

YWCA CANBERRA

# RECON- CILIATION ACTION PLAN

MAY 2020  
TO MAY 2023



YWCA CANBERRA



RECONCILIATION  
ACTION PLAN

STRETCH



## THRIVING COMMUNITIES BY MEGAN DALEY

*"Thriving communities represents the support YWCA Canberra has provided for women in general in the Canberra region during the last 90 years, but particularly for Aboriginal mothers and children.*

*YWCA Canberra has a legacy of supporting women and children to thrive. I wanted to convey the passage of time and how YWCA Canberra has supported Grandmothers, Mothers and children and has likely been involved with families for generations.*

*This is represented by the rivers, women from diverse communities, different periods of time and the footsteps continuing in the future.*

*The colours of this painting also represent YWCA Canberra's logo and I really wanted to include the vibrant pink, orange & purple colour scheme so familiar with YWCA Canberra."*

### **Biography:**

Megan Daley is a Ngunnawal/ Wiradjuri artist living in Canberra, who works mainly with acrylic paint on canvas.

Megan spent her childhood in Wiradjuri country in Wellington, NSW, before moving to Canberra in 1999 and her art is reflective of the two environments she calls home.

She is passionate about Aboriginal social and emotional wellbeing and childhood development, and works as a child and family worker with the ACT Government.

More of Megan's artwork can be found at the Burrunjui Aboriginal Corporation.



YWCA CANBERRA

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YWCA CANBERRA

## ACKNOWLEDGEMENT OF COUNTRY

YWCA Canberra proudly recognises the rights of Aboriginal and Torres Strait Islander peoples to own and control their culture and pays our respect to these rights. YWCA Canberra acknowledges the need to respect and encourage the diversity of Indigenous cultures and to respect Indigenous worldviews, lifestyles and customary laws.

We extend our respect to the Aboriginal and Torres Strait Islander women who for thousands of years have preserved the culture and practices of their communities on country.

This land was never surrendered, and we acknowledge that it always was and will continue to always be Aboriginal Land.

## OUR VISION FOR RECONCILIATION

Our organisational actions towards reconciliation deliver meaningful impacts for Aboriginal and Torres Strait Islander peoples and are reinforced by genuine organisational leadership. Our vision for reconciliation remains one where the ACT and surrounding region truly acknowledges, pays respect to, and celebrates Aboriginal and Torres Strait Islander cultures, contributions, knowledge and histories.

We continue to demonstrate the principles of reconciliation in our work with Aboriginal and Torres Strait Islander peoples and the broader community through our services, our advocacy work and our organisational governance.

We support the Uluru Statement from the Heart and the underlying principles of Voice, Treaty, Truth including entrenching a representative voice to parliament in the Australian Constitution.

Our Strategic Plan 2018–23 is underpinned by the vision of ‘girls and women thriving’. This vision affirms our mission to ‘strengthen communities by supporting girls and women through our services and advocacy’. We deliver on this vision through commitment to our organisational values of courage, respect, inclusion, reconciliation and responsibility. These values acknowledge our role in the journey of reconciliation and the self-determination and agency of Aboriginal and Torres Strait Islander girls and women, including female-identifying people, and non-binary people.

## OUR BUSINESS

YWCA Canberra is a feminist, not-for-profit organisation that has provided essential, quality services for women, girls and families and represented women’s issues in the ACT and surrounding regions since 1929.

We work with more than 5000 Canberrans, delivering 28 programs across 24 physical locations in the areas of children’s services, community development, homelessness and affordable housing, youth services, personal and professional training, women’s leadership and advocacy.

As of April 2020, we employ approximately 275 people. Of these, five have self-identified as Aboriginal and/or Torres Strait Islander people.

## COMMUNITY SERVICES

Our community services operate within a gender- and trauma-informed, strengths-based community development framework to deliver important community service programs in housing, inclusion, family and youth. We focus on building skills and providing important resources to individuals and families to empower vulnerable communities in Canberra.

Our housing programs support women and their families who are experiencing, or at risk of, homelessness. We provide supported accommodation services on behalf of the ACT Government and are a registered community housing provider. We also help clients with affordable housing through our Supportive Tenancy Service, provide housing support for older women through Next Door and provide affordable rental accommodation to people on modest incomes through Rentwell.

Our Mura Lanyon Youth and Community Centre houses the

Lanyon Food Hub, hosts drop-in youth sessions in the afternoons, and is a vibrant facility used by many diverse community groups and organisations. Our Youth Engagement Team delivers a range of evidence-based programs such as the YWCA Canberra Clubhouse, a science, technology, engineering, arts and mathematics (STEAM) program for school age young people.

We also deliver Circles of Support, a counselling service for children and young people age five to 15 years and their families across the ACT.

Our community services team has an ongoing commitment to reconciliation and we strive to make our services more appropriate and responsive to Aboriginal and Torres Strait Islander clients. In August 2019, we launched our new housing service for older women, Next Door. With input and assistance from a group of women Elders known as the ACT Nannies Group, who meet regularly using our Mura Lanyon Youth and Community Centre, we ensure

the service is culturally responsive to the needs of older Aboriginal women who are homeless or at risk of homelessness. This included allocating an available property for an Aboriginal and Torres Strait Islander woman and all program staff undertaking cultural awareness training.

Direct feedback from the Nannies helped us to successfully apply for, obtain and deliver a grant from the ACT Office for Seniors and Veterans. Through this grant, our team provided the Nannies with social and cultural activities throughout 2019. We submitted another successful application to this grant in 2019 and will continue to deliver these valuable opportunities for the Nannies to participate in their community.

We also included a member of the Nannies in the recruitment panel for the manager role of our Mura Lanyon Youth and Community Centre, given the position’s close working relationship with the Nannies and the local community.



## ADVOCACY AND WOMEN'S LEADERSHIP

Advocacy is at the heart of what we do at YWCA Canberra and our work to improve the quality of life for women, families and communities in the ACT.

Our policy and advocacy work aligns with the priorities outlined in our *Leading the Change: The Pathway to Gender Equality* report, including: gender-responsive government, workplace equality, a life free from violence, and housing security. We believe these priorities, if fully acted upon, can improve equality outcomes for all women and girls in Canberra.

Our She Leads program is a leadership pathway for women, including female-identifying people, and non-binary people who are looking to explore and develop their leadership potential. Through the She Leads program, the next generation of women leaders, from all sectors and industries, are being equipped with the skills and confidence they need to further their potential.

We have proudly hosted Aboriginal and Torres Strait Islander women to speak at our She Leads events as leaders in their field and to share their expertise across a range of professional fields with guests. Amplifying the voice of Aboriginal and Torres Strait Islander women at these events promotes reconciliation through fostering and understanding and bridging the narratives across communities. Through She Leads, we have been proud to provide a platform to enable the perspectives and lived experiences of Aboriginal and Torres Strait Islander women to be seen and heard from broader audiences, supporting improved understanding of shared histories.

## EDUCATION AND TRAINING

We deliver quality accredited and non-accredited adult education in early childhood and school age education and care, women's leadership, and preventing and responding to violence against women.

Established in 1996, our Registered Training Organisation (RTO National Number 1373) provides consulting, training and facilitation services for individuals, government agencies, private businesses and community organisations.

As a not-for-profit organisation that has supported Canberrans for more than 90 years, our team has particular expertise in working with women and students from diverse backgrounds to achieve their full potential. We are proud of the supportive, inclusive and professional service we provide for all our students.

In recent years we have hosted leadership programs for young Aboriginal and/or Torres Strait Islander women, which specifically

connects participants to pathways into further education or employment following graduation from high school. These programs provided mentorship to participants, as well as connecting them to possible employers and universities through a career fair.

Our experience in delivering training to young people from Aboriginal or Torres Strait Islander backgrounds is further enhanced through mandatory cultural awareness training for all education and training staff.

This experience, combined with our longstanding relationships with local community services organisations, schools, and early childhood service providers, places us in a unique position to deliver exceptional outcomes for our students.

## CHILDREN'S SERVICES

YWCA Canberra provides early childhood education and care and school age care to children in the ACT and rural NSW. In 2018-19, we provided high-quality early childhood education and care to 627 children aged from six weeks to five years across five services, including 47 emergency care placements for children considered to be vulnerable or at risk. In that year we provided school age care to 2522 children age four to 12 years at 15 locations. Our Family Day Care scheme also provides flexible, home-based education and care for children from birth to twelve years of age in 20 educator's homes across Canberra.

YWCA Canberra's early childhood services have been focusing on reflecting Aboriginal and Torres Strait Islander perspectives in educational spaces and practices. Children's learning across the services is linked to the Eight Aboriginal Ways of Learning. There has also been a focus to create an authentic, age-appropriate Acknowledgement of Country

by the children and educators, embedding reconciliatory practices on a daily basis in each of the learning spaces. The Traditional Custodians of the land are acknowledged during team meetings and Directors meetings.

Since 2016, YWCA Canberra's early childhood services have undertaken numerous incursions and excursions to give children a greater understanding of Nggunawal and Ngambiri knowledge and practices. This has included dance performances, artefact displays, storytelling, planting bush tucker, learning language and using traditional symbols to label children's learning spaces.

In a joint project with local Aboriginal peoples Adam Shipp, Tyrone Bell and Richie Allan, Campbell Cottage created a Welcome Garden at the entrance of the service. The Welcome Garden looks over Mt. Ainslie, a traditional place of significance for local Aboriginal women. The garden includes native plants and Aboriginal artworks featured on

rocks, with a bench that overlooks Mt. Ainslie to be added soon. The project highlights the importance of people and place and cultural connection to our community.





## OUR RAP

We have a strong commitment to reconciliation and a culture of working toward reconciliation with Aboriginal and Torres Strait Islander peoples that has been firmly embedded in our organisation through our participation in the Reconciliation Action Plan program over the past decade.

We developed our first RAP in 2009, followed by our 2011-13 RAP which we launched at a NAIDOC Week breakfast in Canberra. Since 2014, we have launched our RAP documents in partnership with key stakeholders and staff at our Mura Lanyon Youth and Community Centre, a key feature of the Tuggeranong community.

This is YWCA Canberra's second Stretch Reconciliation Action Plan, demonstrating our ongoing commitment to embed reconciliation throughout all our services and proudly publicise our ongoing leadership and commitment to reconciliation. This RAP sets out ambitious and measurable targets across the

organisation as we continue to champion reconciliation internally and within the communities we serve.

YWCA Canberra is a trusted, respected and credible feature of the community, providing services and support to some of the ACT's most vulnerable families.

In the years ahead, the action items captured in this Stretch RAP will enable us to continue our valuable community work, underpinned by a commitment to reconciliation in all our services.

Over the life of this RAP, our advocacy work will continue to have a focus on achieving reconciliation through supporting local and national campaigns such as the Uluru Statement from the Heart and a First Nations voice to the Australian Parliament. Our services will continue to incorporate culturally appropriate service design principles that embed equity and equality; these are already a feature of our Next Door and Rentwell initiatives.

Through our She Leads program we will raise the profile of Aboriginal and Torres Strait Islander women and support them to advocate for the change they want to see.

Through our early childhood and school age care services we will provide opportunities for our staff, children and their families to learn about and better understand Aboriginal and Torres Strait Islander histories.

### Quotes from our SheLeads scholarship recipients:

*"What I took away from this conference was a feeling of self-worth and empowerment.*

*Something I have been sharing and promoting ever since!"*

**- Aboriginal and Torres Strait Islander Conference Scholarship Recipient 2018**

*"Thank you for the opportunity to participate in the Board Series, I found it was very valuable and interesting."*

**- Aboriginal and Torres Strait Islander Workshop Scholarship Recipient 2018**

## RECENT HIGHLIGHTS AND CHALLENGES

We have made strong progress in embedding reconciliation through our services by implementing our first Stretch RAP 2016-19. As a result of our organisational leadership, we've updated our spoken and written Acknowledgement of Country policy to explicitly recognise the legacy of Aboriginal and Torres Strait Islander women in preserving the practices and culture of their communities on country and to acknowledge that the land was never surrendered. This Acknowledgement is delivered at all internal and external events we host and is included in all our formal written submissions and publications.

In our Children's Services, we have introduced unique and age-appropriate Acknowledgements of Country which were developed in consultation with Traditional Owners. We have included Dreamtime storytelling and arts and crafts into our children's services

through 2018 and 2019.

We continue to partner with local community organisations to celebrate NAIDOC Week as a member of the organising committee. For NAIDOC Week 2019, we worked with nine other community groups to celebrate Aboriginal and Torres Strait Islander cultures and community in the Woden Town Centre. This event included live performances, interactive art displays, children's workshops and a free hot lunch. Five of our staff volunteered their time and talents to ensure its success.





Some of our other recent reconciliation highlights include:

- improving data collection on the number of Aboriginal and Torres Strait Islander employees in our workforce during recruitment processes to support and direct efforts around recruitment and retention of Aboriginal and Torres Strait Islander employees, and better understand how to service their unique needs

- hosting the 2018 'Because of Nan WE Can' NAIDOC celebration with the ACT Nannies Group, where the Nannies invited family to share stories about the support of their family matriarchs.
- YWCA Canberra Clubhouse participating in the launch of the ACT Schools Reconciliation Challenge at the Canberra Museum and Gallery, where students created artworks and stories and reflected on what reconciliation means to them.

Staff from across the organisation have been able to access opportunities to engage with reconciliation, whether through increasing their knowledge and building their understanding of Aboriginal and Torres Strait Islander histories, cultures and contemporary issues or by contributing to events and activities.

These included:

- participation by at least 15 staff in external events for nationally significant days including the National Apology anniversary,

National Reconciliation Week, Close the Gap Day and NAIDOC Week

- where possible, participation by all staff in internal National Reconciliation Week events, including our morning tea and other site-based events across our service portfolios
- publication of regular articles related to reconciliation in our staff newsletter and intranet, member newsletters and bulletins, and our blog.

We have, however, experienced some challenges in implementing our last Stretch RAP.

As a not-for-profit organisation, our funding resources are often linked to competitive grants programs. These grants are usually for a short time period and require detailed application and approval processes, which can limit our ability to provide long-term programs.

Being a workforce that is spread across more than 20 locations, with front-line service staff as well as a strong casual workforce, high

turnover and limited availability, has made it difficult to ensure all RAP elements, such as staff training, are uniformly implemented.

As with reaching vulnerable groups in general, we have also had challenges promoting our programs, scholarships and community services to Aboriginal and Torres Strait Islander women living in our community. This is compounded by the ACT being home to a relatively small population of Aboriginal and Torres Strait Islander persons.

Our evaluation processes are focused on building the quality of services and we actively seek feedback from Aboriginal and Torres Strait Islander persons who access our events, scholarships and services to improve communication, networks and marketing.

## RAP GOVERNANCE AND IMPLEMENTATION

The implementation of this RAP is managed and monitored by our RAP Working Group which includes the following representatives:

- Chief Executive Officer (CEO)
- Executive Director of Children's Services
- Executive Director of Community Services
- Communication, Advocacy and Engagement staff representative
- Mura Lanyon Youth and Community Centre staff representative
- Manager of School Age Care
- Human Resources Manager
- Pedagogical Leader of School Age Care Programs
- at least one Board Director.

The group meets quarterly and includes Aboriginal and Torres Strait Islander representation through staff and Board members. YWCA Canberra Executive Directors and our Chief Executive Officer attend the meetings to provide service updates, share developments and

ensure priorities are implemented.

Internally, our RAP is championed by our CEO who also led the review of our Acknowledgement of Country policy and joins staff and the broader community each year for National Reconciliation Week activities and NAIDOC Week events.

The ACT Nannies Group has provided input on the development of this RAP and on our community service work relating to housing for Aboriginal and Torres Strait Islander women and their families. We will continue consulting with the Nannies as we implement this RAP and monitor our progress.

The RAP remains a standing item at all YWCA Canberra Board and Senior Managers meetings. This ensures that reconciliation guides our strategic work and features in our decision making. Because this commitment is demonstrable at the highest levels of our organisation, our vision of reconciliation is championed by our leadership teams.





## RELATIONSHIPS

As a not-for-profit charitable organisation, relationships underpin the work we do. We believe everyone has the right to contribute to, and prosper from the benefits of, our community's economic development. Women, girls and families in our community benefit when our service programs and advocacy is supported by strong policy consultation that recognises the unique contributions and experiences of Aboriginal and Torres Strait Islander peoples.

## FOCUS AREA

The key strategic directions of our business that align with the concept of Relationships are:

- We embrace the diversity of our communities and respect differences in gender and gender expression, culture, race, religion, age, sexuality, abilities, political beliefs, socioeconomic status and lifestyles.
- We support self-determination and agency of Aboriginal and Torres Strait Islander peoples and The Uluru Statement from the Heart and its key elements of *Voice, Treaty, Truth* including a representative First Nations voice to the Australian Parliament that is entrenched in the Australian Constitution.

## ACRONYMS

**CEO:** Chief Executive Officer  
**EDCAE:** Executive Director  
 Communication, Advocacy and  
 Engagement  
**EDCS:** Executive Director  
 Community Services

**EMT:** Executive Management Team  
**MLYCC:** Mura Lanyon Youth and  
 Community Centre  
**QRM:** Quality and Risk Manager

**RAPWG:** Reconciliation Action Plan  
 Working Group  
**SMCAE:** Senior Manager  
 Communication, Advocacy and  
 Engagement

Action	Target	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement including Secretariat of National Aboriginal and Islander Child Care (SNAICC), the ACT Nannies, Winnunga Nimmityjah Aboriginal Health and Community Services (WNAHCS) and Gugan Gulwan.	Quarterly 2020, 2021, 2022, 2023	EDCS
	• Build relationships with local Aboriginal and Torres Strait Islander women and girls through promotion of the Board Traineeship program to local representative groups.	September 2020, 2021, 2022	EMT SMCAE
	• Lift participation of Aboriginal and Torres Strait Islander women and girls in our She Leads series through promotion to local representative groups.	February, April, June, August, October, November 2020, 2021, 2022, 2023	SMCAE
	• Maintain and review engagement with Aboriginal and Torres Strait Islander stakeholders, including our engagement through community events, our continuous improvement processes and incorporating Aboriginal and Torres Strait Islander views into our program development.	June 2020, 2021, 2022	EMT
	• Regularly consult with the ACT Nannies Group as we implement this RAP and monitor our progress.	April, October, 2020, 2021, 2022, 2023	EDCS MLYCC Manager
	• Review and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	July 2021	EDCS

Action	Target	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.</li> <li>Organise at least four internal NRW events each year, including events at our childcare centres across Canberra, Mura Lanyon Youth and Community Centre, Clubhouse and our central office.</li> <li>Host internal staff morning tea under the theme 'what reconciliation means to me', for staff to share insights and personal stories.</li> </ul>	May/June 2020, 2021, 2022	CEO EMT
	<ul style="list-style-type: none"> <li>Work with other community sector agencies (including through representation on a NRW planning committee) to host a public NRW event, inviting clients, children and other key stakeholder to build and strengthen relationships.</li> </ul>	May/June 2021, 2022	CEO EMT
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in or organise at least two external facing NRW community event (except for our front-line services and situations where operational requirements do not allow for attendance).</li> <li>Have organisational presence at other NRW events hosted by the government, non-government sector and Aboriginal and Torres Strait Islander organisations.</li> </ul>	May/June 2021, 2022	RAPWG Chair
	<ul style="list-style-type: none"> <li>Publish regular NRW-themed social media through all channels and an NRW-themed blog post on our website.</li> </ul>	May/June 2020, 2021, 2022	SMCAE
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in external events to recognise and celebrate NRW, including the National Sorry Day Bridge Walk and Reconciliation Day Event.</li> </ul>	May/June 2021, 2022	CEO
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	May/June 2021, 2022	SMCAE

Action	Target	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly using regular (bi-monthly) bulletins, digital communication platforms and official documents, as well as through ad-hoc social media platforms and public statements. Include reporting on RAP commitments in our communication scheduling.</li> </ul>	May 2020, 2021, 2022	EDCAE
	<ul style="list-style-type: none"> <li>Implement strategies to engage all staff to drive reconciliation outcomes, including through targeted NRW and NAIDOC week events and sharing news and celebrations on our intranet.</li> </ul>	September 2020, 2021, 2022	CEO SMCAE
	<ul style="list-style-type: none"> <li>Incorporate themes of reconciliation and self-determination in our service design.</li> </ul>	July 2020, 2021, 2022	CEO EMT
	<ul style="list-style-type: none"> <li>Pursue ambitious advocacy projects that support culturally appropriate government responses to target policy areas.</li> </ul>	January 2021, 2022, 2023	Senior Advisor Policy and Engagement
	<ul style="list-style-type: none"> <li>Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	July 2020, 2021, 2022	CEO EMT
	<ul style="list-style-type: none"> <li>Collaborate with at least five other like-minded organisations to implement ways to advance reconciliation, including the ACT Council of Social Services.</li> </ul>	May 2020, 2021, 2022	EDCS
	<ul style="list-style-type: none"> <li>Use our front-line delivery services to promote reconciliation to our clients, including through: <ul style="list-style-type: none"> <li>celebrating National Aboriginal and Torres Strait Islander Children's Day at our Children's Services</li> <li>purchasing extra books covering Aboriginal and Torres Strait Islander stories and language for the Family Day Care Library</li> <li>ensuring all early childhood services include an age-appropriate Acknowledgement of Country corner</li> <li>hosting one Aboriginal and Torres Strait Islander woman In-Conversation event a year featuring an Aboriginal and Torres Strait Islander community leader as the keynote and young woman as the discussion facilitator—this will provide a platform to enable the perspectives and lived experiences of Aboriginal and Torres Strait Islander women to be seen and heard from broader audiences, supporting improved understanding of shared histories.</li> </ul> </li> </ul>	August 2020, 2021, 2022	CEO EMT SMCAE
	<ul style="list-style-type: none"> <li>YWCA Canberra Clubhouse to participate in the ACT Schools Reconciliation Challenge.</li> </ul>	August 2020, 2021, 2022	YWCA Canberra Clubhouse Coordinator
	<ul style="list-style-type: none"> <li>Use internal events such as the NRW morning tea to watch films recommended as part of the Reconciliation Film Club such as the Uluru Statement from the Heart explainer film.</li> </ul>	May 2021, 2022, 2023	CEO



Action	Target	Timeline	Responsibility
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	• Continuously improve HR policies and procedures concerned with anti-discrimination.	Review July 2020, 2021, 2022	HR Manager CEO
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	Review July 2020, 2021, 2022	RAPWG Chair HR Manager
	• Implement and communicate an anti-discrimination policy for our organisation as part of our ongoing quality improvement standards.	Review September 2020, 2021, 2022	HR Manager QRM
	• Provide ongoing education learning opportunities for senior leaders and managers on the effects of racism.	Review December 2020, 2021, 2022	HR Manager
	• Senior leaders publicly support anti-discrimination campaigns, initiatives or stances against racism using our online social media footprint, digital communication platforms and networks with local media outlets.	Review June 2020, 2021, 2022	CEO EMT SMCAE
	• Create a resource list for staff on anti-discrimination strategies and e-learning, available on the intranet.	July 2021	SMCAE HR Manager QRM

**RESPECT**

We strengthen communities by supporting girls and women through our service delivery and advocacy. Respect for Aboriginal and Torres Strait Islander peoples, histories and stories is essential to the effective delivery of our services and programs and the strengthening of communities.

**FOCUS AREA**

The key strategic direction of our business that aligns with the concept of Respect is:

- We engage with fairness and professionalism in our organisation, with our members and communities. We believe that respectful relationships are fundamental to achieving positive social change.

Action	Target	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	• Conduct a review of cultural learning needs within our organisation.	December 2020, 2021, 2022	CEO HR Manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	February 2021	HR Manager
	• Implement and communicate a cultural learning strategy for our staff.	July 2021	HR Manager
	• All RAP Working Group members, HR managers, senior executive group and board members to undertake face-to-face formal and structured cultural learning.	December 2020	CEO HR Manager
	• An additional four key personnel each year to undertake face-to-face formal and structured cultural learning.	Review December 2020, 2021, 2022	HR Manager EMT
	• 50 per cent of all other permanent staff undertake formal and structured cultural e-learning by the end of 2021, to increase to 100 per cent of permanent staff by the end of this RAP.	December 2021 and April 2023	CEO HR Manager
	• 100 per cent of the Senior Management Team (5 people) and all incoming board members undertake cultural immersion learning activities and participate in cultural learning activities where available.	Review April 2021, 2022, 2023	CEO HR Manager

Action	Target	Timeline	Responsibility
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	• Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through our intranet based communication platforms and the introduction of Acknowledgement of Country door-hangers at all Family Day Care Centre sites and official organisational workplaces.	Review September 2020, 2021, 2022	RAPWG Chair EMT
	• Implement and communicate a cultural protocol document (tailored for Ngunnawal and Ngambri communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	December 2020, 2021, 2022	HR Manager QRM Children's Services Manager
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at all flagship events each year including our She Leads series (eight events annually) and our Annual General Meeting.	February, April, June, August, October, November 2020, 2021, 2022, 2023	EDCAE
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important internal and external meetings.	Review November 2021	EMT CEO QRM
	• Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	Review November 2021	EMT CEO
	• Maintain and review a list of key contacts for organising a Welcome to Country.	June 2020, 2021, 2022	EDCAE
	• Display at least one Acknowledgment of Country plaque in each of our 24 offices.	May 2020	CEO QRM



Action	Target	Timeline	Responsibility
<b>7. Ensure our front-line delivery services are welcoming and culturally appropriate for Aboriginal and Torres Strait Islander people</b>	• Seek feedback from Aboriginal and Torres Strait Islander consultative groups and bodies on all program development and evaluations.	Review September 2020, 2021, 2022	EMT CEO
	• Include cultural safety as a consideration in all building refurbishments.	Review September 2020, 2021, 2022	EMT CEO
<b>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	• RAP Working Group to participate in an external NAIDOC Week event.	July 2021, 2022	RAPWG Chair
	• In consultation with Aboriginal and Torres Strait Islander stakeholders, collaborate with other community service organisations to plan and coordinate the annual ACT Community NAIDOC event. As part of this deliverable, have representation on the planning committee and provide communication assistance.	July 2021, 2022	EDCS
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	September 2021, 2022, 2023	HR Manager QRM
	• Support all staff to participate in at least one local NAIDOC Week event.	July 2021, 2022	EMT HR Manager
	• Showcase organisational commitment to NAIDOC celebrations through our social media channels. • Publish NAIDOC themed articles on our blog and other publications such as YAction.	July 2020, 2021, 2022	SMCAE
	• Demonstrate executive support and public commitment through internal communication from our CEO to YWCA Canberra staff highlighting NAIDOC events and ways to get involved.	July 2020, 2021, 2022	CEO EDCAE

Action	Target	Timeline	Responsibility
<b>9. Implement a range of activities across the organisation that promote respect, and acknowledge Aboriginal and Torres Strait Islander cultures.</b>	• Provide annual cultural training session for Family Day Care Educators to attend out of work hours.	September 2020, 2021, 2022	Children's Services Manager
	• Ensure Quality Support Unit (QSU) includes a short session of storytelling or game with focus on Aboriginal and Torres Strait Islander community and Reconciliation at least once a term during Family Day Care visits.	December 2020	Family Day Care Playgroup Leader Quality Support Unit Training Unit
	• Purchase extra books covering Aboriginal and Torres Strait Islander stories and authors for the Children's Services including fiction, non-fiction, dream time and comic books. These will be purchased in stages throughout 2020. We aim for each School Age Care service to have at least five Aboriginal and Torres Strait Islander books, as well as three to five books per room in our Early Childhood Services.	December 2020	Family Day Care Playgroup Leader Quality Support Unit Training Unit
	• All School Age Care programs develop a child-friendly Acknowledgement of Country in partnership with the children and educators at the centre and representatives from local Traditional Custodians.	December 2021	School Age Care Manager Pedagogical Leader
	• All School Age Care programs have literature written by Aboriginal and Torres Strait Islander authors and illustrators on site.	January 2021	School Age Care Manager
	• Continue to arrange excursions and incursions that engage children in Aboriginal and Torres Strait Islander cultures, including visits from guest speakers, and attending museums to look at Aboriginal and Torres Strait Islander artwork. • At least one excursion per school holiday period will relate to Aboriginal and Torres Strait Islander cultures, with a minimum of four booked each year. Early childhood services will have at least four excursion/incursions booked each year to learn about Aboriginal and Torres Strait Islander cultures.	Review January, April, July, October 2020, 2021, 2022, 2023	Early Childhood Services Manager

Action	Target	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Embed Aboriginal and Torres Strait Islander perspectives into the School Age Care program by continuing to work with Ngunnawal and Ngambri leaders in the development of age-appropriate activities, incursions, excursions, guest speakers and craft activities.</li> <li>Engage Aboriginal and Torres Strait Islander parents and guardians in the School Age Care program to share their knowledge and culture.</li> </ul>	Review December 2020, 2021, 2022	School Age Care Manager  Pedagogical Leader
	<ul style="list-style-type: none"> <li>Embed Aboriginal and Torres Strait Islander perspectives into our community services programs by continuing our consultation with stakeholders and ensuring our staff undertake cultural awareness training and other opportunities to keep updated with best practice.</li> </ul>	Review September 2020, 2021, 2022	EDCS
	<ul style="list-style-type: none"> <li>Include messaging of respect to Aboriginal and Torres Strait Islander people on corporate stationery.</li> </ul>	December 2021	SMCAE

## OPPORTUNITIES

We believe that everyone has the right to contribute to and share equally in the benefits of community progress and development. We value equality of opportunity, outcomes and rights and we work with communities to achieve social, cultural, economic and political participation. All organisations have a role to play in encouraging diversity of insight and representation to lift community progress. Diversity in staff, services and leadership brings the power to embed further the principles of reconciliation into our every day operations.

## FOCUS AREA

The key strategic directions of our business that align with the concept of Opportunities are:

- We value equality of opportunity, outcomes and rights. We work with communities to achieve social, cultural, economic and political participation.
- We are dauntless, innovative and resilient as we transform power structures. As a proudly feminist organisation, we challenge the status quote to benefit everyone.

Action	Target	Timeline	Responsibility
<b>10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	November 2020	RAPWG Chair HR Manager
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	November 2020	HR Manager
	<ul style="list-style-type: none"> <li>Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>		
	<ul style="list-style-type: none"> <li>Advertise job vacancies effectively to reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	Review December 2020, 2021, 2022	HR Manager
	<ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions through working with staff on their Performance Appraisal and Skills Development and identifying opportunities for advancement and off-site professional development training.</li> </ul>	Review December 2020, 2021, 2022	CEO EMT
	<ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander members of YWCA Canberra to be supported to take on Board Director roles, through programs such as the Board Trainee program and drawing upon professional networks.</li> </ul>	September 2020, 2021, 2022	Board of Directors
	<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce from 1.6 per cent to 2 per cent.</li> </ul>	December 2022	HR Manager EMT
	<ul style="list-style-type: none"> <li>Advertise an identified Aboriginal and Torres Strait Islander Trainee role.</li> </ul>	June 2021	HR Manager EMT

Action	Target	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Review and update organisational policies (recruitment policy, flexible work policy, supervisions and support policy and Equal Employment Opportunity policy) to highlight commitment to Aboriginal and Torres Strait Islander employment and ongoing workplace engagement, to support diversity and inclusion in the workplace and throughout the recruitment process.</li> </ul>	June 2021	HR Manager EMT
	<ul style="list-style-type: none"> <li>Provide job network agencies and recruiters with copies of our policies to support a mutual understanding of our commitment to reconciliation. Work together towards reconciliation to create opportunities and outcomes for Aboriginal and Torres Strait Islander peoples by way of local employment opportunities.</li> </ul>	December 2020, 2021, 2022	HR Manager EMT
	<ul style="list-style-type: none"> <li>Identify professional development opportunities for Aboriginal and Torres Strait Islander employees including any scholarship programs, and promote these through internal communication platforms including intranet and via organisational management.</li> </ul>	June 2021	HR Manager EMT



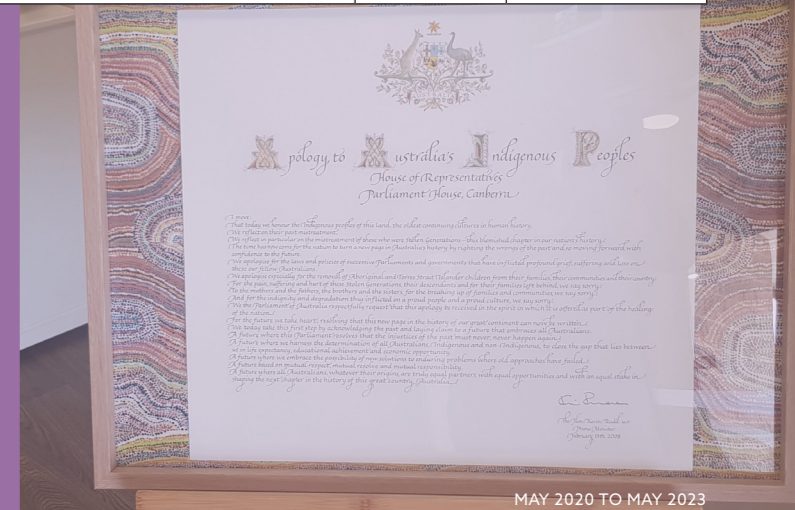
Action	Target	Timeline	Responsibility
<b>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> <li>Investigate Supply Nation membership.</li> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	February 2021	Finance Manager
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	February 2021	Finance Manager
	<ul style="list-style-type: none"> <li>Maintain commercial relationships with at least three Aboriginal and Torres Strait Islander businesses.</li> </ul>	Review August 2020, 2021, 2022	CEO
	<ul style="list-style-type: none"> <li>Commission at least three services a year from Aboriginal and Torres Strait Islander peoples and businesses we do not already have relationships with for our events.</li> </ul>	Review August 2020, 2021, 2022	EMT EDCAE
	<ul style="list-style-type: none"> <li>Noting the limited scope of procurement necessary to deliver our services, ensure that one per cent of all goods and services procured each year are delivered by an Aboriginal and/or Torres Strait Islander businesses including, but not restricted to, event speakers, educational incursions and pedagogical resources.</li> </ul>	Review July 2020, 2021, 2022	EMT
	<ul style="list-style-type: none"> <li>Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.</li> </ul>	July 2021, 2022	Finance Manager RAPWG Chair

Action	Target	Timeline	Responsibility
<b>12. Provide opportunities for Aboriginal and Torres Strait Islander peoples to engage in our community services, children's services, advocacy, and training and education programs and services.</b>	<ul style="list-style-type: none"> <li>Seek grant funding to provide scholarships to Aboriginal and Torres Strait Islander women and girls to participate in the She Leads series of events annually, including our She Leads series. At a minimum, aim for funding of two scholarships/year at Conference, College and High for Aboriginal and Torres Strait Islander women and girls.</li> </ul>	February 2021, 2022, 2023	EMT
	<ul style="list-style-type: none"> <li>Use available digital resources as well as professional and academic networks to market scholarships to Aboriginal and Torres Strait Islander organisations in Canberra.</li> </ul>	January 2021, 2022, 2023	SMCAE
	<ul style="list-style-type: none"> <li>Give Aboriginal and Torres Strait Islander role models primary speaking spots at our Conference to encourage knowledge sharing, aiming for at least one keynote speaker and at least one panellist at each conference.</li> </ul>	January 2021, 2022, 2023	SMCAE
	<ul style="list-style-type: none"> <li>Host one Aboriginal and Torres Strait Islander woman In-Conversation event a year (out of the four events) featuring an Aboriginal and Torres Strait Islander community leader as the keynote and young woman as the discussion facilitator.</li> </ul>	August 2021, 2022	SMCAE
	<ul style="list-style-type: none"> <li>Include considerations specific to Aboriginal and Torres Strait Islander peoples in the program logic of our community services to ensure access, by including the ACT Nannies Group in the program development and recruitment of key positions.</li> </ul>	Review December 2020, 2021, 2022, 2023	EDCS

GOVERNANCE

Action	Target	Timeline	Responsibility
<b>13. Establish and maintain an effective RAP Working group (Reconciliation Action Plan Working Group) to drive governance of the RAP.</b>	• Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Action Plan Working Group.	November 2020, 2021, 2022	RAPWG Chair
	• Apply a Terms of Reference for the Reconciliation Action Plan Working Group.	August 2021	RAPWG Chair
	• Reconciliation Action Plan Working Group to meet at least four times a year to drive and monitor RAP implementation.	Quarterly 2020, 2021, 2022, 2023	RAPWG Chair
	• Embed resource needs for RAP implementation.	Review June 2020, 2021, 2022	CEO Finance Manager
<b>14. Provide appropriate support for effective implementation of RAP commitments.</b>	• Embed key RAP actions in performance expectations of senior management and all staff.	July 2020, 2021, 2022, 2023	CEO EMT
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	Review September 2020, 2021, 2022	RAPWG Chair
	• Maintain an internal RAP Champion from senior management.	Review December 2020, 2021, 2022	CEO
	• Include our RAP as a standing agenda item at all Board Director meetings.	At six week intervals 2020, 2021, 2022, 2023	CEO Board of Directors

Action	Target	Timeline	Responsibility
<b>15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	October 2020, 2021, 2022	RAPWG Chair
	• Report RAP progress to all staff and senior leaders quarterly.	Quarterly 2020, 2021, 2022, 2023	CEO
	• Publicly report against our RAP commitments in our annual report, outlining achievements, challenges and learnings.	October 2020, 2021, 2022	CEO RAPWG Chair
	• Consider participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2020, 2022	RAPWG Chair
<b>16. Continue our reconciliation journey by developing our next RAP.</b>	• Register via Reconciliation Australia's website to begin developing our next RAP.	July 2022	RAPWG Chair







M. Daley





## YWCA CANBERRA RAP CONTACT

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