

The background of the entire page is a vibrant Indigenous Australian artwork. It features a central motif of concentric circles in red, white, and black, surrounded by various patterns of dots, lines, and stylized figures in red, yellow, blue, and black. The artwork is rich in cultural symbolism and visual texture.

STRETCH Reconciliation Action Plan

January 2019 – December 2021

Our STRETCH RAP Artwork

Our STRETCH Reconciliation Action Plan (RAP) artwork has been created by First Peoples artist Teejay (Thomas John) Worrigal.



About the Artist

Teejay Worrigal was born in Derby, Western Australia and raised on Gooniyandi Country.

Gooniyandi Country is located in the central Kimberley region of Western Australia and includes the mighty Fitzroy River to the west and runs almost to Halls Creek in the east. Teejay was taught to paint by many Elders in his family, particularly Marjorie Cox and Frank Gardiner (of Balgo).

Teejay is father to seven beautiful, adventurous kids. As well as his passion for art, he has a passion for being the best dad he can be and for his culture, his country and the health and wellbeing of Aboriginal people at the local, state and national level.

About the Painting

The bottom part of the painting is the community, families and individuals walking to seek support. They are walking into the centre main-support circle, which represents UCW, meaning 'us mob'.

The top section of the painting is growth. There, the footprints are walking together into a better supportive future. All the leaves represent growth. Connecting circles represent strong and connected support. The colours are the earth and the local flowers of the land which we are on, Noongar, Whadjuk people country.





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This Reconciliation Action Plan (RAP) is part of our contribution to creating a positive future.

UnitingCare West (UCW) recognises First Peoples' (Aboriginal and Torres Strait Islander peoples) special and unique spiritual connection to lands, waters and country. We value the oldest continuing cultures in the world and pay our respects to Elders past, present and emerging.

We also acknowledge that past policies and exclusions experienced by communities, families and their children have had negative impacts on the First Peoples, past and present. We choose to work with First Peoples to ensure these negative experiences do not impact opportunities in the future. We are here to address the impact of the past and help shape a positive future.

Support from the Uniting Church

The Uniting Church has, from its early beginnings, sought to work in covenant with the First Peoples of this land.

We acknowledge the rich prehistory of the First Peoples and affirm their sacred relationship with the land.

At Union in 1977, the church declared in its Statement to the nation that: "We pledge ourselves to seek the correction of injustices wherever they occur. We will work for the eradication of poverty and racism within our society and beyond. We affirm the rights of all people to equal educational opportunities, adequate health care, freedom of speech, employment, or dignity in unemployment if work is not available. We will oppose all forms of discrimination which infringe basic rights and freedoms."

This was followed in 1994 by a Covenanting Statement, wherein the Uniting Church committed to build understanding between first and second peoples in every locality and to build relationships which respect the right of First

Peoples to self-determination in the church and in the wider society.

We continue to recognise the injustices of the past and the deep and lasting effects of the stolen generation and commit ourselves to work towards reconciliation, healing and justice for the First Peoples of this nation.

We highly value Aboriginal cultures and languages and earnestly seek to learn from their deep spirituality.

UCW, as an agency of the Uniting Church WA Synod, plays a vital role in achieving these goals. It is with joy in our hearts that we fully support this STRETCH Reconciliation Action Plan. In the words of the Covenanting Statement, "We pray that it will thus help us all to move towards a united Australia which respects this land in which we live, values the First Peoples' heritage and provides justice and equity for all."



Rev Steve Francis
MODERATOR, SYNOD
OF WESTERN AUSTRALIA



Rev Robert Jetta
CHAIR OF THE UNITING
ABORIGINAL AND ISLANDER
CHRISTIAN CONGRESS (WA)

Foreword – Board Chair & CEO

UCW's STRETCH RAP aims to help shape a new future for Western Australia by recognising the strengths and contributions of First Peoples individuals, families and communities.

Our STRETCH RAP is an ongoing call to ACTION: that we at UCW are committed to changing the future for the better. We are committed to Reconciliation and to supporting Cultural Champion team members in a way that enables them to bring all of their gifts and contributions to our organisation.

Underpinning this work is our support for the recommendations from the Uluru Statement from the Heart, which calls for constitutional change and structural reform, as we, too, believe that the ancient sovereignty of First Peoples is a fuller expression of Australia's identity.

More than ever, non-Aboriginal staff at UCW are deeply aware of the privilege they have to work together with First Peoples, as we continue the journey that was paved over 60,000 years of ongoing civilisation.

We truly recognise the strength and connection First Peoples have to their community and country, and the imperative to address and heal

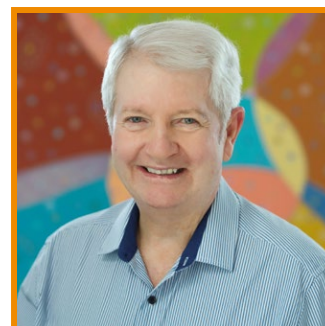
inter-generational trauma. We are committed to ongoing multi-focused actions to enhance education and awareness of the importance of understanding, respecting and embracing culture.

Through respectful and meaningful relationships and collaborations, UCW hopes to increase the ability for First Peoples (individuals and families) to access appropriate services and opportunities as well as be a part of our UCW team. We understand the aspirations of individuals, families and communities are varied and wide ranging. We will continue to focus on strengths and the renewal of UCW in a way that ensures we are culturally competent/confident and inclusive.

We want to thank and congratulate our team at UCW for their high level of engagement and outstanding input into our STRETCH Reconciliation Action Plan. All of us at UCW are integral to the successful delivery of this Plan and this shared commitment unites us as we strive to inspire people, enliven communities and confront injustice.



Amanda Hunt
CHIEF EXECUTIVE OFFICER,
UNITINGCARE WEST



Peter Fitzpatrick AO
BOARD CHAIRPERSON,
UNITINGCARE WEST

Introduction – RAP Chair

We are determined to expand our commitment to Reconciliation via our STRETCH RAP for 2019 to 2021. Solid foundations have been laid by delivering on the actions in our inaugural Innovate RAP.

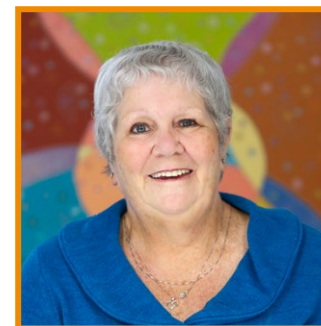
We want to acknowledge history and unravel the mysteries around the journeys of First Peoples. We embrace and celebrate the wisdoms, stories and culture of First Peoples. We want to provide opportunities for First Peoples and build positive outcomes by working with people and communities in a way that is evidence-informed, integrated and meaningful.

Our intention with our STRETCH RAP is to build on and grow our relationships with First Peoples, communities, organisations and businesses within our circle of influence. We want to develop and grow what has already been a significant learning journey for our clients, people we walk with, and staff.

This RAP will guide us to celebrate the resilience and strength of First Peoples and this will strengthen the cultural fabric of UCW.

Our intention is the same as Reconciliation Australia's intention declared in The State of Reconciliation in Australia Report (2016): to spark a renewed national conversation about how we can move towards becoming a reconciled, just and equitable Australia.

UCW will continue to champion the Reconciliation agenda throughout the community services sector by truth-telling and fostering conversations that challenge and change the colonial narrative.



Josey Djidi-Djidi Hansen
EXECUTIVE CULTURAL ARCHITECT,
UNITINGCARE WEST



Our Vision for Reconciliation

UCW's work is based on the values of empathy, respect, inclusiveness, integrity and commitment. Our vision for Reconciliation is to see all people in the circle yarning to and learning from each other, as equals.

As we continue our journey, we continue to take Reconciliation seriously at UCW and are collaborating with all people in our circle to yarn about our vision for Reconciliation. We believe that Reconciliation is everyone's business.

We believe in building true partnerships, which include our clients and participants, our staff, our board, the Aboriginal community, businesses, and the wider community at large. We invite all to be a part of our journey of Reconciliation.

We also want it to be fun! We want to build happy and healthy relationships that continue to grow well into the future.

To grow well and mature forward, we need to increase understanding and historical acceptance. We encourage truth-telling and learning about current narratives and perspectives. We will challenge the negative narratives that can block opportunities for First Peoples. We will demystify

and share positive stories. We will offer opportunities. We will walk together with First Peoples.

We are committed to proactively engaging with First Peoples to improve the delivery of culturally respectful services in our organisation.

It is our intent to be a sought after place of opportunities for First Peoples.

We believe that communities thrive when everyone has a life of belonging, hope and purpose. This Reconciliation Action Plan ties in with our Strategic Plan and is an integral part of delivering on our four strategic pillars: Delivering Positive Impact, Being Innovative and Adaptable, Being Seen and Heard, and Being Efficient and Performance-focused.

We will be an organisation that promotes truth-telling and provides opportunity to our circle to forge a different path for our future.

Our Business

UCW is a community services agency of the Uniting Church that touches the lives of thousands of WA families and individuals each year.

We are a part of the national UnitingCare Network of more than 400 Uniting Church agencies providing community services to over 1.8 million Australians each year. While UCW's networks and relationships cover the state of Western Australia, our current services are mainly metropolitan Perth and Great Southern, based on Noongar Country.

Here in Western Australia, from seven sites, UCW provides a range of holistic and diverse programs to enable Western Australian people and communities to belong and thrive.

Our innovative and creative services seek to work in partnership with, and meet the needs of, vulnerable people in our community to create justice, hope and opportunity for all. Our aspiration is to use our reach in WA to educate, inspire and increase engagement with First Peoples. We will use our ever-growing Western Australian circle of influence to increase positive outcomes for all people.

Our programs span the areas of community and family services, disabilities, youth, mental health, independent living, and accommodation services. We also offer a range of free and confidential specialist services in the areas of substance misuse, parenthood, community safety, and crime.

We connect with local communities through a place-based approach: the sites form Connection Hubs through which clients have access to various service providers in the local community. Our Hubs are located in Merriwa, Inner City, Fremantle and the Great Southern.

We have 375 employees and 105 volunteers who generously spend their time supporting the important work that we do in WA.

As of May 2019, we have 17 employees who identify as First Nations, Aboriginal or Torres Strait Islander Peoples.





Our Reconciliation Action Plan

UCW has completed its first Innovate RAP, which was developed to start the journey of Reconciliation for our organisation within the national framework set out by Reconciliation Australia.

Our Innovate RAP was endorsed and approved by Reconciliation Australia in 2018. We are proud of how we fully embraced the Innovate RAP and went beyond what the plan originally set out to do. We are now very excited to be venturing on to our next RAP: the STRETCH journey.

We are fully actioning our RAP because we believe that Reconciliation is going to benefit everyone. When we serve our First Peoples, our workplace becomes a better place for all people.

“We can all strive to learn, share and grow: exploring our past, learning more about First Peoples’ (Aboriginal and Torres Strait Islander) histories and cultures and sharing that knowledge with others. Reconciliation is everybody’s business,” said Josey Djidi-Djidi Hansen, Executive Cultural Architect, UCW.

Reconciliation will help all communities thrive and help everyone live a life of belonging, hope and purpose.

Reconciliation will reinforce our organisation’s institutional integrity, grow equality and equity, strengthen race relations and build unity. We will understand history and accept that there are First Nations’ perspectives, which have not been taken into consideration in our national colonial historical narrative. All of these outcomes will benefit the people we serve and the communities in which we live.

Development of our STRETCH RAP

This STRETCH RAP has been developed in consultation with internal and external stakeholders. All senior leaders have had input into the RAP and are taking responsibility for the deliverables that they have developed with their teams. Aboriginal community members have been consulted and all staff at UCW have had the opportunity to share their thoughts and provide input into the RAP.

Commitment to the UCW RAP implementation sits with all people within our organisation. It sits

with the Board of Directors as much as it does with all layers of management and staff. Our Strategic Leadership Group will have overarching responsibility for many of the deliverables and Place-based Managers will take an active role in place-based implementation of the RAP.

Internal RAP Champions

RAP Working Group members will all champion the RAP and so will our Executive Cultural Architect, supported by our Communications Team.

RAP Working Group/Yarning Circle

Our RAP Working Group is also called the Yarning Circle. We come together with a shared understanding of “Yarning Circle Expectations”. We acknowledge the concept of circles resonating with First Peoples and the strong affinity with the symbolism resembling many different dynamics and cycles. The sun, moon, and wind sitting in a circle equally and the seasons revolving.

All RAP members are encouraged to share a demystified narrative amongst their circle of influence. The circle dynamic will also be a part of our Elders Wisdom Circle.

All service areas within UCW are represented by the members of the RAP Working Group (RWG)/Yarning Circle. Membership includes First Peoples from staff and the community. The RWG/Yarning Circle will oversee the implementation of the RAP and will be responsible for all reporting on its progress.

RAP WORKING GROUP/YARNING CIRCLE MEMBERS (JANUARY 2019)

Amanda Hunt	Chief Executive Officer	Strategic Leadership Group
Josey Hansen	Executive Cultural Architect	Strategic Leadership Group
Tara Reynders	Place-based Manager	South West Metro Connection Hub
Tracy Tauri	Place-based Manager	Outer North Connection Hub
Ren Adams	Practice Lead — Communications	Communications Team
Michelle Albanese	Support Worker	Aboriginal Family Respite Service
Simon Bibby	Principal Practice Lead — Employee Relations and WHS	People and Culture
Leone Cottam-Williams	Communications Officer	Communications Team
Teanne Hayden	Senior Case Worker	Intensive Family Services
Kim Jackson	Community Support Worker	PHaMs
Marilee Liddell	Managing Director	Optimal Personnel Services (External organisation)
Sophia Lizares	Chaplain	People and Culture
Paul McGann	Principal Practice Lead — Talent Acquisition and Management	People and Culture
Daniel McLaughlin	Mental Health Liaison Officer	Housing
Gayle Mitchell	Practice Lead	Transitioning from Homelessness
Megan Richards	Strategist	Aboriginal Community Engagement
Kenneth Whitfield	Senior Case Worker	Specialist Re-Entry Services



Wisdom Circle

As part of our STRETCH RAP, we are inviting First Peoples Elders near our places to form a Wisdom Circle. This group of Elders will help inform our RAP, Yarning Circle, and organisational practices. The Wisdom Circle will be a circle of people who hold knowledge, language and history and who are not afraid of challenging internal processes to progress the UCW Cultural Builds and strengthen the Cultural Fabric of UCW. Their wisdom and cultural knowledge will bring greater depth, understanding and authenticity to our work, ultimately driving the impact we seek with and for the community.



Our Reconciliation Journey so far: 2016-18

At the beginning of our RAP journey in developing our Innovate RAP, UCW had to engage an external First Peoples consultant to lead our RAP. We knew at that time we needed and wanted a First Peoples person at the helm, and the creation of the Executive Cultural Architect role was a result of this. This role is an executive position and sits within the Strategic Leadership Group. You may see this role represented as Executive Cultural Architect or simply Cultural Architect. Cultural Architect is the preferred title of Josey Hansen, who is in this role.

In 2018, the Communications Team committed to a dedicated day (0.2 FTE) for the RAP and UCW created the role of Aboriginal Community Engagement Strategist (1.0 FTE).

KEY LEARNINGS

Initial chair and lead of the RAP was undertaken by a staff member who was not First Peoples and did not have connection to First Peoples families and community.

There was an unconscious but systemic bias within the organisation and unintentional, institutional racism within our policies and processes.

UCW started the journey apolitical but came to realise that Reconciliation is political. We absolutely acknowledge that past government policies have hurt First Peoples, that this trauma is intergenerational, and that it is still playing out today in the lives of those impacted.

UCW required a strategy and having Reconciliation Australia's RAP template has started us on an amazing journey.

CHALLENGES

One of the challenges for us at the beginning was many staff members not seeing Reconciliation as a priority.

Everyone is busy in their everyday work, committed to making a difference in the lives of the people we serve. Growing the understanding that Reconciliation needs to become part of everyday business has become a focus and we have seen a shift in attitude and understanding in why Reconciliation is important in everyone's life.

Another challenge was that when we first put the Acknowledgement of Country on all meeting agendas, people were afraid to put their hand up to say it in case they 'got it wrong' or offended someone by making a mistake. A huge step in opening up our hearts and letting go of fear was the realisation that Acknowledgement of Country does not have to be said just one way. It is about people and acknowledging the people who were here many years before 'settlement'. Staff are free to share an acknowledgement from the heart and the feeling now is that it is much more authentic, 'real' and meaningful. We do have 'official' versions of Acknowledgement of Country on our documents and email signatures and in meeting rooms, but the words do not have to follow exactly what is written.

ACHIEVEMENTS AS AT JANUARY 2019

- ▶ UCW – RAP is now integral to the whole of the organisation.
- ▶ First Peoples are now visible within the organisation: staff, partnerships and client/participant base.
- ▶ Acknowledgement of Country is now an integral part of everyday practice – genuine, authentic, real and meaningful!
- ▶ Celebrations are now significant. They happen across all UCW Places!
- ▶ RAP has representation from all sectors within UCW – now at a Place-based strategic level.
- ▶ Recruitment and retention of First Peoples staff are key. UCW had three First Peoples staff at the beginning of 2017 and now has 17 staff who identify as Aboriginal/First Peoples.
- ▶ Cultural champions are located in every area of our business.
- ▶ Emerging and current partnerships with Aboriginal organisations/corporations and communities are nurtured.
- ▶ A new role is being developed to work specifically with Aboriginal Community-Controlled Organisations (ACCOs).
- ▶ A commitment to human resources to further develop and foster partnerships within First Peoples communities/organisations has been made.
- ▶ A dedicated 0.2 FTE has been allocated to support our RAP alongside our Cultural Architect role.
- ▶ A grant application to install flagpoles to fly the Aboriginal, Torres Strait Islander and Australian flags at one of our sites has been successful.



UCW's Positive Progress

Case Study 1

Recruitment and growing the number of First Peoples staff

In late 2017 we were approached by a local Noongar man who expressed an interest in working in our Intensive Family Support Service. He recognised that the numbers of First Peoples children are over-represented in out-of-home care and he believed UCW was one organisation he could work with to help improve this situation.

The man had over 20 years' experience working in the Government Child Protection Department but did not have formal qualifications in social work or psychology. As the funding contract stipulated all Senior Case Workers must hold a 4-year degree in a relevant discipline, the manager and team leaders of the service were worried it would be a breach of contract if they employed him.

In Western Australia, in excess of fifty per cent of children in care are First Peoples children. Members of our Senior Leadership Team and

our People and Culture team could see how valuable this person, with his cultural knowledge and relationships, would be at increasing our engagement, improving the services we deliver to First Peoples families and, most importantly, improving the positive outcomes for First Peoples.

The Executive Manager worked with the team, who were able to reach agreement on recruiting the man to the position. This demonstration of UCW's genuine commitment to recognising and placing a similar value on cultural knowledge as a university degree led to him recommending a number of other candidates for positions at UCW. This increased the number of Aboriginal employees in that service from zero to four employees.

At the same time, the Executive Manager was also working closely with our Cultural Architect to develop a partnership with an Aboriginal

Community-controlled Organisation (ACCO) in a tender for services to families in the Perth Metropolitan Area. The submissions were successful and have resulted in UCW working in partnership with the ACCO to recruit staff. The outcome of this was that four of the six new positions available were filled by First Peoples.

By recognising that institutional barriers towards First Peoples can be inherent, and systems and processes needed to be reviewed with a 'cultural' lens, UCW has begun to establish a reputation as an organisation that recognises and values lived experience and cultural knowledge.

We recognise and value the experience and knowledge that First Peoples bring to our organisation, which can only be learned by being born into First Peoples' culture.



Case Study 2

Apology Day stories

At UCW, all significant First Peoples' cultural dates are celebrated/acknowledged. Our Executive Cultural Architect has strong ties with the First Peoples, Noongar, community. For each event during the year, a First Peoples person with lived experience relating to the event is invited as a guest speaker. At our Apology Day event in 2018 there were many tears when stories were shared by people impacted by having been taken away from their family and country at a young age.

Feedback from the people present at this event was that it gave them greater cultural and historical understanding of the wrongs done and the impact it had on individuals, families, communities and a race of people. At this particular event, the Moderator of the Uniting Church in Western Australia, Rev Steve Francis, apologised on behalf of the Church and made a personal apology that this had happened. Many hearts opened, understood and were moved that day.

OUR TEAM'S SURVEY REFLECTIONS

During the consultation period for this STRETCH RAP, we sent a survey out to all our staff, community partners, clients, and the schools we work with, and also posted it on social media. The responses we received were fascinating. Below are just a few responses to the question, **"If you could hear 'Reconciliation', what would it say?"**

What took you so long? Be one. Acceptance. Hello. Move forward. Please listen with an open mind. We can make this work. It is our responsibility to walk alongside each other and to hear each other with respect and kindness. I hear you. Thank you. Hey, let's play together. Kaya. Sorry. Persevere. This is important; please listen. Be love. 83,000 years of continuing culture has a lot to teach others. Connect and help each other. Whispering — it's ok; it's all ok. Well done. Keep listening, sharing and being open to learning. Keep your heart open.

A MESSAGE AND LEARNINGS FROM ONE OF OUR YARNING CIRCLE MEMBERS

I have found that ongoing learning and self-reflection is imperative to improve my cultural competency. Connection to land is spiritual and has a great personal meaning and significance to people. From a housing point of view, helping family out, including lodgings, is a cultural obligation which overrides any non-indigenous rules and regulations.

Building a relationship with someone through assessment is not linear and takes a great deal of trust. Understanding the family structure and kinship will allow me to understand a person's culture. Growing in cultural competency is driving changes in not only my practice but I see it in my colleagues around me as well. As a result, we are helping to reform the culture and behaviours in our organisation and the feedback from the First Peoples we walk together with is positive.



Relationships

UCW engages with First Peoples in a manner that leads to positive relationships and greater understanding. This is mutually beneficial.

We deliver services in the community and have partnerships within the community, connecting people and communities to ensure everyone can belong, have a sense of purpose and thrive.

Over the last two years, we have been better connecting with our local First Peoples' community and people. We have established and grown these relationships with a deep sense of respect, commitment and inclusiveness. We believe that building relationships between First Peoples and other Australians is fundamental to community growth. We build on trust and respect.

Our organisation is underpinned by strong relationships in everything we do, now and into the future. Our belief is to be person-centred and connect people with community and services.

UCW has just been through a process of reviewing all organisational policies. During this process, the Cultural Champions (First Peoples staff) were invited to review all policies through a "cultural lens" to ensure cultural appropriateness. We have been engagement building, encouraging First Peoples to join our staff and run events at our places. This encourages Aboriginal community members to engage in a way that helps inform our staff of the history and current situation for First Peoples and how we can better connect and engage.

A focus for our relationship building has been and will continue to be building partnerships with Aboriginal Community-controlled Organisations (ACCOs).

Communication within UCW has focused on truth-telling, historical acceptance, education, and sharing experiences. This will continue in our practice, as we have seen how this strategy has been helpful in building relationships and growing understanding.

OUR TEAM'S SURVEY REFLECTIONS

"What does the word 'Relationships' mean to you?"

How you interact with others. Caring. Connectedness. Belonging. Love and acceptance and support. A journey, decided upon and taken together. Connection and belonging. Sharing life in different capacities. Relationships mean a lot; they are a part of the foundations of how we function as people within a society. Mutual respect and understanding. Win-win outcomes for both parties, dynamic and evolving. Walking alongside each other on a journey of mutual understanding to achieve amazing outcomes. The way we connect with each other. Understanding our connections. Care, Compassion, Listening. COMMUNITY. Two-way. Mutual respect and desire to understand each other.

FOCUS AREA:

Delivering Positive Impact

We build positive outcomes by working and developing relationships and partnerships with First Peoples and communities in a way that is evidence-informed, integrated and meaningful.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. RAP Working Group (RWG/ Yarning Circle) actively monitors RAP development and implementation	1.1 ► Oversee the development, endorsement and launch of the RAP.	Ongoing Review January and July annually	CEO and RAP Chairperson
	1.2 ► Ensure there are First Peoples on the RWG.	Immediate and ongoing Review January and July annually	CEO
	1.3 ► Meet monthly to monitor and report on RAP implementation.	Meetings are monthly	RAP Chairperson
	1.4 ► Appoint an internal RAP Champion(s) from senior management.	May 2019	Cultural Architect
	1.5 ► Establish a Terms of Reference for the STRETCH RWG.	February 2019	RWG
	1.6 ► Develop a Wisdom Circle (external First Peoples Reference Group) to provide cultural advice and guidance.	June 2019	CEO and Cultural Architect
	1.7 ► Develop and distribute an expression of interest to join the RWG to appropriate community members.	June 2019	RWG
	1.8 ► Dedicate one day per week to RAP communications, events and support.	Ongoing Review January and July annually	Dedicated Communications Team member
	1.9 ► Have a RAP group on the Intranet Social Hub as a forum for people to share information, learnings and stories.	February 2019	RWG and Communications Team



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between First Peoples staff and other staff.	2.1 ► Organise three internal NRW events each year over three years. (Outer North, Inner City and South West Metro Hubs)	April 2019 April 2020 April 2021	Place Managers Outer North, Inner City and South West Metro Hubs
	2.2 ► Register all NRW events via Reconciliation Australia's NRW website.	April 2019 April 2020 April 2021	Communications Team/Place Managers
	2.3 ► Encourage staff and senior leaders to participate in external events to recognise and celebrate NRW.	April 2019 April 2020 April 2021	RWG
	2.4 ► Ensure our RWG participates in at least one external NRW event each year. We will support Reconciliation WA's Walk for Reconciliation.	27 May - 3 June 2019, 2020, 2021	RAP Chairperson
	2.5 ► Invite a First Peoples community member/s into our office to connect and share experiences.	Review January and July annually	RWG and Place Managers
	2.6 ► Support an external NRW event that could include in-kind support and/or partnering with Kinship Connections WA.	27 May - 3 June 2019, 2020, 2021	UCW Relative Carer Support Team
3. Maintain and leverage mutually beneficial relationships with First Peoples, communities and organisations to support positive outcomes.	3.1 ► Develop and implement an engagement plan to work with our First Peoples stakeholders.	December 2019	Place Managers

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	3.2 ▶ Meet with four local First Peoples organisations to develop guiding principles for future engagement. <ul style="list-style-type: none"> + Ngalla Maya + Kinship Connections WA + Be My Koorda + Beanangin Kwuurt Institute 	December 2019	Aboriginal Community Engagement Strategist
	3.3 ▶ Commit to establishing two formal two-way partnerships to build capacity in First Peoples organisations and/or communities relevant to our sphere of influence. <ul style="list-style-type: none"> + Kinship Connections WA + Be My Koorda 	December 2019	Aboriginal Community Engagement Strategist
	3.4 ▶ Develop joint ventures, partnerships, pro bono support or secondment and community capacity building opportunities.	December 2019	Aboriginal Community Engagement Strategist
	3.5 ▶ Coordinate with selected men's public prisons in the Perth Metropolitan area to deliver four Red Dust Healing programs in the next 12 months in conjunction with Ralph Mogridge & Associates and Department of Justice.	June 2019	Practice Lead Justice Services
	3.6 ▶ Coordinate and negotiate with Department of Justice and Ralph Mogridge & Associates to provide Aboriginal mentors for selected participants who may require further cultural guidance and spiritual support.	June 2019	Practice Lead Justice Services
	3.7 ▶ Execute 'Memorandum Of Understanding' (MOU) with Wungening Aboriginal Corporation to support capacity building within each other's workforce and develop specific NDIS pathways for Aboriginal people.	June 2019	Head of Service Operations

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	3.8 ► Maintain joint venture with Wungening Aboriginal Corporation and Centrecare to deliver Beyond Youth Justice support services to First Peoples youth in the justice system.	Review January and July annually	Practice Lead Justice Services
	3.9 ► Provide Letter of Intent to support Impact Services application for a Vocational Training and Employment Centre (VTEC) contract in Albany. ► Continue to support Impact Services.	Review January and July annually	Head of Service Operations
	3.10 ► In conjunction with Wungening Aboriginal Corporation, develop and implement strategies to understand and engage with First Peoples to support their access to NDIS.	March 2019	Head of Service Operations
	3.11 ► Develop training and education for First Peoples carers and families engaged with UCW through the Aboriginal Family Respite (AFR) program.	June 2019	AFR Team Leader
	3.12 ► Seek opportunities to develop mutually beneficial partnerships with Aboriginal Community-controlled Organisations (ACCOs) in order to build the capacity of each organisation to maximise the benefit of our community services for local Aboriginal communities.	Ongoing Review January and July annually	Aboriginal Community Engagement Strategist
	3.13 ► Maintain membership with Reconciliation WA.	June 2019 June 2020 June 2021	RAP Chairperson
	3.14 ► Participate in Reconciliation WA's Yokai events + Employment and Retention Forum	March 2019 March 2020 March 2021	Principle Practice Lead (PPL) — Talent Acquisition and Management

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	3.15 ▶ Participate in Reconciliation WA's Yokai events + Supply and Procurement Forums	March 2019 March 2020 March 2021	Head of Service Operations
	3.16 ▶ Identify two small ACCOs to include in the UnitingCare Australia Christmas Appeal.	October 2019 October 2020 October 2021	Practice Leads (PL), Place Managers (PM) and RWG
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	4.1 ▶ Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	February 2019	Communication Team and RWG
	4.2 ▶ Promote reconciliation through ongoing active engagement with all stakeholders.	Review January and July annually	Communication team, RWG (and all staff)
	4.3 ▶ Engage our senior leaders in the delivery of RAP outcomes.	Review January and July annually	Cultural Architect
	4.4 ▶ Spend time working out of the Reconciliation WA offices to gain a greater understanding of the work being done and identify further engagement and collaboration opportunities.	June 2019	Communications Team
	4.5 ▶ Although the <i>Recognise Campaign</i> has ended, continue to support its parent organisation (Reconciliation Australia) in its important work. ▶ Continue to promote the "Uluru Statement from the Heart" , advocate for First Peoples, and put in a submission to the Parliament of Australia Joint Select Committee. ▶ Purchase Uluru Statement from the Heart posters and display them in all UCW offices.	Ongoing Review January and July annually	RWG and Communications Team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<p>4.6 ► Support Reconciliation Australia and Reconciliation WA via being a member, being involved in their events, and promoting reconciliation via digital and hard copy.</p>	<p>June 2019</p> <p>June 2020</p> <p>June 2021</p>	<p>RWG and Communications Team</p>
	<p>4.7 ► Promote UCW's commitment to Reconciliation and our STRETCH RAP.</p>	<p>Ongoing</p> <p>Review January and July annually</p>	<p>Strategic Leadership Group</p>
	<p>4.8 ► Encourage organisations we work with to adopt the Acknowledgement of Country as part of their meeting procedures.</p> <p>All staff are expected to include an Acknowledgement of Country as part of their agenda items.</p>	<p>Ongoing</p> <p>Review January and July annually</p>	<p>Team Leaders</p>
	<p>4.9 ► Lead a National Communities of Practice initiative. (Network across all States and Territories.)</p>	<p>December 2019</p>	<p>Cultural Architect and</p> <p>Aboriginal Community Engagement Strategist</p>
<p>5. Continue to be open to unique relationships that will be mutually beneficial to UCW and the people we serve and that will work towards Reconciliation.</p>	<p>5.1 ► Coordinate and foster relationships with tertiary education institutions to encourage and support First Peoples students' placement at UCW as part of their professional development and educational curriculum.</p> <p>People Services, in conjunction with Head of Service Operations, will support this.</p>	<p>February 2020</p>	<p>Cultural Architect and</p> <p>Aboriginal Community Engagement Strategist</p>
	<p>5.2 ► Collaborate with Department of Justice to support development and implementation of a cultural expression program for First Peoples prisoners.</p>	<p>Review January and July annually</p>	<p>Practice Lead</p> <p>Justice Services</p>



Respect

UCW respects First Peoples cultures, lands, histories and rights. Respect is one of the core values for the organisation and we embrace practices that demonstrate an organisational culture of respect for First Peoples and culture.

As an organisation, we are learning more about the richness of First Peoples' cultures, and the Noongar culture in particular. We are understanding the impact of intergenerational trauma, effected by past government policies and practices, as we develop a deeper appreciation and understanding of First Peoples, their stories and their history.

We celebrate successes on our journey together and, by recognising differences, we are working on embracing diversity in our service delivery. More and more staff are championing our RAP, and in our STRETCH RAP we look forward to the

Cultural Champions walking together as we grow further in our learning, understanding, race relations and institutional integrity.

Via our communications streams, we will continue to share our pride in First Peoples cultures, histories, successes and acknowledgement dates.

We will celebrate Significant First Peoples' events and celebrate the steps towards Reconciliation and healing. Respect builds the bedrock for us to celebrate, acknowledge and accept our differences so that we all may learn, work, grow and achieve together. We can build an inclusive community that will heal, continue to grow and, most importantly, thrive.

Our Team's Survey Reflections

"What does the word 'Respect' mean to you?"

Understanding. Acceptance. Understanding and appreciating differences. People valuing each other. Consideration and empathy. Appreciation in others and yourself. Acknowledgement of differences. Listening and empathy. Dignity. Listening and accepting one another without judgement. Treat others the way you would

like to be treated. Walking side by side with different but equally valued knowledge and experience. Being acknowledged for who I am or I am acknowledging someone else for who they are in a manner that is polite, courteous and meaningful. Valued, considered. Accepting, understanding and appreciating difference. Being seen, being known and being heard ... accepted. Boundaries, trust. Caring about what other people think and feel. Using peaceful language if you disagree. Truth, kindness, empathy. Valuing others' opinions, property, thoughts and feelings. Honour, trust, integrity. Walking together and allowing difference.

FOCUS AREA:

Being Seen and Heard

UCW would like to be seen and heard as an organisation that respectfully engages and walks with First Peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Engage workforce in continuous cultural learning opportunities to increase knowledge and understanding of First Peoples' cultures, histories and achievements.	6.1 ► Stage two of the initiative to develop and implement a 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, including online, face-to-face workshops and/or cultural immersion. Implementation to continue, with training moving toward Cultural Competence.	August 2019	PPL — Talent Acquisition and Management
	6.2 ► 100% of staff undertake online cultural learning activities. ► 50% of frontline workers attend cultural competence workshops. ► Implement cultural awareness training for all new staff members' onboarding/induction processes.	August 2019	PPL — Talent Acquisition and Management
	6.3 ► 150 staff (40% over 18 months) undertake face-to-face cultural workshop learning activities	July 2020	PPL — Talent Acquisition and Management
	6.4 ► 97 staff (25% of UCW employees) to undertake cultural immersion learning activities by 2021. + 100% Senior/Executive Leads (seven members - UCW Strategic Leadership Group) + 30 Team Leads (Practice Leads and Place Managers) + 60 staff from frontline service and cross-section of levels.	December 2021	PPL — Talent Acquisition and Management
	6.5 ► All RWG members to undertake cultural learning activities.	June 2019	RAP Chairperson
	6.6 ► All senior executives to undertake cultural learning activities.	June 2020	CEO
	6.7 ► Identify cultural learning requirements specific to individual staff training needs.	December 2019 ongoing	PPL — Talent Acquisition and Management



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6.8 ▶	Promote the Reconciliation Australia's Share Our Pride online tool to all staff.	Currently being rolled out and is a required UCW learning module Review January and July annually	PPL — Talent Acquisition and Management, and Communications Team
6.9 ▶	All new staff to complete online cultural awareness training. (Reconciliation Australia's 'Share our Pride' training).	December 2019 Ongoing	PPL — Talent Acquisition and Management
6.10 ▶	Embed Cultural Awareness Key Performance Indicators in all staff performance plans. + All staff, including new appointees, will be required to complete cultural awareness education as part of their employment or during their probation period.	December 2019 Ongoing	PPL — Talent Acquisition and Management, and PPL — Employee Relations and WHS
6.11 ▶	Broaden cultural resources and source two other consultants to provide UCW with cultural learning opportunities.	Review January and July annually	PPL —Talent Acquisition and Management
6.12 ▶	Train Cultural Champions to enable them to provide cultural competence training.	March 2019	PPL — Talent Acquisition and Management, and Cultural Architect
6.13 ▶	Research and share local history with our housing tenants by creating a Local Community Directory.	August 2019	Housing RAP Champion
6.14 ▶	Invite staff to share their learnings more formally (and highlight their contribution in Hub stories).	February 2019	Communications Team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<p>6.15 ► Provide the opportunity for Aboriginal clients/partners to give feedback on our efforts. Design the best way to do this. Work with the Aboriginal Community Engagement Strategist on the Most Significant Change research model and case studies. Take these to the Wisdom Circle. For example, the South West Metro Hub has a board in reception asking for feedback on how people feel we recognise Aboriginal culture. Some of the responses included the importance of artwork, language and being welcomed.</p>	February 2019	Communications Team
	<p>6.16 ► Develop a guide to working with/supporting Aboriginal clients/communities relevant to UCW. Include appropriate/inappropriate language, terminology and relationships for consultation within community.</p>	December 2019	Communications Team
	<p>6.17 ► Identify and participate in Aboriginal cultural awareness activities to better inform how we communicate with the general public and UCW staff on issues relating to Aboriginal and Torres Strait Islander peoples.</p>	February 2019	Communications Team
7. Demonstrate respect to First Peoples and communities by embedding cultural protocols as part of the way our organisation functions.	<p>7.1 ► Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country (South West Aboriginal Land and Sea Council Noongar Protocols).</p> <p>► Acknowledgement of Country must be culturally specific to the place it is being delivered.</p>	Review January and July annually	RWG
	<p>7.2 ► Invite a local Traditional Owner to provide a Welcome to Country at four significant events each year, including NAIDOC Week.</p>	As required See Significant Cultural Events Corporate Calendar	Place Managers, in consultation with Cultural Architect
	<p>7.3 ► Provide an Acknowledgement of Country at all other events (see point 7.1).</p>	In practice and ongoing Review January and July annually	All Staff

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	7.4 ► Maintain and review a list of key contacts for organising a Welcome to Country.	Ongoing Review January and July annually	Place Managers, in consultation with Cultural Architect
	7.5 ► Include an Acknowledgement of Country at the commencement of internal meetings.	Current practice and ongoing Review January and July annually	All Staff
	7.6 ► Create and display an Acknowledgment of Country plaque in our Outer North, Inner City, South West Metro Hubs.	December 2019	Facilities Manager
	7.7 ► Embed First Peoples cultural protocols within a protocol document relevant to State and/or Territory and specific local communities (South West Aboriginal Land and Sea Council Noongar Protocols).	Review July 2020	Cultural Architect and RWG
	7.8 ► Update meeting agenda templates to include an Acknowledgement of Country.	Review January and July annually	All staff
	7.9 ► Amend participant intake assessment processes and documentation, to be culturally sensitive.	Review January and July annually	Community Housing Team, followed by other UCW teams
	7.10 ► Develop and implement strategies, in conjunction with Wungening Aboriginal Corporation, to conduct culturally competent person-centred planning for Aboriginal people.	Review January and July annually	Person-Centred Specialist
	7.11 ► Facilitate all staff to reflect on their own Acknowledgement of Country. ► (Workshopped by Cultural Architect or Cultural Champions, or facilitated workshops by Reconciliation WA).	December 2021	Cultural Architect and Team Leaders

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Celebrate NAIDOC Week and provide opportunities for First Peoples staff to engage with culture and community during NAIDOC Week.	8.1 ► Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	NAIDOC First week in July Review May 2019 May 2020 May 2021	Practice Lead — Employee Relations and WHS
	8.2 ► Provide opportunities for all First Peoples staff to participate in community NAIDOC Week events.	July 2019, 2020 and 2021	All people supporting our Cultural Champions
	8.3 ► Support all staff to participate in NAIDOC Week events in the local community.	July 2019, 2020 and 2021	CEO & Communications Team
	8.4 ► Hold an internal or public NAIDOC Week event, in consultation with Aboriginal and Torres Strait Islander peoples.	July 2019, 2020 and 2021	Place Managers
	8.5 ► Support an external NAIDOC Week community event.	July 2019, 2020 and 2021	Chaplain
	8.6 ► Support a local and/or National NAIDOC Week Committee.	July 2019, 2020 and 2021	Place Managers and Communications Team
	8.7 ► Support senior staff's acknowledgement of NAIDOC Week and its importance (with public statement on website and social media).	July 2019, 2020 and 2021	Strategic Leadership Group and Communications Team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	8.8 ► Ensure the NAIDOC Week celebrations are conducted in a culturally appropriate manner by consulting with Josey Hansen and Cultural Champions.	August 2019	PPL —Talent Acquisition and Management, and Cultural Architect
	8.9 ► Ensure First Peoples employees and Cultural Champions are encouraged to attend and contribute to community celebrations.	August 2019	PPL — Talent Acquisition and Management, and Cultural Architect
	8.10 ► Target communications within the organisation to ensure all First Peoples employees are aware of their rights to attend NAIDOC Celebrations.	March 2019	PPL — Talent Acquisition and Management and Cultural Architect
	8.11 ► Incorporate information about significant cultural events into newsletters and other forms of communication shared with people we support and the wider community.	Review January and July annually	Community Housing Team, followed by other UCW teams
9. Foster respect within UCW and show respect to First Peoples when on country. Acknowledge history as a part of the path to reconciliation.	9.1 ► Celebrate and recognise First Peoples' dates of significance (See Appendix 1).	Review January and July annually	Communications Team, RWG, and Place Managers
	9.2 ► Develop and implement a cultural mentoring program for existing staff and managers. (First Peoples staff can choose to be Cultural Champions and a cultural resource, and where appropriate, be a mentor to staff.)	July 2021	Cultural Architect
	9.3 ► Provide cultural exchange gifts when going into non-Noongar country and to signify the development of significant partnerships or relationships with First Peoples groups.	July 2021	Strategic Leadership Group



Opportunities

UCW seeks opportunities to undertake practical activities to work with First Peoples because we acknowledge that our current service delivery might not be culturally appropriate for diverse groups. We will provide the opportunity for First Peoples to have access to available services.

We will create opportunities for First Peoples through procurement, employment, training and development.

It is imperative that our workforce not only reflects our communities but also models and promotes the strengths we will develop from having a culture of connectedness amongst workers and their communities.

First Peoples employment businesses are integral in our ability to attract First Peoples as workers.

Having a well-represented workforce that includes First Peoples communities and businesses will create an environment where Aboriginal people will feel comfortable and supported and can achieve their career goals.

Our Team's Survey Reflections

"What does the word 'Opportunities' mean to you?"

Right place, right time. Unlimited scope to be one's best. Alive. Realising potential. Doors opening. Ways forward. A chance to do something that is for the greater good. A broad horizon. Choice. A chance to make something different. The options you see or can find available to you when you search. No barriers. Being able to experience an activity or interaction that has the ability to provide an individual with a positive experience or outcome. Options. Many options. Being given a chance. Looking forward to the future and what it might

offer. That everyone is given an opportunity to try regardless of their background or lack of knowledge. Fresh beginning/s; Chance/s to grow and learn; Excitement (and fear). Learning, growing and becoming more capable as a human being to be part of a new Australia that is proud of its Indigenous heritage. When a door opens to something new. A fair go, without discrimination. Equity, understanding, communication.

FOCUS AREA:

Being Innovative and Adaptable

We are a thriving and agile organisation and a sought-after partner, collaborator and employer. Reflection, curiosity and creativity are central to our working ethos.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Increase First Peoples recruitment and retention.	10.1 ► Increase First Peoples employment to 45 staff members (8%).	December 2021	PPL —Talent Acquisition and Management
	10.2 ► Develop, implement, review and update First Peoples employment and retention strategy, which includes professional development. Focus on staff recruiting and supervising First Peoples employees.	June 2019	PPL — Talent Acquisition and Management
	10.3 ► Engage with Cultural Architect to consult on employment strategies, including professional development. + Individualised Services teams will support the development and implementation of STRETCH RAP targets in this area. + People Services and Cultural Architect to review work practices that include negotiating not just the workplace contract but a cultural contract as well.	Review January and July annually	Cultural Architect and People Services
	10.4 ► Investigate developing the role of an Aboriginal recruitment manager.	Review May 2020	RAP Chairperson
	10.5 ► Continue to advertise all job vacancies in First Peoples media. (e.g. AFL SportsReady and Peedac)	Current and ongoing Review January and July annually	PPL — Talent Acquisition and Management
	10.6 ► Commit to providing vocational training placements for two to three First Peoples within 12 months of the establishment of the VTECs by Impact Services in Albany.	September 2019	Team Leader Great Southern
	10.7 ► Identify areas of the business that could support and benefit from providing traineeships for First Peoples jobseekers, and work with AFL SportsReady to secure placements.	Review January and July annually	Head of Service Operations
	10.8 ► Develop Cultural Competency Training for staff who are involved in recruiting and supporting First Peoples staff.	December 2019	Aboriginal Community Engagement Strategist, and People Services
	10.9 ► Develop and implement strategies to engage with and employ First Peoples carers and support workers to work with children in care.	December 2020	Practice Lead Children's Services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	10.10 ► Invite First Peoples employees to be part of the negotiating committee for new Employee Collective Agreement.	Review January and July annually	PPL — Talent Acquisition and Management, and Cultural Architect
11. Increase First Peoples supplier diversity.	11.1 ► Develop and implement a new STRETCH First Peoples procurement strategy.	October 2019	Head of Support Services
	11.2 ► Increase target for procuring goods and services from First Peoples owned businesses to 3% over three years.	March 2021	Head of Support Services
	11.3 ► Develop at least two commercial relationships with First Peoples businesses. Examples of this include: + Subcontract agreement with Ralph Mogridge & Associates to deliver Red Dust Healing and Aboriginal Mentor program in prisons. + Letter of Intent to commit to VTEC placements with Impact Services.	July 2020	Head of Support Services
	11.4 ► Become a member of Supply Nation.	December 2020	Head of Support Services
	11.5 ► Promote procurement opportunities to First Peoples businesses.	December 2020	Head of Support Services
	11.6 ► Support Aboriginal and Torres Strait Islander Chambers of Commerce.	July 2020	Head of Support Services
	11.7 ► Review procurement policies and procedures continuously to identify barriers to First Peoples businesses to supply our organisation with goods and services.	Review January and July annually	Head of Support Services
	11.8 ► Develop and communicate to staff a list of First Peoples businesses that can be used to procure goods and services.	Review January and July annually	Head of Support Services
	11.9 ► Extend the initial relationship with Kulbardi to include other purchase items.	Review January and July annually	Head of Support Services
	11.10 ► Finalise all arrangements to ensure that UCW becomes a member of Supply Nation.	March 2019	Head of Support Services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	11.11 ► Develop relationships through affiliations identified by Supply Nation and source supplies through those contacts.	August 2019	Head of Support Services
	11.12 ► Set up a budget line item in UCW accounts to fund purchase through recognised suppliers that are part of Supply Nation.	Review January and July annually	Head of Support Services
12. Continue seeking opportunities to look for funding and partnerships to best support the people we serve.	12.1 ► Recruit a First Peoples RAP Manager.	Review January and July annually	Cultural Architect
	12.2 ► Investigate the development of a First Peoples professional mentoring network.	Review May 2021	RAP Chairperson
	12.3 ► Implement First Peoples employment pathways (e.g., traineeships or internships [3 per year]).	December 2019	People Services, with Place Managers and Practice Leads
	12.4 ► Investigate/increase opportunities to increase pro bono activities to two First Peoples organisations.	December 2021	Aboriginal Community Engagement Strategist
	12.5 ► Work with Uniting Church schools to implement scholarship opportunities for First Peoples students.	Review January and July annually	School Liaison Officer
	12.6 ► Support First Peoples leadership. ► Cultural Champions are underway. ► Overview all UCW policies and review UCW cultural builds.	Review January and July annually	Cultural Architect
	12.7 ► Investigate opportunities to increase First Peoples representation on our Board.	Review January and July annually	UCW Board, CEO, and Cultural Architect
	12.8 ► Engage in culturally appropriate modes for UCW Aberdeen Street relocation by: Consultation to ensure new décor has culturally appropriate motifs to remind staff of Noongar history.	March 2019	Support Services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12.9	▶ Renumber meeting rooms and name with a Noongar name, with the English translation below.	March 2019	Support Services
12.10	▶ Source First Peoples artist to contribute to building façade.	January 2019	Support Services
12.11	▶ Utilise culturally competent tools to help First Peoples at risk of homelessness access the NDIS and conduct planning for sustainable engagement with the NDIS.	March 2019	NDIS Senior Project Officer
12.12	▶ Identify specific partnership opportunities with First Peoples organisations for mutual enhancement of capacity and capability. (Example: Application for WA Disability Sector Transition Funds jointly with Wungening Aboriginal Corporation).	Review January and July annually	Strategic Leadership Group
12.13	▶ Thrive tender in partnership with Yorgum and Noongar Mia Mia.	Review January and July annually	Head of Service Operations
12.14	▶ Deliver health services from MOU, with Moorditj Koort, to AFR.	Review January and July annually	AFR Team Leader
12.15	▶ Partner with Ebenezer Homes.	Review January and July annually	AFR Team Leader
12.16	▶ Engage a First Peoples artist to create our next commissioned organisational RAP artwork.	January 2019	RAP Chairperson
12.17	▶ Take a more active role in supporting First Peoples agencies, highlighting their work via sharing on social media.	Review January and July annually	Communications Team
12.18	▶ Look into learning and development resources and have a dedicated Indigenous library/resource centre.	August 2019	Communications Team
12.19	▶ Continue to support partner organisations through sharing of content and identify opportunities for even greater engagement and collaboration.	Review January and July annually	Communications Team
12.20	▶ Share stories of Reconciliation success with Reconciliation WA to promote through the WA Reconciliation network as part of the Reconciliation WA Storytelling Project.	Review January and July annually	Communications Team



Governance, Tracking Progress and Reporting

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	13.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2019 30 September 2020 30 September 2021	RAP Chairperson
	13.2 Investigate participation in the RAP Barometer.	Biennially May 2020	RWG and Link Project Officer
	13.3 Develop and implement systems and capability needs to track, measure and report on RAP activities.	Review January and July annually	RWG
	13.4 Investigate opportunities to measure the impact of RAP activities.	Review October 2019	RWG
14. Report RAP achievements, challenges and learnings internally and externally.	14.1 Report publicly our RAP achievements, challenges and learnings.	Review January and July annually	Communications Team
	14.2 Communicate quarterly updates on RAP progress to all staff and participants.	March, June, Sept. & December 2019 March, June, Sept. & December 2020 March, June, Sept. & December 2021	RWG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	14.3 Identify barriers to effective support of First Peoples in specific areas of our service and develop strategies for positive engagement and support.	Biannually	Practice Leads
15. Review, refresh and update RAP.	15.1 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	July 2021	RAP Chairperson and RWG
	15.2 Send draft RAP to Reconciliation Australia for feedback.	July 2021	RAP Chairperson and RWG
	15.3 Submit draft RAP to Reconciliation Australia for formal endorsement.	Nov 2021	RAP Chairperson and RWG
16. Remain accountable by reporting progress and report to UCW Board and Reconciliation WA.	16.1 Report quarterly RAP updates to UCW Board and Reconciliation WA.	March, June, Sept. & December 2019	RAP Chairperson and Communications Team
		March, June, Sept. & December 2020	
		March, June, Sept. & December 2021	
	16.2 Review of draft STRETCH RAP by Reconciliation WA.	November 2020	RAP Chairperson and Communications Team

Appendix 1

Significant Cultural Event Dates Acknowledged by UCW

EVENT	DATE
Day of Mourning	26 January
Apology Day	13 February
Close the Gap Day	Third Thursday in March
Sorry Day	26 May
Reconciliation Week	27 May to 3 June
Mabo Day	3 June
NAIDOC Week	First full week of July
National Aboriginal and Torres Strait Islander Children's Day	4 August
International Day of the World's Indigenous Peoples	9 August
Indigenous Literacy Day	5 September
Anniversary of the UN Declaration on the Rights of Indigenous People	13 September
Universal Declaration of Human Rights	10 December



Contact details

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RECONCILIATION
ACTION PLAN

STRETCH