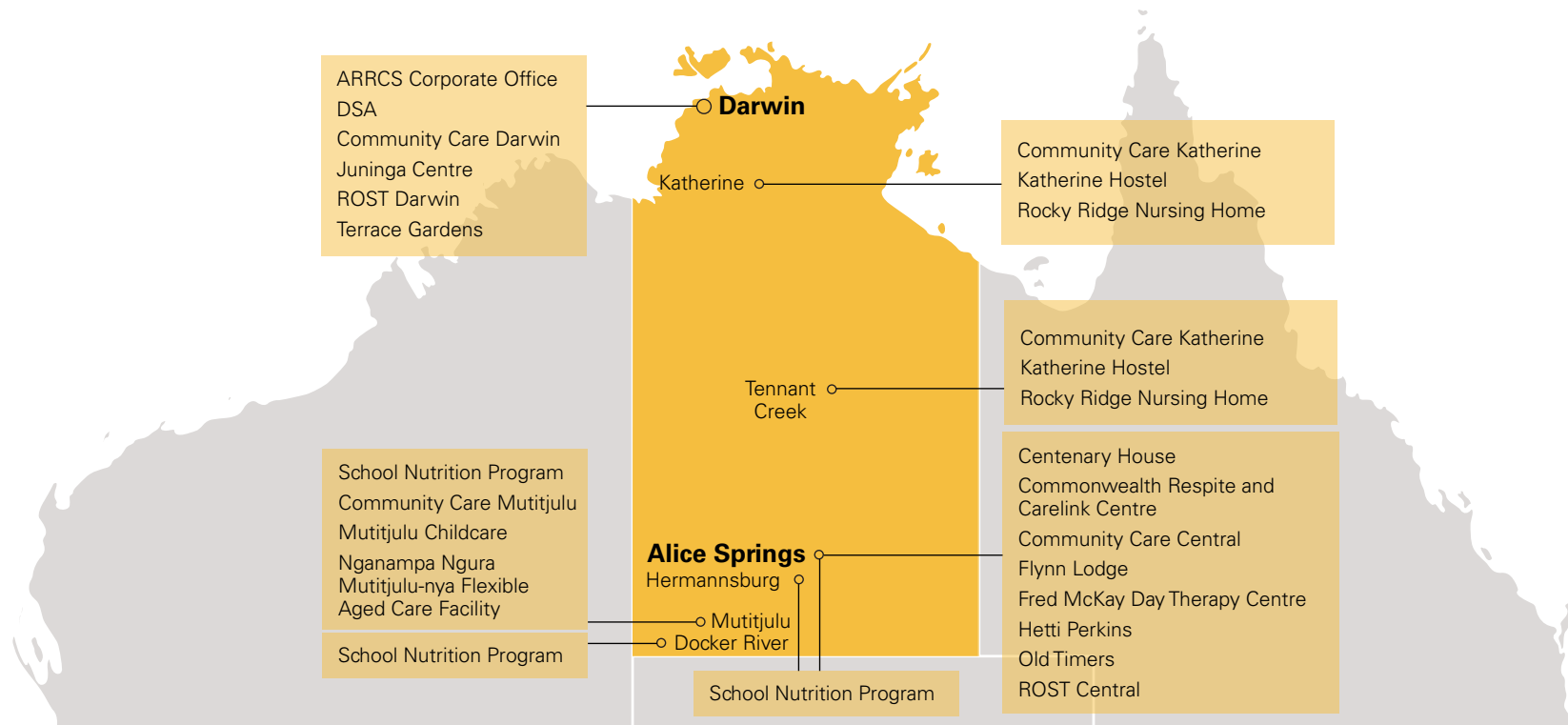
People receive support in their homes, in the community, in our community care centres and residential aged care facilities.

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 roughly 700 staff in various roles including Personal Care Assistant, Maintenance Officer, Enrolled Nurse, Administration, and Registered Nurse.

Of this 700, 60 Aboriginal and Torres Strait Islander peoples are employed.



OUR RAP

ARRCS acknowledges the significant gap in health access and opportunities that Aboriginal and Torres Strait Islander people have experienced in community and Australian society. In order to achieve better outcomes for Aboriginal and Torres Strait Islander people and communities we must acknowledge the past and move forward to a place of justice in partnership together.

In 2017 the Board of ARRCS decided to strengthen this journey by developing the Australian Regional and Remote Community Services (ARRCS) Reconciliation Action Plan (RAP) 2018-19.

As we reflect on our journey to date we have seen great contributions to communities and Aboriginal and Torres Strait Islander people, this has been seen through our services and key initiatives. Specifically, operating in Aboriginal communities of the Northern Territory and forming partnerships that will develop strong Aboriginal and Torres Strait Islander leadership for the future and progress reconciliation in meaningful ways.

Aboriginal and Torres Strait Islander and non-Indigenous employees from across the Northern Territory were

engaged in workshops to develop the RAP. It was important to the ARRCS board and senior leaders for frontline staff to have heavy influence on the RAP objectives as they are our voice and reason in the communities we operate in and serve.

The ARRCS board endorsed this RAP at a meeting held in October 2017

and recognise that reconciliation is a shared journey for all ARRCS services and team members. Our RAP is governed by a RAP Working Group, chaired by the General Manager of ARRCS with representative membership from across the Northern Territory and services inclusive of, human resources and service delivery.

“We must acknowledge the past and move forward to a place of justice in partnership together.”



OUR BUSINESS

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.



COMMUNITY PARTNERSHIPS AND CURRENT INITIATIVES

Following the release of the Commonwealth Home Support Programme, ARRCs expanded our Darwin based services by more than 380 clients from January 2016. The service also received funding of \$2.3 million per year from the Australian Government in June 2016 to support services including in-home care, personal support, and meals on wheels in the Darwin region.

In 2015/2016, ARRCs also delivered 200 meals per day, five days a week through our school nutrition program in the Alice Springs area and Mutijulu.

In January 2016, ARRCs signed a Memorandum of Understanding with HammondCare to be a Severe Behaviour Response Team (SBRT) & Dementia Behaviour Management Advisory Service (DBMAS) industry partner servicing the Northern Territory, northern Australia and as required, nationally.

A service provided by HammondCare and funded by the Australian Government, SBRTs consists of a mobile workforce of healthcare professionals to provide advice to Commonwealth funded approved

residential aged care providers to address the needs of people with severe and very severe Behavioural and Psychological Symptoms of Dementia (BPSD).

We are proud of the achievements we have attained during 2015/2016 and continue to make strong inroads to becoming the leading provider of culturally responsive, quality aged care and community services in regional and remote Australia.



Wild encounter delights residents at Juninga Darwin

Residents of our Juninga residential service in Darwin enjoyed a very hands-on visit from reptiles courtesy of the Territory Wildlife Park.

Juninga is a very special place according to Lyn Duckworth, who has immersed herself in the role of Lifestyle Coordinator for the past two years and as a Carer for seven years prior to that.

“Twenty-four residents call Juninga home and we love supporting them,” said Lyn. “Residents come from all over the top end; from saltwater country to the desert country. Many have experienced great hardship; some being part of the stolen generation or having been taken away from community to the leprosarium in Darwin many years ago.

“The residents each bring their traditions, beliefs and totems with them, creating our own unique community.

“Words cannot express how much I love working here,” said Lyn. “It does not feel like work. The residents give me far more than I can ever give them.”

“A highlight is coming together by the open fire pit to share a cultural BBQ. Once a week we feast on bush tucker like barramundi, kangaroo tails, damper or magpie goose. Occasionally

we boil up mud muscles, courtesy of family members. We also go on outings and collect ‘long bums’ from the mangrove areas around the foreshore and residents love watching them cook on the coals excitedly waiting to eat them. It is great medicine for these people to have their traditional foods.

“We really want residents to be comfortable and enjoy their time in their home here at Juninga,” said Lyn. We try to incorporate as many culturally appropriate activities as is possible within the standards of care we provide.

“So when Territory Wildlife Park accepted our invitation to visit, I was thrilled. The residents were engaged and animated and asked many questions about the wildlife that once would have been so familiar to them on country. The snake caused initial concern but they soon relaxed and reached out to touch it along with the crocodile and the blue tongue lizard. I think Ranger Luke enjoyed himself as much as we did. He will definitely be back but with different animals next time.”

Juninga became part of our ARRC (Australian Regional and Remote Community Services) in June 2014 and is located in Coconut Grove, Darwin. It is home to 24 Indigenous residents and has a team of approximately 60 employees.



A Holistic Approach to Community Care

Residents living in remote areas may often have to travel significant distances to access the care, treatments or supports they need.

The Australian Regional and Remote Community Services (ARRCS) team recognises these challenges and aims to work with clients to support them as much as possible.

Henry – a client of Barkly Community Care located in Tennant Creek – had to travel a 1 000 kilometre round-trip journey to Alice Springs for medical appointments. To ensure a safe journey and to help make it easier for Henry to attend appointments, the Barkly Community Care team and Alice Springs Community Care worked together to ensure Henry received the care and support he required.

From waiting with Henry in Tennant Creek until he boarded the bus, and accompanying him to the hospital for appointments in Alice Springs to having a nice meal together before he embarked on the return six-hour journey to Tennant Creek – the teams ensured Henry was comfortable and supported during his trip.

This is a lovely example of our holistic approach to client care needs and highlights the benefits and importance of ARRCS employees

working together to not only meet care needs of our clients but to also help enrich their lives.

Australian Regional and Remote Community Services aims to provide Territorians with services that are responsive to people's needs now and as their circumstances change. These services are available to older people, people with a disability, patients discharged from hospital or following a visit to their GP, and individuals and Carers who are in need of support.

Expanding Services – Nhulunbuy Project (East Arnhem Land)

In January 2017, the Commonwealth announced that ARRCS was to be engaged to undertake, plan, build and operate an Aboriginal and Torres Strait Islander Flexible Aged Care Service to be based in Nhulunbuy (East Arnhem Land).

The Flexible Aged Care facility will be an Indigenous specific flexible aged care service comprising the build of approximately 26 beds.

ARRCS has made a commitment to building a capable & sustainable workforce with the local Indigenous community, to assist in providing culturally appropriate services.



RELATIONSHIPS

ARRCS recognises that building meaningful relationships between the organisation and Aboriginal and Torres Strait Islander communities, we must form a place of belonging where we work together in leading innovative partnerships for the cultural development within our business.

Focus Areas: Governance and Partnerships

Action	Deliverable	Timeline	Responsibility
Establish a RAP Working Group	Form a RAP working Group to support the implementation of the ARRCS RAP, comprising Aboriginal and Torres Strait Islander peoples and decision making staff from across the organisation.	December, 2017	ARRCS General Manager
	Ensure RAP Working group meet four times during the life of the Reflect RAP to track progress and reporting.	Report Quarterly March, June, Sep, Dec 2018	ARRCS General Manager
	Engage senior leaders in the delivery of RAP outcomes.	Report Quarterly March, June, Sep, Dec 2018	ARRCS General Manager
Nurture and strengthen internal and external relationships with key Aboriginal and Torres Strait Islander leaders and organisations	Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey to enable mutual beneficial partnerships.	March 2018	RAP Working Group
	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.	June 2018	RAP Working Group
Raise internal and external awareness of the ARRCS RAP to increase RAP engagement and delivery.	Develop an internal communications strategy to raise awareness of RAP deliverables and outcomes internally.	March 2018	RAP Working Group
	Develop a plan to engage and inform key stakeholders of the responsibilities and outcomes within our RAP.	March 2018	RAP Working Group
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	RAP Working Group
	Encourage all ARRCS employees to attend and celebrate.	27 May - 3 June	RAP Working Group
	Circulate Reconciliation Australia's NRW resources and materials to all services.	27 May - 3 June	Indigenous Workforce Coordinator
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, June, Sep, Dec 2018	Service Managers
	Ensure RAP Key Performance Indicator (KPI) included in all service manager performance plans.	December 2018	ARRCS General Manager
	Engage local communities to participate in Reconciliation interest groups within our services.	Report Quarterly March, June, Sep, Dec 2018	Service Managers



RESPECT

ARRCS acknowledges the shared history between Australia's First Nation People and non-Indigenous Australia, in doing so we move forward with unbiased influence respecting each other's differences while pioneering dignity in cultural care and human rights for Aboriginal and Torres Strait Islander people.

Focus Areas: Cultural Appreciation and Traditional Languages

Action	Deliverable	Timeline	Responsibility
Explore the development of an Aboriginal and Torres Strait Islander cultural appreciation learning strategy	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	March 2018	Indigenous Workforce Coordinator
	Conduct a training needs analysis (TNA) for cultural appreciation within ARRCS.	June 2018	Indigenous Workforce Coordinator
	Develop a business case for increasing cultural learning opportunities of Aboriginal and Torres Strait Islander cultures, histories and achievements within ARRCS.	June 2018	Indigenous Workforce Coordinator
	Investigate opportunities to partner with an organisation in the delivery and outcomes for cultural appreciation.	Report Quarterly March, June, Sep, Dec 2018	Indigenous Workforce Coordinator
	Investigate cultural immersion programs to contribute to staff learning and appreciation for Aboriginal and Torres Strait Islander cultures.	Report Quarterly March, June, Sep, Dec 2018	Indigenous Workforce Coordinator
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.	May 2018 – June 2018	RAP Working Group
	Introduce our staff to NAIDOC Week by promoting community events in our local area.	May 2018 – June 2018	RAP Working Group
	Ensure our RAP Working Group participates in an external NAIDOC Week event.	First week in July	RAP working Group
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence.	February 2018	Indigenous Workforce Coordinator
	Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).	January 2018	Indigenous Workforce Coordinator
Consider an online cultural hub to promote reconciliation tools, resources and information.	Considered ways in which ARRCS can develop and implement an online cultural hub that empowers collaboration and shared stories/experiences.	June 2018	Indigenous Workforce Coordinator
	Submit proposal to the ARRCS senior leaders for development and implementation.	February 2018	Indigenous Workforce Coordinator
Explore the development of an aged care Traditional Languages application that supports person centred care for traditional owner groups of the Northern Territory.	Submit proposal to the ARRCS senior leaders for development and implementation.	June 2018	Indigenous Workforce Coordinator
	Explore potential partnerships for funding and development.	December 2018	Indigenous Workforce Coordinator



OPPORTUNITIES

In creating opportunities for Aboriginal and Torres Strait Islander people we build the capacity of the organisation in forming a dynamic workforce of leaders.

Focus Areas: Governance and Partnerships

Action	Deliverable	Timeline	Responsibility
Investigate, increase and maintain Aboriginal and Torres Strait Islander employment	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	February 2018	Indigenous Workforce Coordinator
	Develop an innovative Aboriginal and Torres Strait Islander Workforce Strategy that aims to increase and retain Aboriginal and Torres Strait Islander employment pathways within the organisation and to cater regional and remote services and communities.	June 2018	Indigenous Workforce Coordinator
	Pilot different approaches to increasing and retaining Aboriginal and Torres Strait Islander employment within ARFCS, such as, traineeships and internships, flexible pathways for employment application, induction processes and continuous learning opportunities.	Report Quarterly March, June, Sep, Dec 2018	Indigenous Workforce Coordinator
Identify key roles for Aboriginal and Torres Strait Islander succession	Ensure equitable opportunities for Aboriginal and Torres Strait Islander candidates where there is a genuine occupational need for Aboriginal and Torres Strait Islander leadership and participation.	Report Quarterly March, June, Sep, Dec 2018	Indigenous Workforce Coordinator
	Support Aboriginal and Torres Strait Islander leadership within the organisation.	Report Quarterly March, June, Sep, Dec 2018	Indigenous Workforce Coordinator
	Investigate an internal Aboriginal and Torres Strait Islander mentoring network.	Report Quarterly March, June, Sep, Dec 2018	Indigenous Workforce Coordinator
Provide support mechanisms to Aboriginal and Torres Strait Islander employees for professional development and empowerment	Explore the development of a mentoring and succession planning toolkit that empowers Aboriginal and Torres Strait Islander employees and identifies meaningful employment pathways.	June 2018	Indigenous Workforce Coordinator
	As part of the Annual Performance Appraisal process, include future goals and career path advancement discussions.	September 2018	Indigenous Workforce Coordinator
Investigate Aboriginal and Torres Strait Islander supplier diversity	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2018	Indigenous Workforce Coordinator
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2018	Indigenous Workforce Coordinator
	Investigate opportunities to become a member of Supply Nation.	December 2018	Indigenous Workforce Coordinator

GOVERNANCE AND TRACKING

Action	Deliverable	Timeline	Responsibility
Build support for the ARRCs RAP	Define resource needs for RAP development and implementation.	September 2017	ARRCS General Manager
	Define systems and capability needs to track, measure and report on RAP activities.	January 2018	ARRCS General Manager
Reporting and Tracking	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	30 September	Indigenous Workforce Coordinator
	Achievements, challenges and learnings reported to Reconciliation Australia to contribute to the annual impact measurement report.	September 2018	RAP Working Group
	Updates on actions and deliverables tabled at board meeting to contribute to the ARRCs annual report.	Report Quarterly March, June, Sep, Dec 2018	ARRCS General Manager
Review and Refresh RAP	Evaluate (Reflect) RAP achievements and challenges for continuous improvement in the development of our second RAP (Innovate).	December 2018	RAP Working Group
	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	November 2018 2018	RAP Working Group
	Submit draft RAP to Reconciliation Australia for review.	December 2018	RAP Working Group
	Submit draft RAP to Reconciliation Australia for formal endorsement.	January 2019	RAP Working Group




For more information regarding reflect 2018-2019 please contact:
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