

RECONCILIATION ACTION PLAN

August 2020 - August 2022



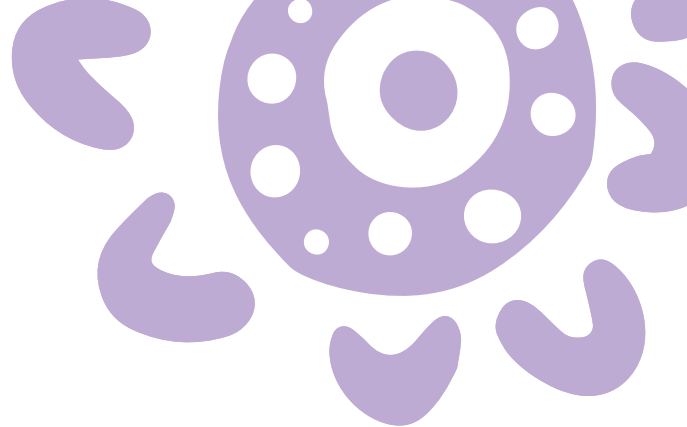
ACKNOWLEDGMENT

EACH acknowledges the Traditional Custodians of the Land in Melbourne on which our head office is based, the Wurundjeri people of the Kulin Nation, and pay our respects to their Elders past and present. We also extend our respect to all Traditional Owners, and Aboriginal and Torres Strait Islander peoples across the diverse lands of this country, their Elders, cultures, heritages and their right to determine their own futures.

We also acknowledge the knowledge and skills of our Aboriginal staff who are currently working, and have previously worked, at EACH.



Totem poles painted by local community members for the EACH Childcare centre.



CEO MESSAGE

We take pride in the fact that Aboriginal and Torres Strait Islander cultures are the oldest living cultures in the world. As Australia's First Nations people, Aboriginal and Torres Strait Islander peoples cared for Australia's land and waters for millennia. The survival of Australia's First Nations People, despite Colonialisation, dispossession, systematic injustice and racism for over 200 years is testament to their resilience.

The strength and richness that Aboriginal and Torres Strait Islander cultures bring is an important part of our national story that needs to be told and celebrated by all of us who now share this land. Equally, we must recognise and acknowledge the trauma and tragedies of the past. An honest acknowledgement of this history is essential to reconciliation.

In coming to an honest understanding of our history as Australians, EACH acknowledges with deep sorrow the past injustices, the trauma that was inflicted and the failure to understand, respect and value the cultural beliefs of Aboriginal and Torres Strait Islander peoples.

The launch of EACH's first Reconciliation Action Plan in 2014 established our long-term commitment to take action to strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples. While much has been achieved, our reconciliation journey continues and we recognise that much still needs to be done to address the inequality in health and wellbeing outcomes in Aboriginal and Torres Strait Islander communities. EACH recognises that these inequitable outcomes are determined by a range of cultural, social and political factors which are deeply embedded in the fabric of Australian society.

Our 2020-2022 Innovate RAP reflects EACH's service principles of Welcome, Empathy and Hope which resonate well with the key pillars of the RAP program – Respect, Relationships, and Opportunities. These principles will guide us as we continue to deliver inclusive, culturally safe and responsive services and create inclusive opportunities in employment and supplier partnerships. The Plan identifies tangible measures of our commitment to make a difference in the lives of Aboriginal and Torres Strait Islander peoples and communities. It is EACH's 'call to action' for closing the gap on inequality.

Our Innovate RAP will require ongoing and honest conversations, which in turn will provide us with rich learnings into the future.

Finally, I would like to thank the National Reconciliation Action Plan Working Group, whose wisdom has guided the development of this Reconciliation Action Plan, along with input and suggestions by Aboriginal and Torres Strait Islander staff members, non-Indigenous staff, members of the EACH Ngarrang Gulinj-al Boordup Aboriginal Health and Wellbeing Team and community member representatives. This plan renews our commitment as we continue our journey towards reconciliation.

Peter Ruzyla

CEO, EACH & EACH Housing Ltd

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OUR VISION FOR RECONCILIATION

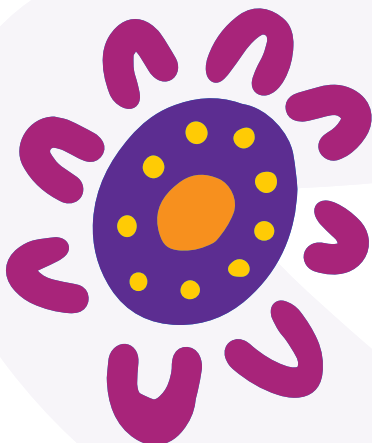
In the spirit of reconciliation and guided by our values, EACH is committed to social justice, and the promotion of health and wellbeing for all in the community.

For true reconciliation to be achieved, EACH believes in a future where the relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples are continuously strengthened, that Aboriginal and Torres Strait Islander communities and peoples of this country will be restored to a place of equity, dignity and respect and that Aboriginal and Torres Strait Islander peoples are empowered to make decisions about their own future.

EACH recognises that since colonisation, successive government policies have systematically disadvantaged and marginalised Aboriginal and Torres Strait Islander peoples and we acknowledge these past injustices. We also recognise that there is still much to be done to achieve equality for Aboriginal and Torres Strait Islander communities and peoples in life and health outcomes and life expectancy.

In the context of our work at EACH, our ambition is that we work together in partnership with our Aboriginal and Torres Strait Islander customers, communities and staff to design and provide accessible and culturally safe services and employment underpinned by:

- Understanding, respecting and representing Aboriginal and Torres Strait Islander peoples' world-views, including historic and current customs, practices, traditional lore and codes that are part of Aboriginal and Torres Strait Islander cultural observances.
- Coming to an honest understanding of our history as Australians and the resulting intergenerational trauma for Aboriginal and Torres Strait Islander peoples.
- Encouraging and embedding culturally appropriate working practices with both our Aboriginal and Torres Strait Islander customers and staff to ensure we create environments that are spiritually, socially and emotionally safe, as well as physically.
- Valuing the cultural diversity that enriches, motivates and drives EACH forward.
- For true reconciliation to be achieved it starts with all of us.



**FOR TRUE
RECONCILIATION
TO BE ACHIEVED
IT STARTS WITH US.**

OUR BUSINESS

EACH is a not for profit social and community health organisation providing an integrated range of services across Australia including:



Mental health



Counselling/ Psychosocial support



Primary health care
(Including oral health)



Disability



Aged care



Child/Youth/ Family support



Housing



Health promotion

At EACH, we recognise that health and wellbeing is significantly and negatively affected by factors such as unemployment, homelessness, financial difficulties, social and cultural exclusion and addiction so we offer a wide range of supports to assist members of our community to lead happier, healthier lives. We are committed to integrated and coordinated service provision, recognising the increasing need for effective linkages between service areas, particularly for people with complex needs. We strive to provide seamless, coordinated care that meets these needs. EACH operates under 10 core Service

Principles, which are evidence-based and co-designed with customers from the very beginning:

1. We make services safe, responsive and easy to access
2. We are trained to understand and respond to all your needs
3. We respect diversity and learn about you and your culture
4. We recognise and respond to the impact of trauma
5. We include the people important to you
6. We believe making change is possible
7. We respect your lived experience and work with your strengths
8. We work together with you and others to respond to your needs
9. We advocate with and for you and your community
10. We are committed to getting better at all that we do.

EACH has a comprehensive range of services that address physical, mental and psychosocial needs at a community and primary care level, and we are committed to integrated and coordinated service provision. We recognise the increasing need for effective linkages between service areas, particularly for people with complex needs. We strive to provide seamless, coordinated care that meets these needs.

Originally established as Maroondah Social Health Centre in 1974 the organisation was founded on the principle that all people are entitled to good health regardless of socio-economic factors. EACH has evolved over the last 45 years to become a responsive, community-based organisation with locations along the eastern seaboard.

We believe that health and wellbeing are achieved through a holistic approach which includes not only biomedical factors, but the social determinants of health and wellbeing such as access to safe and affordable housing, education and employment.



**EACH has approximately
1300 staff & approximately
280 volunteers, with 58 sites
across VIC, ACT, NSW & QLD.**

EACH has nine (9) Aboriginal employees that have identified formally, however we are aware there may be more.

Local Government areas section of the RAP an acknowledgement of the People of that land, which EACH sites are located and deliver services to.

Australian Capital Territory Ngunnawal Nation (Ngunnawal & Ngambri Peoples)

Bankstown Darug Nation (Cabrogal People)

Bega Valley Yuin & Monaro Nations

Booroondara Woiwurrung Nation (Wurundjeri People)

Brisbane Yuggera Nation (Turrbal, Jagera & Yugera Peoples)

Camden Dharawal Nation (Dharawal & Gundungarra Peoples)

Campbelltown Dharawal Nation (Dharawal People)

Canberra Ngunnawal Nation (Ngunnawal & Ngambri Peoples)

Cardinia Woiwurrung, Boon Wurrung & Bunurong Nations (Wurundjeri, Boon Wurrung & Bunurong Peoples)

Casey Woiwurrung, Boon Wurrung & Bunurong Nations (Wurundjeri, Boon Wurrung & Bunurong Peoples)

Dumaresq Anaiwan/Nganyaywana Nation (Anaiwan People)

Goulburn Gundungarra & Ngunnawal Nations (Gundungarra, Ngunnawal, Mulwaree, Wollondilly, Wiradjuri, Dharrook, Dharawal, Tarlo, Lachlan, Pajong, Parramarragoo, Cookmal & Burra Burra Peoples)

Greater Dandenong Woiwurrung, Boon Wurrung & Bunurong Nations (Wurundjeri, Boon Wurrung & Bunurong Peoples)

Ipswich Yuggera Nation (Jagera, Yuggera & Ugarapul Peoples)

Kempsey Dunghutti Nation (Dunghutti People)

Knox Woiwurrung, Boon Wurrung & Bunurong Nations (Wurundjeri, Boon Wurrung & Bunurong Peoples)

Liverpool Darug Nation (Cabrogal People)

Manningham Woiwurrung Nation (Wurundjeri People)

Maroondah Woiwurrung Nation (Wurundjeri People)

Melbourne Woiwurrung & Boon Wurrung Nations (Wurundjeri & Boon Wurrung Peoples) of Kulin Nation

Melton Woiwurrung Nation & Wadawurrung (Wurundjeri & Wadawurrung People)

Monash Woiwurrung & Boon Wurrung Nations (Wurundjeri & Boonwurrung Peoples)

Moree Plains Kamilaroi Nation (Gomeroi People)

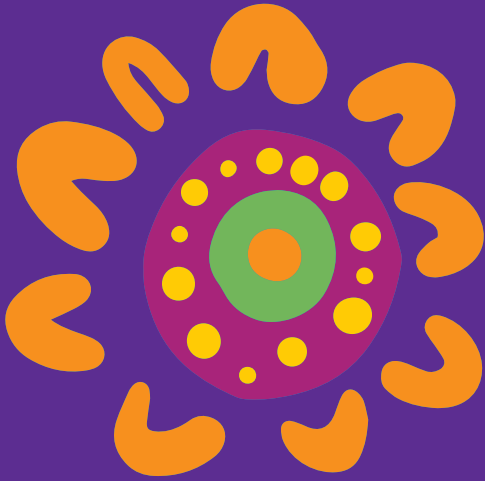
Newcastle Awabakal Nation (Awabakal and Wormi People)

Port Macquarie Birpai Nation (Birpai People)

Stonnington Boon Wurrung & Woiwurrung Nations (Boon Wurrung & Wurundjeri Peoples)

Whitehorse Woiwurrung Nation (Wurundjeri People)

Toowoomba Giabal & Jarawa Nations (Giabal & Jarawa Peoples)



OUR RAP

Our Innovate RAP August 2020 – August 2022 is EACH's next step in our commitment to specific initiatives and actions to making progress across the key pillars of the RAP program – respect, relationships, and opportunities and will guide us as we continue to deliver inclusive, culturally safe and responsive services and create inclusive opportunities in employment and supplier partnerships. It is a tangible measure of our commitment and passion as we strive to make a difference in the lives of Aboriginal and Torres Strait Islander peoples and communities.

EACH's Innovate RAP 2020–2022 will:

- Ensure that we continue to plan and organise our work so that we may support Aboriginal and Torres Strait Islander peoples to achieve their best possible social, physical, economic and emotional wellbeing.
- Support our journey to becoming a more culturally safe and inclusive organisation and employer.
- Support us in strengthening relationships with Aboriginal and Torres Strait Islander leaders, communities and organisations, so our work is informed by the people and communities we seek to support.

**RECONCILIATION IS
EVERYONE'S BUSINESS.**





Julie and Toby Coombes who performed the Welcome to Country and Smoking Ceremony for The Aboriginal Small Grants Project Stories Celebration Launch.

EACH'S RECONCILIATION JOURNEY

EACH's journey of reconciliation had its formal beginnings in 2000, where as an organisation we asked ourselves whether we really knew or understood Aboriginal and Torres Strait Islander Communities and how we could begin to work together. Out of that reflection we approached local Wurundjeri Elders to assist us in this journey of understanding and our first formal statement of commitment to reconciliation is documented under the painting, "My family Dreaming" by Aboriginal Artist, Jacinta Hayes.

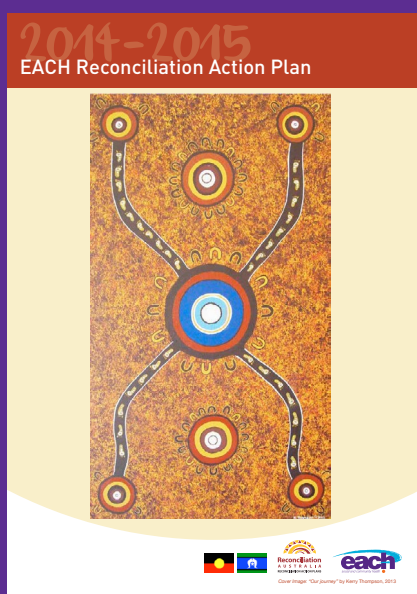
We would like to recognise the leadership of Aunty Dot Peters in this early work. Building on these connections in the community, and on the consultation with our own Aboriginal and Torres Strait Islander Staff, EACH worked towards developing our first Reconciliation Action Plan in 2014. In this plan we developed an Aboriginal and Torres Strait Islander Policy framework aimed to deepen our links with the Aboriginal and Torres Strait Islander Community by creating long lasting partnerships.

Through these connections we were able to deliver timely health programs to our local Aboriginal and Torres Strait Islander communities throughout Australia that continue till this day.

Through our first RAP, we formalised the cultural recognition and acknowledgement of Aboriginal and Torres Strait Islander Traditional Owners of the land through the implementation of policies and procedures, as well as the procurement of local Indigenous art, that is displayed in the waiting rooms of our offices. We also committed to acknowledging the Land and pay our respects to the Traditional Custodians of the Land at every meeting. Our first RAP assisted us to build a good foundation for better relationships and greater understanding of the importance of reconciliation. In 2019 we again asked ourselves as an organisation, what EACH could do to recommit to reconciliation through our next Reconciliation Action Plan, one where we learn and are led by the expertise and lived experience of our Aboriginal and Torres Strait Islander staff, Elders and communities.

The development of the new Reconciliation Action Plan represents an opportunity to build on the important work previously undertaken by committed EACH Staff and Aboriginal and Torres Strait Islander communities.

As we celebrate the success of the previous RAP, we acknowledge that it was for the most part Victoria centric, reflecting the organisation at that time. Our challenge now is to ensure we have consistent cultural respect and safety across EACH nationally.



EACH's first Reconciliation Action Plan.

KEY LEARNINGS DEVELOPING INNOVATE RAP 2020-2022



Whilst we can share many positive stories, initiatives and key milestones as part of our journey towards reconciliation, we continue to learn and reflect. We have learnt that meaningful change requires a shift in the way we think, plan, act and work, and takes time. The implementation of our next RAP will include new strategies based on the lessons learned.

The following highlights some key learnings from the process of developing our Innovate RAP 2020-2022:

The initial consultation with Aboriginal and Torres Strait Islander staff prior to commencing our RAP review was intended to ensure that Aboriginal and Torres Strait Islander staff had opportunity to review our current RAP and advise us in regard to the most respectful process to consider before establishing a working group. A key feature of this discussion highlighted the importance of Aboriginal and Torres Strait Islander voices being heard and the

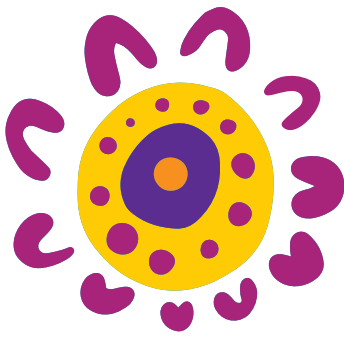
importance of the concept of “nothing about me without me”. We have learnt through working with our Aboriginal and Torres Strait Islander staff and community it is crucial to acknowledge and address any power inequity and to structure all activities with this in mind. Assuming safety as a result of existing relationship or familiarity is not appropriate and can unintentionally disempower. We could have spent more time on this at the commencement so that all Aboriginal and Torres Strait Islander staff and communities felt truly comfortable and empowered to clarify and ask questions along the way, particularly in establishing agreements about roles, responsibilities as and processes.

The learnings from our dialogue have highlighted the importance of “cultural safety” and stronger engagement and that this is still a key learning for all EACH staff and senior leaders.

We need to prioritise cultural respect training and ensure cultural safety first; we need to be committed to making time for building relationships of trust so that staff are comfortable to raise issues as they occur. This includes routinely checking in with Aboriginal and Torres Strait Islander staff and communities more often to ensure mutual understanding.

These open, honest conversations have been challenging for all parties, but we feel there have been genuine learnings in this process and stronger relationships forged as a result. We want to thank our Aboriginal and Torres Strait Islander staff for guiding us in the development of the RAP.

As we have continued to expand both in our workforce and regional services, forming stronger partnerships with Aboriginal and Torres Strait Islander communities and staff across all of EACH’s regions will also form a key priority.



OUR RAP WORKING GROUP

Our RAP Working Group is made up of Aboriginal staff and other staff members that are passionate about reconciliation and includes a member from the local Aboriginal community.

Tamsin Bourke, Manager of Inclusion and Diversity, Katrina Saunders, Senior Practice Lead ECEO (QLD) and Annie Reeves, Chronic Disease Care Co-ordinator (Ipswich) champion our RAP internally with our executive sponsor - Clare Murphy, Director of Human Resources and EACH Board Chair, Judith Woodland.

- **Angela Burdon** – Manager Operations (QLD)
- **Murryann Reeves (Annie)** - Chronic Disease Care Coordinator, Yuggera, Jagera and ugarapul (QLD)
- **Aunty Irene Norman** – Local Elder Mullum-Mullum Community until January 2020
- **Bronwyn Barrow** – Coordinator Quality and Customer Liaison Officer (EACH wide)
- **Clare Murphy** - Executive Sponsor, Director Human Resources (EACH wide)
- **Des Smith (Uncle Des)** – Aboriginal Health Facilitator & Elder, Yorta Yorta, Wiradjuri Dja Dja Wurrung (VIC)
- **Jenni Thomson** – Chair, Manager Inclusion, Diversity & Development (EACH wide) until February 2020
- **George Katsalidis** – Marketing Officer (EACH wide)
- **Jenny Sinclair** - Manager Operations NSW (NSW)
- **Julie Laursen** – Clinician – Youth Mental Health, headspace (NSW)
- **Katrina Saunders** – Senior Practice Lead – ECEI (QLD, ACT, South Western Sydney and Southern NSW) - Mandandanji
- **Matthew Boland** –Marketing & Internal Communications Coordinator (EACH wide)
- **Nathan Hamilton** – Manager Employee Experience, Wakka Wakka (EACH wide)
- **Peter Ruzyla** – Chief Executive Officer (EACH wide)
- **Sonya Karouzos** – Office Administrator (ACT)
- **Tamsin Bourke** – Chair, Manager Inclusion & Diversity (EACH wide) from February 2020
- **Vanessa Murdoch** – Aboriginal Health Promotion Officer, Kullilli and Wakka Wakka (VIC)
- **Vicki Kalfat** – Executive Assistant to Director of Human Resources (EACH wide)

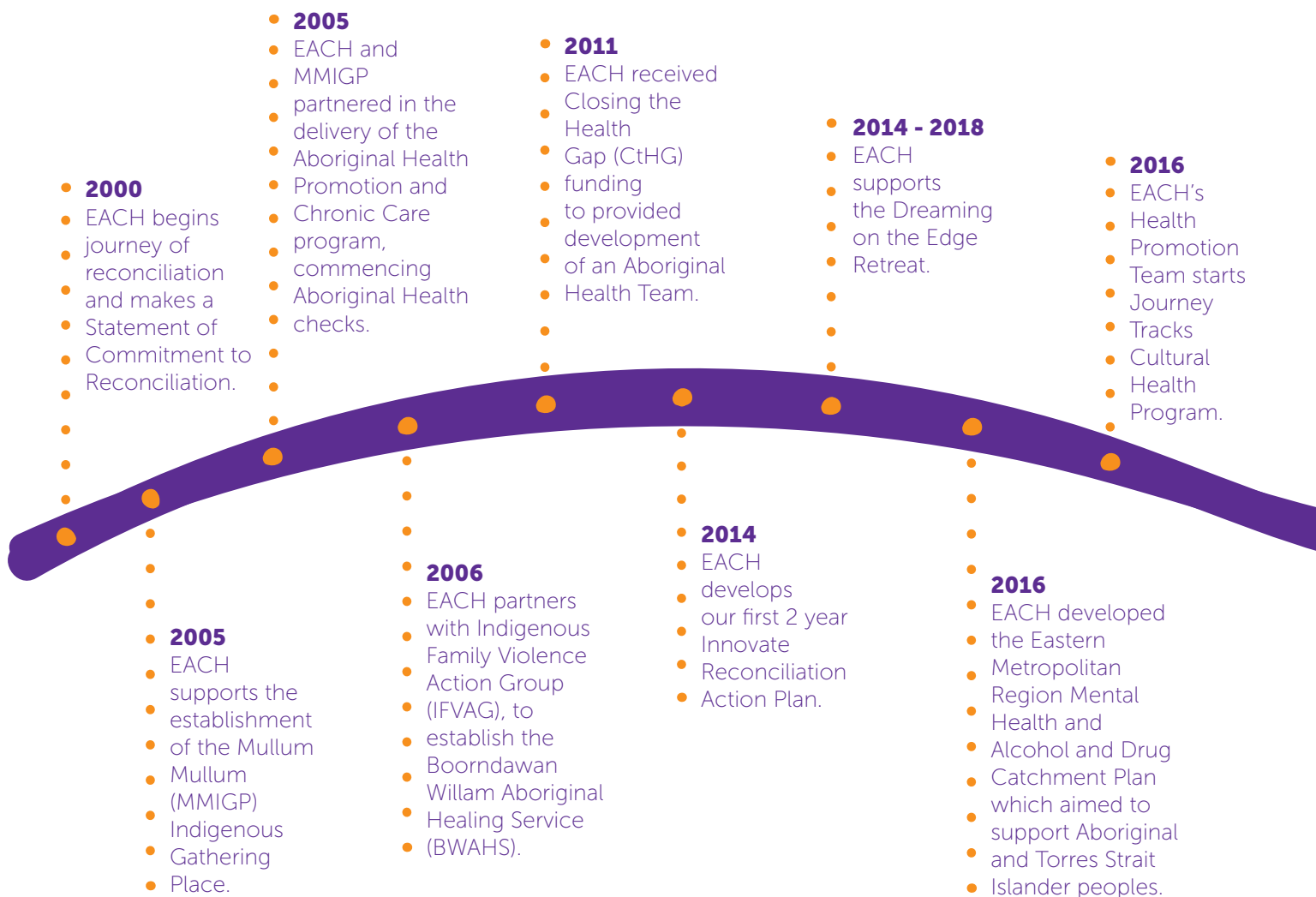


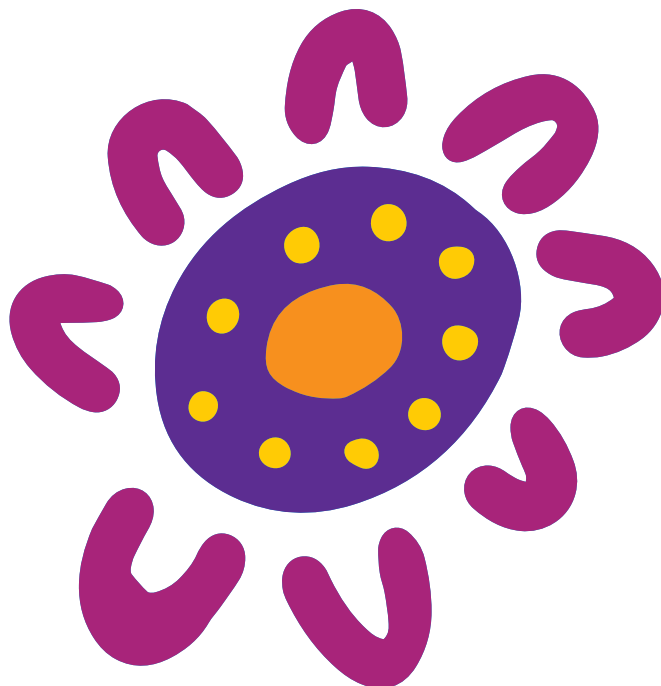
Nathan Hamilton and Vanessa Murdoch at Knox City Council NAIDOC Week Celebrations 2019.



Smoking ceremony during Harmony Day celebration at EACH head office.

RECONCILIATION MILESTONES





- **2016**
- Training was conducted for our staff and leadership team by Karen Milward, Aboriginal Consultant and Trainer.

- **2016**
- EACH developed the "Access and Inclusion for Aboriginal and Torres Strait Islander Peoples Procedure".

- **2018**
- EACH signs the joint statement in support of the Uluru Statement from the Heart, an Australian Council of Social Service initiative.

- **2019**
- Boorndawan Willam Aboriginal Healing Service (BWAHS) becomes an independent, Aboriginal Community Controlled Organisation (ACCO).

- **2016**
- EACH develops and launches the staff guidelines for working with Aboriginal and Torres Strait Islander Community.

- **2016**
- EACH develops an Aboriginal Arts and Artefacts Register.

- **2017**
- EACH commences the Aboriginal Small Grants project in the cities of Maroondah and Knox. Over 3 years, 9,966 children participated.

- **2018**
- EACH Child Care Centre in Ringwood renovation was co-designed with local community to include Aboriginal and Torres Strait Islander art work and a bush tucker garden.

- **2019**
- EACH begins the process of developing the new Reconciliation Action Plan by holding a round table listening circle with our Aboriginal and Torres Strait Islander staff.

EACH would like to acknowledge the contribution of Aboriginal and Torres Strait Islander Staff and Community Members and other EACH staff who have laid the foundations for reconciliation work through past and current Reconciliation Action Planning.

Lou BaulchSue-Anne Clarke

Jusinta Collins

Gloria (Kitty) Coombes

Rebekah Frances

Gladys Gilbert

Nathan Hamilton

Jackie Harney

Marika Jackomos

Julie Coombes

Robbie Lynch

Des Smith (Uncle)

Karen Milward

Vanessa Murdoch

Irene Norman (Aunty)

Vincent Peters (Uncle)

Noreen Pettet

Annie Reeves

Katrina Saunders

Vanessa Scales

Elke Smirl

Melissa Stevens

Vera Web

Erica Lambert

Lynne Pharoah-Hamer

Cathy Van Den Essen

Merilyn Duff

Artwork by
Amanda Wright.





RELATIONSHIPS

Based on our core Service Principles, building strong relationships based on respect, hope and empathy is at the heart of our mission at EACH. We recognise and respect the dignity of all people and the right to equitable access to resources and opportunities. With this comes a strong commitment to understand and hear the voices and perspectives of Aboriginal and Torres Strait Islander peoples and communities and to build strong, reciprocal and mutually beneficial relationships based on collaborating and sharing knowledge, skills and expertise, which in turn will help drive the design and delivery of our services and supports.

Focus area:

Our Customer Promise, Customer Charter and Service Principles all guide our commitment to care, listen, engage and deliver.

Our Customer Promise of health, hope and opportunity is dependent on our capacity for learning about the life experience and culture of our Community in order to do that well. (EACH Strategy 2020).

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	September 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations to identify barriers to access, inclusion and services for Aboriginal and Torres Strait Islander community members and staff. 	September 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Annually reflect on and review activities with Aboriginal and Torres Strait Islander peoples and services involved in our work and identify priority areas where additional efforts are required to support further engagement. 	August 2021, August 2022	Manager Inclusion & Diversity

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff through promotion of events Nationally on 'The Grid' (EACH's intranet) and EACH Connect (All staff Newsletter). 	May 2021, 2022	Manager Service Strategy, Marketing & Communications
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2021, 2022	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2021, 2022	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May- 3 June, 2021/2022	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2021, 2022	Manager Inclusion & Diversity

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation. 	January 2021	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly through social and other media and recruitment channels. 	May 2021, 2022	Manager Employee Experience
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. 	September 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Place EACH RAP on the standard EACH Agenda template to support discussion with staff at all meetings. 	August 2020	Manager Service Strategy, Marketing & Communications
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	December 2020	Manager Diversity & Inclusion

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	September 2020	Director Human Resources
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	October 2020	Director Human Resources
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	October 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism and cultural respect. 	October 2020	Manager Learning & Development



The Possum skin cloak artwork on display at the EACH Childcare Centre in Ringwood East.



RESPECT

Respecting diversity and the lived experiences and cultures of our customers and staff are core Service Principles at EACH.

Respecting Aboriginal and Torres Strait Islander cultures, histories, knowledge, languages and rights are critical for us in truly understanding and supporting our communities, customers and staff across EACH.

We also recognise the importance of trust in restoring health, hope and opportunity for Aboriginal and Torres Strait Islander Peoples and that this can only be achieved through respect and understanding.

Focus area:

Respect aligns with our Service Principle

'We respect diversity and learn about you and your culture'

and we identify respect as a priority in our Values and Behaviours.

“We make mutual respect the basis of all our interactions.”

“We work together to create exceptional outcomes to the EACH community.”

(EACH Strategy 2020)



Djirri Djirri Dance Group (Wurundjeri Women's Dance Group) dancing at The Aboriginal Small Grants Project Stories Celebration Launch.

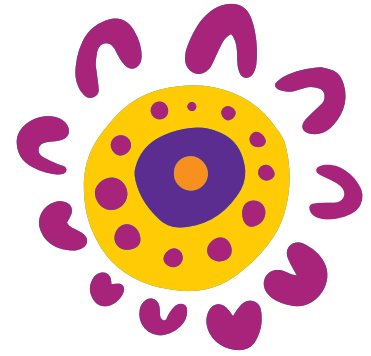


Aboriginal Health & Wellbeing Team member, Uncle Des Smith, promoting the EACH optometry service for the local Aboriginal Community.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	September 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Ensure all current and new staff complete Cultural Awareness training (on-line module) with a refresher every two (2) years. 	September 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Share what is learnt via our intranet and EACHconnect newsletter when EACH staff engage and consult local Aboriginal and Torres Strait Islander Communities thereby creating a platform of/for shared learnings across EACH nationally. 	November 2020, November 2021, May 2022	Manager Service Strategy, Marketing & Communications
	<ul style="list-style-type: none"> Hold an Annual Forum for EACH Indigenous staff and Wirri Girri's (Champions) to learn and review EACH RAP progress and opportunities (video or physical attendance budget permitting). 	January 2021, January 2022	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	November 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our staff. 	September 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	December 2020	Manager Inclusion & Diversity

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff and volunteers understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	September 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Develop, implement, communicate and launch EACH's cultural protocol guide, including protocols for Welcome to Country and Acknowledgement of Country to all staff via internal channels. 	September 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Cultural Protocols guide to be launched and provided to all new staff and volunteers commencing with EACH as part of their welcome and induction to EACH. 	August 2020	Manager Employee Experience Volunteer Workforce Business Partner
	<ul style="list-style-type: none"> Display Aboriginal Art, EACH RAP Vision Statement, Sorry statement and Pre-colonisation map of Australia in all EACH waiting areas nationally. 	November 2020	Manager Service Strategy, Marketing & Communications
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	November 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	August 2020	Manager Inclusion & Diversity

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2021, 2022	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	September 2020	Director Human Resources
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July	Manager Inclusion & Diversity



OPPORTUNITIES

We recognise and celebrate diversity and inclusion and the enormous benefits and opportunities diverse cultures, religions, genders, backgrounds and different thinking, views and opinions can provide to the success and richness of our organisation.

Strengthening opportunities for Aboriginal and Torres Strait Islander peoples to participate in the work we do through co design of our services, employment and procurement through our services are all key to achieving reconciliation at EACH.

Focus area:

Opportunities aligns with our Strategic Direction Customer Promise to offer 'Health. Hope. Opportunity'. Opportunity aligns with our vision for 'a healthy and inclusive community' and our purpose 'to create supportive environments where everyone can build on their strengths and enjoy better health, social and economic opportunities'.

(EACH Strategy2020)



The launch of one of sixteen Bush Tucker Gardens after receiving a grant from the local council.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> • Build an understanding through consultation with all current EACH Aboriginal and Torres Strait Islander staff in order to help identify any barriers encountered during their recruitment to inform future employment and professional development opportunities. 	December 2020	Manager Employee Experience
	<ul style="list-style-type: none"> • Survey Aboriginal and Torres Strait Islander staff and candidates to identify support needs and employee experience to sustain retention. 	December 2020	Manager Employee Experience
	<ul style="list-style-type: none"> • Advertise vacant positions via Aboriginal and Torres Strait Islander stakeholders/ platforms nationally. 	September 2020	Manager Employee Experience
	<ul style="list-style-type: none"> • Explore cultural advisors for each state in consultation with Aboriginal and Torres Strait Islander people. 	September 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> • Explore opportunities for funding to employ Aboriginal and Torres Strait Islander social worker and health workers. 	September 2020	Manager Employee Experience
	<ul style="list-style-type: none"> • Implement a Peer Support network for Aboriginal and Torres Strait Islander staff to ensure staff have access to cultural support nationally. 	March 2021	Manager Employee Experience
	<ul style="list-style-type: none"> • Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	November 2020	Director Human Resources
	<ul style="list-style-type: none"> • Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	August 2020	Director Human Resources Manager Inclusion & Diversity
	<ul style="list-style-type: none"> • Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	May 2021	Director Human Resources
	<ul style="list-style-type: none"> • Invite Aboriginal & Torres Strait Islander Staff to participate on Interview Panels recruiting Aboriginal and Torres Strait Islander staff. 	September 2020	Manager Employee Experience

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	October 2020	Head of Infrastructure
	<ul style="list-style-type: none"> Investigate and build awareness of Supply Nation membership to all senior and middle managers and the importance and benefits of procuring goods and services through Aboriginal and Torres Strait Islander businesses. 	October 2020	Head of Infrastructure
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	November 2020	Head of Infrastructure
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. The review will focus on the suitability of the tendering processes for Aboriginal and Torres Strait Islander service providers. 	October 2020	Head of Infrastructure
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	Review January 2021, 2022	Head of Infrastructure



Artwork by Amanda Wright. Displayed at the EACH Childcare Centre in Ringwood East.



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	August 2020, 2021, 2022	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Consult quarterly with Aboriginal and Torres Strait Islander representatives to review experience on the RAP working group and seek advice on process. 	Review August, December, February & May annually	Director Human Resources
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RAP Working Group. 	August 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Meet at least 4 per year to drive and monitor RAP implementation. 	August, December, February, May annually	Manager Inclusion & Diversity

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation as part of annual budgeting process. 	March 2021, 2022	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	August 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments using a RAP results score card. 	September 2020	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	August 2020	CEO

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	September 2020, 2021, 2022	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Report RAP progress including achievements, challenges and learnings to all staff and senior leaders quarterly through EACH Connect, the GRID (internal intranet) and through social media releases. 	August, December 2020 February, May, August, December 2021 February, May 2022	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Participate in Reconciliation Australia's biennial Workplace RAP Barometer. 	April 2022	Manager Inclusion & Diversity
	<ul style="list-style-type: none"> Publically report our RAP achievements, challenges and learnings, annually. 	July 2021, July 2022	Manager Diversity & Inclusion

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	December 2021	Manager Inclusion & Diversity

The artwork in the EACH RAP was created by Jessica Johnson from Nungala Creative. The work symbolises people coming together and sharing knowledge to empower one another.

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