

RECONCILIATION ACTION PLAN

May 2019 - May 2021







ACKNOWLEDGEMENT

Sacred Heart Mission (SHM) recognises Aboriginal and/ or Torres Strait Islander peoples as the First Australians. SHM acknowledges and regrets the injustices that have caused suffering to people in the past and the injustices that continue to give rise to inequality and disadvantage.

SHM recognises the shared responsibility of Government, business and community-based organisations to promote the dignity and respect of Aboriginal and/or Torres Strait Islander peoples and restore relationships of trust.

SHM's primary operations are within the City of Port Phillip. We acknowledge the Yalukit Willam clan of the Boon Wurrung traditional language group as the first people of this land and pay respect to them, their culture, and their elders past, present and emerging. We are committed to working together with the Boon Wurrung people and the wider Aboriginal community to nurture positive relationships to move towards a future of mutual respect and harmony.



COVER

Hands Off, Robin Payne, 2017.

Robin's desire for a world of peace and harmony is represented in this artwork. There is an underlying message to keep our 'hands off' mother nature and protect our lands from harm.

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MESSAGE FROM THE CEO

This Reconciliation Action Plan (RAP) is informed by the many relationships that have been formed both internally and externally with our community stakeholders. It continues to raise awareness across the organisation and further embeds a shared understanding and ownership of our vision for reconciliation.

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This plan supports our commitment to providing a welcoming, inclusive and culturally safe environment to all members of our community. We recognise the importance of building relationships based on trust and respect with the local Aboriginal and/or Torres Strait Islander communities. These relationships enrich the capacity of our staff and volunteers to provide culturally respectful and responsive services.

We look forward to strengthening our relationships with Aboriginal community leaders and organisations, so that we can listen respectfully and take actions that support our

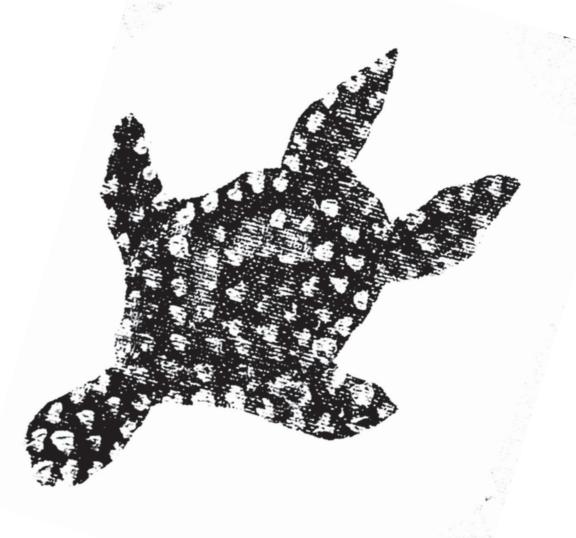


OUR VISION FOR RECONCILIATION

Our vision is of a country where Aboriginal and/or Torres Strait Islander peoples and other Australians enjoy equal opportunities for participation in our community. SHM emphasises that equal participation must commence with the respectful recognition of Australia's First Peoples in the Australian Constitution.

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Our work conducted in partnership with many key Aboriginal and/or Torres Strait Islander stakeholders confirms the need to listen respectfully and act to change situations that cause further harm. We call on all our staff, volunteers, stakeholders, ambassadors, partners and the broader community to join us in this important national movement and consider how we can best contribute to a more equitable future.



OUR BUSINESS

SHM has been delivering services and programs for people experiencing homelessness and long-term disadvantage for over 35 years. We have just over 300 staff, six of whom identify as Aboriginal and/or Torres strait Islander (at the time of going to print), and 1800 volunteers. Staff and volunteers are committed to programs that build people's strengths, capabilities and confidence to participate in community life. This is strongly reflected in SHM's new service model which emphasises the development of innovative programs that facilitate social and economic participation so that individuals can develop independence and ultimately achieve their potential.

OUR VISION, MISSION AND VALUES

Organisational Vision: Our vision is of an inclusive, fair and compassionate community, which enables people to overcome disadvantage and realise their full potential

Organisational Mission: Our mission is to build people's capacity to participate more fully in community life, by addressing the underlying causes of deep, persistent disadvantage and social exclusion

OUR VALUES:

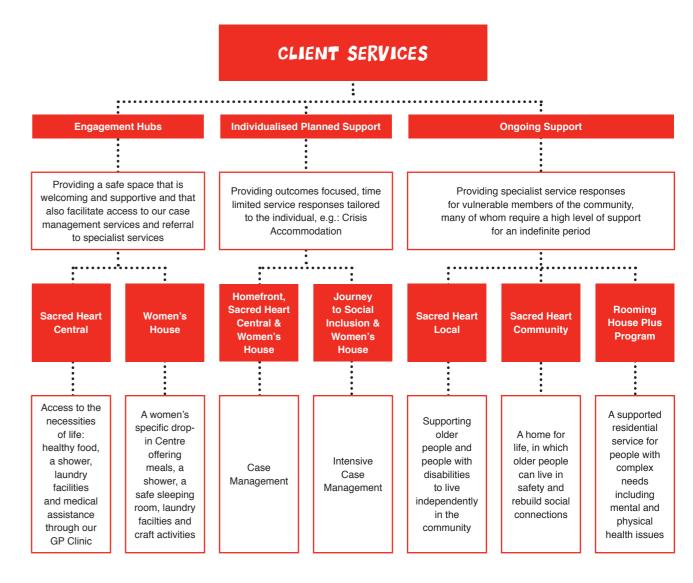
- Welcome we welcome and actively engage people to build relationships based on respect and trust
- Community we enable people to feel supported by and connected to the broader community
- Challenge we challenge the unjust social and economic structures that cause disadvantage, social exclusion and homelessness
- Accountability we measure the impact of our work, so we can develop evidence to address deep, persistent disadvantage and social exclusion
- Innovation we ensure our services remain contemporary, creative, responsive and effective

OUR SERVICES

Every day of the year, we welcome adults of all ages and backgrounds who are experiencing homelessness, disadvantage and social exclusion to a free meal, care and support. We also assist an additional 300 clients as part of individualised planned support and ongoing support programs, mainly within the City of Port Phillip but also outreaching to the north and north eastern parts of Victoria. We have a structured and effective assertive engagement approach to building relationships with people who are excluded from mainstream and specialist services and isolated from the broader community.

A persistent, patient and proactive approach is the cornerstone of SHM's practice expertise. More recently, SHM developed a trauma-informed practice framework that focuses on acknowledging underlying trauma and building social connections away from the homeless subculture.

Today we are one of Victoria's leading agencies working with people who are experiencing deep, persistent disadvantage and social exclusion, particularly those experiencing long-term homelessness. With 22 buildings in 14 suburbs across inner Melbourne, SHM provides a broad range of programs and services which fall into three main areas of service delivery:



OUR RAP

OUR RAP JOURNEY

SHM was inspired to develop a RAP after staff attended a workshop in the region, presented by Reconciliation Australia. A Working Group was formed and a Statement of Commitment to develop a RAP was signed by the CEO, Cathy Humphrey on 2nd December 2012. It was important to start the RAP on a footing that would be achievable and sustainable. For this reason, a "Reflect RAP" was chosen as the first living document which served as a solid foundation on which to build future RAPs.

Subsequently the first Reflect RAP was finalised in December 2013, and many actions have been met along the way. The focus had been on developing relationships, and we invited advice, guidance and feedback from the Boon Wurrung Traditional Owners, City of Port Phillip, Star Health, Ngwala Willumbong, (including Galiamble Recovery Centre and Winja Ulupna), St Kilda Legal Service, Southern Metro Region Local Indigenous Network (LIN), Reconciliation Victoria, Victoria Aboriginal Legal Service, and Port Phillip Citizens for Reconciliation.

Our service data indicates that a large proportion of people accessing our services identify as Aboriginal and/ or Torres Strait Islander peoples. We have developed this Reconciliation Action Plan in support of our commitment to providing a welcoming, inclusive and culturally safe environment to all members of our community including our clients, staff, volunteers and partners.

Posters have been displayed around SHM inviting participation from staff, volunteers and clients, particularly those who identify as Aboriginal and/or Torres Strait Islander. Whilst it has taken time for people who access our services to gain trust in the RAP process, we have gained important contributions along the way including the donation of a piece of Aboriginal art work, the sharing of ideas and the facilitation of introductions to members of the local Aboriginal community.

Key learnings from our previous RAP include building relationships with the local community. Whilst this has taken time and is an ongoing process, the organisation has a strong relationship with Narweet Carolyn Briggs, a Boon Wurrung Elder. The organisation's relationship with the Boon Wurrung Foundation and other Aboriginal and/

or Torres Strait Islander peoples within the community has resulted in Narweet Carolyn Briggs performing a Welcome to Country at the Heart of St Kilda Concert over the past three years, alongside community members participating in the organisation's National Reconciliation Week and NAIDOC activities, and supporting important events at SHM such as unveiling Acknowledgement plaques on our buildings.

A challenge from the organisation's RAP journey is the ability to sustain the momentum of the organisation's RAP Working Group due to people having a lot of competing commitments. SHM has addressed this by providing a dedicated resource to oversee the running of this group. This has been highly successful and underlies the organisation's commitment to reconciliation.

The implementation of a RAP has helped to keep reconciliation on the agenda at SHM and provided many opportunities for staff and clients to learn about Aboriginal and/or Torres Strait Islander cultures. RAP activities have resulted in Aboriginal and/or Torres Strait Islander clients giving feedback that they feel welcome at respected at SHM.

ABORIGINAL ENGAGEMENT

SHM continues to engage with the Traditional Custodians of the lands on which our services operate, including the Boon Wurrung and Wurundjeri peoples of the Kulin Nation, to ensure that our RAP is culturally appropriate and relevant. SHM also has an Aboriginal Advisory Group made of external members working in the City of Port Phillip:

Todd Condie,

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City of Port Phillip - Indigenous Policy Officer, Community Development

Dan Laws,

Ngwala Willumbong - VISHN Co-ordinator + SHS & Family Violence Manager

Sharon Bolger,

Alfred Health - Aboriginal Hospital Liaison Officer

Naomi Prior

Star Health - Aboriginal Health Coordinator

RAP WORKING GROUP MEMBERS

Recruitment for RAP Working group members occurs biannually in March and October. Presently, no RAP Working Group Members are Aboriginal and/or Torres Strait Islander peoples, however SHM actively encourages Aboriginal and/or Torres Strait Islander staff members to join through various mediums, such as the All Staff Meetings, staff bulletin, and significant events such as National Reconciliation Week and NAIDOC.

To ensure Aboriginal representation and voice in our RAP work, SHM developed an external Aboriginal Advisory Group in mid-2017 and formalised engagement in the RAP Terms of Reference. RAP Working Group members aim to meet the Aboriginal Advisory Group minimum quarterly, to seek advice and feedback for the RAP draft and actions. Upon the launch of the RAP, SHM aims to meet the Aboriginal Advisory Group biannually as part of the ongoing implementation and monitoring of the RAP.

Our current members include:

Leanne Lewis, (Executive Sponsor) General Manager - People & Strategy

Kim Lee, (Chair) Project Officer - People & Strategy

Paul McPherson, Operations Manager Ongoing Support – Client Services

Nicole Punte, Relationship Manager – Fundraising

Vicky Backhouse, Data & Compliance Coordinator - Client Services

Jessa Faithfull, Volunteer Program Officer – Volunteer Program

Celeste Brittain, Supportive Housing Worker – GreenLight Program

Zulma Cuadros Sanchez, Support Worker – Rooming House Plus Program

Jill Cameron, Intensive Case Manager – Journey to Social Inclusion

Ebba Lochert, Intensive Case Manager – Journey to Social Inclusion

Mark Degan, Pathways Worker -Sacred Heart Central

Tif Alp, Outlandish Project Worker - Women's Services

Sonja Schlusche, Digital Specialist – Communication and Advocacy

RECENT ACTIVITY

SHM staff have been kept up to date about the progress of the RAP through regular items in the bi-monthly staff newsletter and through a range of communication mechanisms through the RAP Working Group. Some of our more recent activity from 2017 can be viewed below:

MAY

- National Reconciliation Week Staff Morning Tea with Uncle Les Stanley
- Reconciliation was acknowledged and discussed across programs to assist in developing a new RAP

JUNE

 Staff consultations: collecting feedback and suggestions for our new RAP

JULY

- Unveiling the Acknowledgement of Country Plaque at our Women's House with Aunty Judith Jackson
- City of Port Phillip's Flag Raising attended by staff and aged care residents
- Alfred Health's NAIDOC Breakfast attended by two RAP Working Group members

AUGUST

- Victorian Indigenous State-wide Homelessness Network Forum attended by two staff from Sacred Heart Central
- Port Phillip Citizen's for Reconciliation Group meeting attended by two staff
- Started seeking RAP Aboriginal Advisory Group members

SEPTEMBER

- Client RAP Poster updated and posted in service delivery areas
- Client communication pathway established to ensure feedback loop
- Terms of Reference drafted -Working Group structure, Aboriginal engagement, and endorsement process

OCTOBER

- RAP update communicated to all staff and volunteers
- Call for new RAP members to all staff and volunteers
- Survey developed, and link shared with all staff and volunteers to allow for confidential feedback
- Port Phillip Citizens for Reconciliation Group 20th Anniversary Celebration attended by seven staff

NOVEMBER

- Cultural audit undertaken with six people, including CEO, managers, coordinators and staff Review due in six and 12 months
- Arweet Carolyn Briggs
 Welcome to Country at the Heart of St Kilda Concert

DECEMBER

 Drafting of Innovate Reconciliation Action Plan 2019 – 2021

JANUARY 2018 ONWARDS

- Drafting of new RAP website content
- Finalising Innovate RAP for remainder of 2018

ONGOING

- Introduction of RAP Working Group at each new staff Induction Training, with a call out for new staff to join the RAP Working Group every six months
- Share training opportunities and resources with staff, including Aboriginal Trauma Training, Southern Metro Region Aboriginal Resource Guide and the Mungo Monthly Newsletter
- Engagement with Aboriginal organisations and workers in the local area - Boon Wurrung Foundation, City of Port Phillip, Ngwala, Veg Out, Our Rainbow Place, Alfred Health, Access Health
- Share Aboriginal resources and news with staff through each team's RAP representative
- Draft our new RAP, with an interim draft expected by mid-2018
- Strengthen our Aboriginal engagement through community presence and respecting the cultural guidance we are given
- Update staff on recent activity and call for new members each March and October
- Ongoing work towards providing a welcoming, culturally aware and inclusive service for Aboriginal and/ or Torres Strait Islander clients This includes regular assessment of office spaces to ensure Aboriginal welcoming signage and posters are up, Koori Mail is provided in service areas, Aboriginal-specific health promotion information is available to staff and reception
- Participation by SHM at local Aboriginal and/or Torres Strait Islander events, such as Outlandish volunteering at Star Health Wominjeka BBQ, and cultural events by the City of Port Phillip



SHM recognises the importance of building relationships of trust and respect with the local Aboriginal and/or Torres Strait Islander communities. These relationships enrich the knowledge and experiences of our staff and volunteers which in turn helps us to provide culturally respectful and responsive services for our clients. Where possible we aim to work collaboratively with local Aboriginal and/or Torres Strait Islander services, teams, and workers. We are updating our Reconciliation Action Plan with the aim of strengthening our partnerships with Aboriginal and/or Torres Strait Islander communities and organisations.

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FOCUS AREAS:

Actively engage, welcome everyone to our table: We will ensure clients, carers and families have access to an integrated range of responsive, high quality services that address their physical, psychosocial, spiritual and emotional needs by;

- enhancing our relationship based approach to services that inspire trust and engagement
- identifying and responding to the impact of trauma.

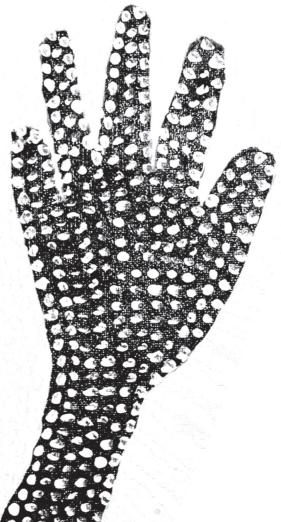
Engage community, build collaboration: We will foster relationships that provide measurable value, mutual benefit, and assist our work by;

- supporting the coordinated delivery of integrated services to clients, carers and families
- collaborating to address current and emerging community needs.

Share our story, inspire support:

We will portray our vision, mission and values, representing who we are, what we do and what we achieve by ensuring, we are well known, widely acknowledged and respected by clients, carers and families, the community in which we operate, and by our supporters and stakeholders.

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ACTION	DELIVERABLE	TIMELINE	BY WHOM
1. RAP Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting	RAP Working Group oversees the development, endorsement and launch of the RAP. The RAP Working Group will meet at least twice per year to monitor and report on RAP implementation	March &September 2019, 2020, 2021	RAP Chair
	Ensure Aboriginal and/or Torres Strait Islander peoples are represented on the RAP Working Group by:	March & October 2019, 2020, 2021	RAP Chair
	 Six monthly active recruitment for new members, and welcoming Aboriginal and/or Torres Strait Islander peoples to apply 	June & November 2019, 2020, 2021	
	 Meet with the external Aboriginal Advisory Group biannually to welcome advice and feedback on the ongoing implementation of the RAP 		
	Establish and review Terms of Reference for the RAP Working Group	September 2019, 2020, 2021	RAP Chair
2. Celebrate and participate in National	Organise at least one internal event for NRW each year	27 May - 3 June 2019, 2020, 2021	RAP Chair
Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and/or Torres Strait Islander peoples and other Australians	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW	27 May - 3 June 2019, 2020, 2021	RAP Chair
	Support an external NRW event	27 May - 3 June 2019, 2020, 2021	RAP Chair
	Register all public SHM NRW events via Reconciliation Australia's NRW website.	27 May - 3 June 2019, 2020, 2021	RAP Chair
	Encourage staff to support and participate in external events occurring throughout the City of Port Phillip and other areas where SHM operates to recognise and celebrate NRW	27 May - 3 June 2019, 2020, 2021	RAP Chair
Develop and maintain mutually beneficial relationships	Develop and implement an engagement plan to work with our Aboriginal and/or Torres Strait Islander stakeholders	December 2019	RAP Chair
with Aboriginal and/or Torres Strait Islander peoples, communities and organisations to support positive outcomes	Meet with local Aboriginal and/or Torres Strait Islander organisations to develop guiding principles for future engagement	September 2019	Coordinator, Quality, Risk & Compliance
	Strengthen relationship with Ngwala Willumbong Ltd by establishing a Memorandum of Understanding that outlines communication and referral pathways between SHM and Ngwala Willumbong Ltd	December 2019	Executive Director, Client Services
	Ensure communication to all staff about Aboriginal and/or Torres Strait Islander events and programs happening in the local area and encourage staff to attend through:	December 2019, 2020, 2021	RAP Chair
	• Staff Bulletin		
	• Team meetings		
	Presentations to Management Group / Executive, and Board Social modio		
	Social media		

ACTION	DELIVERABLE	TIMELINE	BY WHOM
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Implement a strategy to communicate our RAP to all internal and external stakeholders	December 2019	Manager Communications
	Update SHM website to show more reconciliation and RAP initiatives by using images from RAP activities	December 2019	Manager Communications
	Make RAP more visible on the website via a page dedicated to RAP related activities	December 2019	Manager Communications
	Ongoing communication about SHM's work with Aboriginal and/or Torres Strait Islander organisations and communities via SHM's blogs / social media	March 2019, 2020, 2021	Manager Communications
	Communicate RAP internally via: Staff Bulletin, six monthly Team meetings, monthly Presentations to Management Group, Executive,	December 2019, 2020, 2021	RAP Chair
	and Board, yearly Communicate RAP initiatives to clients through: Poster in service delivery areas	December 2019	Officer, People & Culture
	Be involved in Port Phillip Citizens for Reconciliation Group (PPCFR) and present a talk about SHM	September 2019, 2020, 2021	RAP Chair
	Promote reconciliation through ongoing active engagement with all stakeholders. This includes: • Regular communications with the local Traditional	March, June, September & December 2019, 2020, 2021	RAP Chair
	 Owners and the RAP Aboriginal Advisory Group Ongoing informal communications to Aboriginal and/or Torres Strait Islander stakeholders (organisations, teams and workers), as part of daily service delivery 		
	Attend City of Port Phillip's RAP Annual Forum for local organisations and business to share information and discuss matters related to RAP development and implementation and encourage SHM staff to attend	November 2019, 2020, 2021	RAP Chair
	Add RAP presentation to Induction Day agenda and package	July 2019	Manager Workforce Development
	Communicate to Ngarara Willim Centre at RMIT and First Peoples and Equity Pathways Directorate at ACU about SHM's RAP and encourage the uptake of volunteering opportunities	July 2019	Officer, Volunteers



Providing a warm welcome and actively building relationships based on trust and respect is a core value of SHM. Learning more about Aboriginal and/or Torres Strait Islander cultures will promote greater understanding and respect of the rich tapestry that is Aboriginal and/or Torres Strait Islander histories, cultures and languages. Where possible, SHM will aim to showcase Aboriginal and/or Torres Strait Islander art in our services and Aboriginal and/or Torres Strait Islander cultures through SHM events.

FOCUS AREAS:

Actively engage, welcome everyone to our table:

We will ensure clients, carers and families have access to an integrated range of responsive, high quality services that address their physical, psychosocial, spiritual and emotional needs by:

- evaluating the effectiveness of our services by going to the heart of practice and the client's experience
- enhancing our relationship-based approach to services that inspire trust and engagement

 monitoring and responding to the changing needs of the people we work with to ensure our services remain relevant and effective.

Share our story, inspire support: We will portray our vision, mission and values, representing who we are, what we do and what we achieve by ensuring, we are well known, widely acknowledged and respected by clients, carers and families, the community in which we operate, and by our supporters and stakeholders.

ACTION	DELIVERABLE	TIMELINE	BY WHOM
5. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and/ or Torres Strait Islander cultures, histories and achievements	Develop and implement an Aboriginal and/or Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)	July 2019	Manager Workforce Development
	Identify, design, resource (seek budget) and implement appropriate in-depth cultural awareness training program to meet needs of SHM staff	July 2019	Manager Workforce Development
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal consultants to develop cultural awareness training that is localised and tailored to our services. Training to consider the Boon Wurrung Foundation, Centre for Cultural Competence Australia and the Cultural Competency Group	July 2020	Manager Workforce Development
	Uptake available and relevant cultural awareness training delivered through other local organisations such as City of Port Phillip	July 2019	Manager Workforce Development
	Provide opportunities for RAP Working Group members, RAP champions, HR managers and other key leadership staff to participate in cultural training	July 2020	Manager Workforce Development
	Ensure Aboriginal cultural awareness training available for all staff	January 2020	Manager Workforce Development
	Share resources relevant to Aboriginal and/or Torres Strait Islander cultures, including language guides, cultural competency documents, legislation and policy, information sheets and brochures, practice/worker guides, to all staff as they are made available / known to RAP Working Group	July 2019, 2020	RAP Chair
	Ensure the Ngargee to Nerm Cultural tour is available to all staff on an annual basis	August 2019, 2020	RAP Chair

ACTION	DELIVERABLE	TIMELINE	BY WHOM
6. Engage employees in understanding	Implement, review and update SHM's cultural protocol document for Welcome to Country and Acknowledgement of Country	June 2019	Manager Communications
the significance of Aboriginal and/	Invite a Traditional Owner to provide a Welcome to Country at significant events, including the Heart of St Kilda Concert	June 2019	Manager Communications
or Torres Strait Islander cultural protocols, such as Welcome to Country to ensure	Invite a Traditional Owner to provide a Welcome to Country at significant events. This, includes inviting the Boon Wurrung Foundation to the Heart of St Kilda Concert and other significant events we hold in the City of Port Phillip	June 2019, 2020, 2021	Manager Communications
there is a shared meaning	Provide Acknowledgement of Country laminated prints to all services and working parties, to incorporate into meetings and run through during the SHM reflection	June 2019	Manager Communications
	Continue maintaining respectful partnerships through updating and internally sharing the list of key contacts and relationships with Aboriginal and/or Torres Strait Islander organisations and external Aboriginal and/or Torres Strait Islander workers. This would also include key contacts for organising a Welcome to Country	May 2019, 2020, 2021	RAP Chair
	Continue displaying the Acknowledgment of Country plaque, Aboriginal and/or Torres Strait Islander flags and language maps in SHM office buildings Organise for Acknowledgment of Country plaques, Aboriginal and/or Torres Strait Islander flags and language maps to be displayed if and when there are new offices	December 2019, 2020, 2021	Relationships Manager, Fundraising
7. Provide opportunities for	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	June 2019	Officer, People & Culture
Aboriginal and/ or Torres Strait Islander staff to engage with	Provide opportunities for all Aboriginal and/or Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2019, 2020, 2021	Officer, People & Culture
their culture and communities	Provide opportunities for all staff to participate in NAIDOC Week activities	July 2019, 2020, 2021	RAP Chair
by celebrating NAIDOC Week	Consult with Aboriginal and/or Torres Strait Islander peoples to hold an internal or external NAIDOC Week event	July 2019, 2020, 2021	RAP Chair
	Support an external NAIDOC Week community event and promote to staff, volunteers and clients	July 2019, 2020, 2021	RAP Chair
	Contact our local NAIDOC Week Committee to discover events in our community	July 2019, 2020, 2021	RAP Chair
8. Celebrate/ recognise	Communicate dates of significance to all staff via emails and social media posts	July 2019, 2020, 2021	RAP Chair
Aboriginal and/ or Torres Strait Islander dates of	Encourage all staff to attend one external event	July 2019, 2020, 2021	RAP Chair
significance	RAP Working Group to host at least one event per year to celebrate/recognise an Aboriginal and/or Torres Strait Islander dates of significance	July 2019, 2020, 2021	RAP Chair



SHM challenges the unjust social and economic structures that cause disadvantage, social exclusion and homelessness. We aim to provide services that actively promote diversity through our Diversity Plan, our Gay, Lesbian, Bisexual, Transgender and Intersex Committee and our Reconciliation Action Plan. Diversity in our staff group is a valuable asset which provides unique strengths and capability to support the delivery of our services.

FOCUS AREAS:

Develop our people, strengthen our culture: We will invest in the skills and capabilities of our people by:

- reflecting our staff values and behaviours in our decisions and actions
- developing our capacity to attract, retain and reward talent
- supporting their innovation, professional development, service excellence and practice reflection
- strengthening individual leadership, skills, knowledge and qualifications
- engaging people, communities and businesses to contribute to our work through our volunteer program.

Strengthen our future, develop our services: We will grow existing services and develop new responses, to ensure current and future clients, carers and families have access to services that meet their needs. We will do this by:

- defining and communicating our role as a niche specialist provider
- mapping our service markets and developing a targeted approach so that we are well positioned in the new services marketplace
- developing targeted shared impact strategies and projects.

Engage community, build collaboration: we will foster relationships that provide measurable value, mutual benefit and assist our work.

ACTION	DELIVERABLE	TIMELINE	BY WHOM
9. Investigate opportunities to improve and increase Aboriginal and/ or Torres Strait Islander employment outcomes within our workplace	Collect information on our current Aboriginal and/or Torres Strait Islander staff members to inform future employment and opportunities	December 2019	Officer, People & Culture
	Review and continue implementing SHM's Aboriginal and/or Torres Strait Islander Employment Strategy	January 2020	Officer, People & Culture
	Scope need for Aboriginal and/or Torres Strait Islander staff member engagement worker and how it can be resourced	January 2020	Officer, People & Culture
	Explore cross-cultural staff exchange program with local organisations and teams	January 2020	Officer, People & Culture
	Provide all SHM Aboriginal and/or Torres Strait Islander staff members the opportunity to participate in the Urban South Local Aboriginal Network to uptake opportunities such as mentoring, sharing ideas, and building collaborative	January 2020	Officer, People & Culture
	Engage with existing Aboriginal and/or Torres Strait Islander staff members to consult on employment strategies, including professional development.	July 2019	Officer, People & Culture
	Advertise all vacancies in Aboriginal and/or Torres Strait Islander media outlets	July 2019	Officer, People & Culture
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and/or Torres Strait Islander employees and future applicants participating in our workplace	July 2019	Officer, People & Culture
	Include in all job advertisements, 'Aboriginal and/or Torres Strait Islander peoples are encouraged to apply'	July 2019	Officer, People & Culture
10. Investigate opportunities to	Collect information on our current Aboriginal and/or Torres Strait Islander volunteers to inform future volunteering opportunities	July 2019	Officer, Volunteers
improve and increase Aboriginal and/ or Torres Strait Islander volunteering outcomes within our workplace	Understand what structures can be put in place to ensure volunteering at SHM is a culturally safe and appropriate place for Aboriginal and/or Torres Strait Islander volunteers	December 2019	Officer, Volunteers
11. Investigate opportunities to incorporate Aboriginal and/or Torres Strait Islander supplier diversity within our organisation	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and/or Torres Strait Islander businesses	December 2019	RAP Chair
	Develop and communicate to staff a list of Aboriginal and/or Torres Strait Islander businesses that can be used to procure goods and services	December 2019	RAP Chair
-	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned businesses	December 2019	RAP Chair
	Investigate Supply Nation membership	December 2019	RAP Chair
	Identify, support, and build longer term relationships with local Aboriginal and/or Torres Strait Islander businesses and suppliers in the area	December 2019	Relationships Manager, Fundraising



GOVERNANCE, TRACKING PROGRESS AND REPORTING

Our governance structure and processes facilitate our ability to meet our vision and mission and make a lasting impact on people's lives. SHM has a quality framework that is fully embedded and integrated throughout our organisation. We strive to focus on innovation and not just on compliance. The four principles underpinning our SHM Governance include: 1) A just culture; 2) Foster commitment; 3) Monitoring systems; and 4) Evaluate performance.

The RAP governance structure is outlined in our Terms of Reference. It ensures the RAP is embedded across all program and business units, is communicated from ground to board level, and has strong accountability to the local Aboriginal and/or Torres Strait Islander communities.

FOCUS AREAS:

Build the evidence, strengthen our practice: We will use research and evidence-informed practice to inform and strengthen our service model.

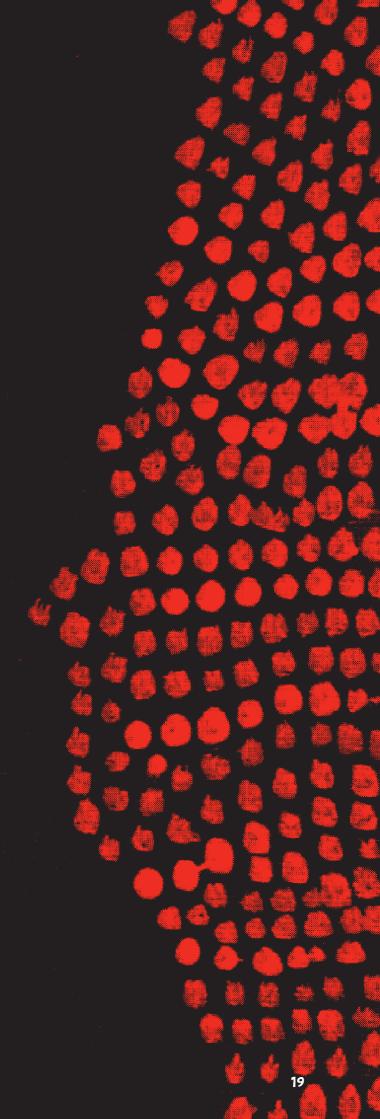
ACTION	DELIVERABLE	TIMELINE	BY WHOM
12. Report RAP achievements, challenges and learnings to	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	30 September 2019, 2020, 2021	RAP Chair
	Investigate participating in the RAP Barometer	May 2020	RAP Chair
Reconciliation Australia	Develop and implement systems and capability needs to track, measure and report on RAP activities	March 2020	RAP Chair
13. Report RAP achievements, challenges and learnings internally and	Publicly report our RAP achievements, challenges and learnings through a bi-annual public RAP newsletter and informal communication mechanisms as appropriate. This will be shared with the Aboriginal Advisory Group and external stakeholders	March and October, 2019, 2020, 2021	Officer, Advocacy and Communications
externally	Internally report SHM RAP achievements, challenges and learnings through internal SHM staff emails, staff bulletin, any internal meetings e.g. QPI, RAP update (every six months)	March & October 2019, 2020, 2021	RAP Chair
14. Review, refresh and	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	July 2021	RAP Chair
update RAP	Send draft RAP to Reconciliation Australia for review and feedback	Oct 2021	RAP Chair
	Submit draft RAP to Reconciliation Australia for formal endorsement	Dec 2021	RAP Chair
15. Measure the effectiveness of the RAP across the organisation's programs and services	Review and evaluate available data sets and feedback mechanisms in understanding the experience of Aboriginal and/or Torres Strait Islander employees, volunteers and clients working within and with the organisation	March, June, September & December 2019, 2020, 2021	RAP Chair
	Implement findings to ensure SHM programs and activities undergo continuous improvement in reflecting RAP deliverables and incorporating Aboriginal and/or Torres Strait Islander people's perspectives and experiences across the organisation's programs and services	December 2021	RAP Chair

CONTACT DETAILS

Kim Lee

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RECONCILIATION ACTION PLAN

May 2019 - May 2021

