**REFLECT**

**Reconciliation Action Plan (RAP) template**

**Reflect RAP:**

A Reflect RAP is used to lay the foundations and prepare your workplace for future RAPs and reconciliation initiatives. A Reflect RAP is a public commitment published on [Reconciliation Australia’s website](https://www.reconciliation.org.au/reconciliation-action-plans/who-has-a-rap/). It should take approximately one to two months to develop a Reflect RAP and 12 to 18 months to implement.

**Before you start:**

Before you commit to developing a RAP, it is important that you read and understand the [RAP framework](https://www.reconciliation.org.au/wp-content/uploads/2018/09/rap-framework.pdf), consisting of the three core pillars ([Relationships, Respect and Opportunities](https://www.reconciliation.org.au/wp-content/uploads/2018/05/relationships-respect-opportunities-1.pdf)), four RAP types (Reflect, Innovate, Stretch and Elevate) and mandatory actions and deliverables that guide the development of RAPs. It is also important to read and understand the [RAP development, review and endorsement process](https://www.reconciliation.org.au/wp-content/uploads/2018/05/rap-development-process-1.pdf), starting with assessing whether a RAP is right for your organisation.

**How to use this RAP template:**

The Reflect RAP template is designed to provide workplaces with a roadmap to begin their reconciliation journey. As such, the Reflect RAP template is pre-filled with all the mandatory actions and deliverables that workplaces are required to commit to in order to receive Reconciliation Australia’s endorsement. Please complete the template by addressing the questions outlined in the ‘Our Business’, ‘Our RAP’ and ‘Our partnerships/current activities’ sections, and assigning a responsibility and timeline to each deliverable provided in the template. Additional actions and deliverablesspecific to your workplace’s unique [sphere of influence](https://www.reconciliation.org.au/wp-content/uploads/2018/05/sphere-of-influence.pdf) may also be added, but are not required for Reconciliation Australia’s endorsement.

Throughout this template, all *italicised* font is instructional only, whilst regular font indicates fixed text you need to include in your RAP. In addition, please review the following resources for good practice guidance on completing RAP templates.

* [Developing a S.M.A.R.T. RAP](https://www.reconciliation.org.au/wp-content/uploads/2018/05/developing-a-smart-rap-1.pdf).
* [Demonstrating inclusive and respectful language](https://www.reconciliation.org.au/wp-content/uploads/2018/05/language-guide-1.pdf).

**RAP review and endorsement process:**

Once you have completed your first draft RAP, please [submit for review](https://www.reconciliation.org.au/reconciliation-action-plans/submit-your-rap/) via Reconciliation Australia’s website. A RAP team member will be in touch to provide feedback and tailored assistance within three weeks. Once Reconciliation Australia is satisfied your RAP meets requirements for endorsement, you will be provided endorsement in two stages.

1. **Conditional Endorsement –** Reconciliation Australia will provide in-principle endorsement of your RAP (content only) allowing you to seek internal sign-off from your senior leadership with confidence. Reconciliation Australia will also provide you with the RAP logo and branding to include in final design of your RAP.

**NB:** RAP logos are trademarked through IP Australia and must not be used publicly until you have received Reconciliation Australia’s final endorsement.

1. **Final Endorsement –** Reconciliation Australia will check that your final designed document includes the conditionally endorsed content, and the RAP logo and branding before providing final endorsement.

**Your Community Health’s Reflect Reconciliation Action Plan *– Working Draft (as at 17/5/22)***

**July 2022 – December 2023**

Your Community Health acknowledges the Traditional Custodians of the land on which our organisation is located and where we conduct our business, the Wurundjeri people of the Kulin Nation. We recognise their deep connection to the land, waters and culture and are dedicated to honouring their traditions. We pay our respects to Elders past, present and emerging, and acknowledge that they have never ceded sovereignty.

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| **Our business***The purpose of this section is to provide staff and stakeholders with context about your workplace. In paragraphs, address the following questions as a minimum.* * *What is your core business?*
* *How many people does your workplace employ in Australia?*
* *How many Aboriginal and Torres Strait Islander staff does your workplace currently employ (if known)?*
* *What is your organisation’s geographic reach (regional, national, or global)?*
* *How many office locations does your workplace have in Australia and where are they?*

Your Community Health partners with people and communities to deliver health and wellbeing services and promote equity. We address the social determinants of health and apply the social model of health prioritising access for the most disadvantaged. We provide supports from our three centres in Darebin, are deeply engaged with community, and collaborate with a wide range of social support agencies across Melbourne’s north. YourCH’s services are delivered in a range of settings and use a range of approaches, including assertive outreach and clinical treatment. YourCH works in partnership with communities and other agencies to build long term health and wellbeing outcomes, using a trauma informed response. Your Community Health employs 310 people, 3 per cent identify as Aboriginal and or Torres Strait Islander and has an Aboriginal Health Team.Your Community Health aims to promote the health and wellbeing of the Aboriginal and Torres Strait Islander communities by:   * Developing and providing culturally appropriate services to enhance the quality of life of our community members.
* Promoting Aboriginal and Torres Strait Islander community health and wellbeing
* Providing flexible services that meet Aboriginal and Torres Strait Islander needs
* Advocating to close the gap in relation to health outcomes
* Focusing on working in partnership with other agencies, services and the community

Our Aboriginal Health Team delivers the following programs:* Aboriginal Access and Support program which supports Aboriginal and/or Torres Strait Islander clients with their health needs and works closely with clients, carers, family and other services to support clients with their health.
* Integrated Team Care program which aims to improve the capacity of community members with chronic health conditions so that they can better manage their healthcare needs.
* Aboriginal Health Worker role that focuses on supporting community members to access the services and programs at Your Community Health and the broader community.
* Weekly social and cultural programs for the local Aboriginal and Torres Strait Islander community, including Budda Men’s Shed and Sista Circle.
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| **Our RAP***The purpose of this section is to provide readers of your RAP with background about your workplace’s interest in reconciliation. In paragraphs, address the following questions as a minimum.* * *Why is your workplace developing a RAP?*
* *How do you intend to approach implementing your RAP?*
* *What is your workplace’s reconciliation journey to date (if applicable)?*

Your Community Health is developing its first Reconciliation Action Plan to improve Your Community Health’s cultural safety and strive towards being an inclusive organisation for Aboriginal and/or Torres Strait Islander peoples. The development of this plan has been driven by the RAP Working Group, which is comprised of Aboriginal community members and leaders from across the organisation. Implementation of the plan will be overseen by the RAP Working Group, with the aim to have equal representation of Aboriginal community members and staff. |
| **Our partnerships/current activities (if applicable)***The purpose of this section is to highlight your engagement with reconciliation and Aboriginal and Torres Strait Islander peoples to date. In paragraphs, describe any partnerships or current reconciliation activities you have in place:** *Community partnerships*
* *Internal activities/initiatives*

Your Community Health’s 2022-2026 Strategic Plan has a strategic initiative to partner with Aboriginal Community Controlled Organisations and the local Aboriginal and Torres Strait Islander communities to increase the reach of our services to Aboriginal and Torres Strait Islander peoples.Barrbunin Beek Gathering Place is an Aboriginal Community Controlled Organisation represented on our RAP Working Group. We also partner with Barrbunin Beek Gathering Place to deliver our men’s and women’s groups, and we will be partnering with them to deliver a VicHealth Big Connect grant initiative to increase young Aboriginal people’s connection to Wurundjeri country and culture by promoting, restoring and celebrating Aboriginal traditional land and cultural food practices, including with local non-Indigenous young people. The project will improve social and emotional wellbeing and strengthen relationships.  We have a Memorandum of Understanding with the Victorian Aboriginal Community Services Association Ltd (VACSAL) to partner together to deliver the Darebin High Risk Accommodation Response (HRAR) initiative, of which YourCH is the lead agency. HRAR was established in 2020 to prevent, prepare for and respond early to COVID-19 infection within public housing and other high-risk accommodation settings with shared facilities, including public housing estates), rooming houses and community housing. Current reconciliation activities include:* Participation in Change it Ourselves campaign
* Specific leave entitlement available to all staff to participate in cultural immersion activities.
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| **Relationships** |
| **Action** | **Deliverable** |  | **Responsibility** |
| 1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
 | * Identify and map Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.
 |  | *Consumer Participation*  |
| * Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations, undertake a gap analysis to understand how we are using best practice or if further work is required.
 |  | *Strategy, Planning and Advocacy – Aboriginal Health Team* |
| * Understand what engagement opportunities with the Traditional Owners groups of the local areas of where YourCH work is being undertaken (YourCH Cultural protocols) ACEP.
 |  | *Aboriginal Health Team* |
| * Engage and build relationships with communities and Elders to help identify and understand the needs of clients, families, community members.
* Engage and build relationships with communities and Elders to help identify and understand the needs of ACCHO’S COOP’s and ACCO’s.
 |  | *Introduced by Aboriginal Health Team – maintained by the program* |
| 1. Build relationships through celebrating National Reconciliation Week (NRW), NAIDOC and Sorry Day to provide cultural immersion opportunities
 | * Circulate Reconciliation Australia’s NRW, NAIDOC, Sorry Day and reconciliation materials to our staff, develop a calendar of events.
 |  | Communications and Marketing Team |
| * RAP Working Group members to participate in an external NRW and NAIDOC event.
 |  | RAP WG |
| * Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW and NAIDOC Week.
 |  | SLT |
| * Involvement in key cultural events. Approach local organisations to support their events for key days/weeks. Attend the NAIDOC March as an organisation. Build into policy a cultural immersion day. Consider all sites.
 |  | SLT  |
| 1. Promote reconciliation through our sphere of influence.
 | * Develop communication strategy on YourCH’s ongoing commitment to reconciliation to all staff and the community, to capture stories and experiences that can be shared and promoted.
 |  | Communications and Marketing  |
| * Identify other like-minded organisations that we could collaborate with on our reconciliation journey and advocacy.
 |  | RAP WG |
| * Show organisational support for the Change the Date movement by changing it ourselves. Provide team members with the opportunity to select when they choose to take the Australia Day public holiday.
 |  | RAP WG |
| 1. Promote positive race relations through anti-discrimination strategies.
 | * Research best practice and policies in areas of race relations and anti-discrimination.
* Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.
* Review a continual cultural competency program researched and incorporated within business as usual.
 |  | People and Culture |
| 1. Establish RAP working group
 | * Transition RAP planning group to a RAP working group.
* Ensuring there is representation of local Aboriginal community members to ensure that the RAP is community driven and led.
* With an aim to increase Aboriginal or Torres Strait Islander representation to at least 50 per cent of the WG.
 |  | RAP WG |

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| **Respect** |
| **Action** | **Deliverable** |  | **Responsibility** |
| 1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.
 | * Develop, implement and communicate the organisational strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.
 |  | *Communications and Marketing team in collaboration with the Aboriginal Health Team* |
| Cultural humility (to capture awareness, responsiveness, learning, humility)* Conduct a review of cultural learning needs within our organisation. Potentially creating baseline data.
* Consult with local Cooperatives and traditional owners to implement a cultural awareness training programme (External Provider).
* Deliver cultural awareness and cultural competency to all YourCH Board, staff and volunteers via eLearning and in partnership with ACCHO’s (external provider).
* Communicate the importance of improving identification of Aboriginal and Torres Strait Islander clients. Include this as part of cultural awareness training including how to ask the identification question with cultural sensitivity.
* Cultural Immersion Day for staff embedded into YourCH Policy and Procedures.
 |  | *People and Culture and Aboriginal Health Team**Aboriginal Health Team**RAP WG/ELT* |
| 1. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.
 | * Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.
 |  | By Program |
| * Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.
* Embedding the Acknowledgement of Country in YourCH meetings and other events with internal and external stakeholders.
 |  | Aboriginal Health Team and Communications and MarketingSLT |
| 1. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.
 | * Raise awareness and share information amongst our staff about NAIDOC Week.
* Develop communication materials (e.g., banners, posters, YourHub stories) and communicate upcoming events.
* Set up a specific Your Hub page dedicated to the work of the AHT and RAP WG.
 |  | Communications and Marketing |
| * Introduce our staff to NAIDOC Week by promoting external events in our local area.
* Allocate time for staff representation at events.
 |  | Information to come from Aboriginal Health Team – promoted by communications and marketing |
| * RAP Working Group to participate in an external NAIDOC Week event.
 |  | RAP WG |
| 1. *Respect in action*
 | Imagery and Language* Review templates to ensure Acknowledgement of Country is embedded and aligns with the strategic directions.
* Review YourCH Branding.

Welcoming environment* Consult and rename meeting rooms with Wurundjeri Woi Warrung names.
* Review and update organisational Acknowledgement plaques and display these to create a culturally welcoming environment across YourCH.
 |  | Communications and MarketingRAP WG |

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| **Opportunities** |
| **Action** | **Deliverable** |  | **Responsibility** |
| 1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.
 | * Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.
* Review employment trends within the catchment area for Aboriginal and Torres Strait Islander communities.
* Develop an Aboriginal and Torres Strait Islander Recruitment and Retention Strategy incorporating the past successful practices into a central document.
* Develop proactive and supportive recruitment practices and policies to engage with the community and applicants prior to vacancies becoming available.
* Investigate creation of an Aboriginal and Torres Strait Islander community champions group – bi-monthly meeting with CEO.
* Develop employment of Aboriginal and Torres Strait Islander individuals targets for YourCH positions to be designated across a range of different areas.
* Investigate options for cadetships/traineeships for Aboriginal and Torres Strait Islander community members Investigate pathways for volunteering and into paid roles.
 |  | *People and Culture in consultation with Aboriginal Health Team* |
| * Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.
 |  | *People and Culture* |
| 1. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.
 | * Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.
* Partner with Indigenous Business Australia to advertise business partnering opportunities with the Aboriginal and Torres Strait Islander community.
 |  | CFO |
| * Investigate Supply Nation membership.
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| 1. *[Include any additional unique Opportunities actions to support your reconciliation journey]*
 | *[List the activities that are required in order to meet the objective of the Action.]* |  |  |

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| **Governance** |
| **Action** | **Deliverable** |  | **Responsibility** |
| 1. Establish and maintain an effective RAP Working Group (RAP WG) to drive governance of the RAP.
 | * Form a RAP WG to govern RAP implementation.
* Review membership upon RAP approval by Reconciliation Australia.
 |  | *RAP WG* |
| * Review and update Terms of Reference for the RAP WG.
* Integrate any recommendations from Reconciliation Australia.
 |  | *RAP WG* |
| * Establish Aboriginal and Torres Strait Islander representation on the RAP WG; where membership is not equal in numbers use weighting or other mechanisms to ensure equity in voting.
* Regularly recruit Aboriginal and Torres Strait Islander members to the RAP WG.
 |  | *RAP WG* |
| 1. Provide appropriate support for effective implementation of RAP commitments.
 | * Define resource needs for RAP implementation.
* Develop a RAP implementation strategy that includes budget, staffing and human resourcing, IT and infrastructure requirements, purchasing of physical resources/training, timelines, evaluation indicators
 |  | *RAP WG* |
| * Engage senior leaders in the delivery of RAP commitments.
* Identify RAP sponsors in Senior Leadership (I.e. Vanessa and Liz)
* Consult with CFO to finalise budget to be approved by the Board of Directors.
* Present final draft of RAP to the Board for submission to Reconciliation Australia.
* RAP implementation updates as a standing agenda item in Leadership and Board meetings.
* Embed regular review of funding/grant opportunities to expand RAP activities.
* Establish partnerships with Aboriginal and Torres Strait Islander organisations to leverage funding/grant opportunities.
 |  | RAP co-chairs/ CEO |
| * Define appropriate systems and capability to track, measure and report on RAP commitments.
* Embed relevant indicators within ELMO (e.g., staff identifying as Aboriginal and Torres Strait Islander, training, etc).
* Explore ways to capture RAP data through all Client Management systems used across the organisation (e.g., clients identifying as Aboriginal and Torres Strait Islander).
* Embed mechanisms to capture baseline data for community participation and feedback.
* RAP implementation updates/actions are a standing agenda item in all team meetings across the organisation.
* RAP implementation strategy is updated as deliverables are completed.
 |  | Quality reporting activity |
| 1. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.
 | * Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.
* RAP WG provides regular RAP implementation updates through YourHub news pages (internal).
* RAP implementation updates are posted regularly on YourCH webpage (external).
* Identified gaps from baseline data are addressed within RAP Implementation Strategy.
* Feedback and a mechanism for reporting back to the community about progress and deliverables.
 |  | RAP WGRAP WG and Comms and Marketing |
| 1. Continue our reconciliation journey by developing our next RAP.
 | * Register via Reconciliation Australia’s [website](https://www.reconciliation.org.au/reconciliation-action-plans/submit-your-rap/) to begin developing our next RAP.
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| **Contact details** *Include contact details (job title, phone and email) for public enquiries about our RAP.**Name:**Position:**Phone:**Email:* |