



Reconciliation Action Plan

Ngala Innovate Reconciliation Action Plan May 2019 - May 2021



Acknowledgment of Country

Ngala acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Australia, and recognises their continuing connection to land, waters and community. We pay our respect to Elders past, present and future in the spirit of reconciliation.

Our Vision for Reconciliation

Reconciliation means building positive, respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians, working together to 'close the gaps' and achieve equity and justice.

For Ngala, the spirit and the process of reconciliation is an important part of healing the past and fostering shared understanding.

Building and strengthening relationships between Aboriginal and Torres Strait Islander people and other Australians will increase respect and understanding of Aboriginal and Torres Strait Islander histories, cultures and practices, and create opportunities to work in partnership with individuals, families and organisations.

In turn, this supports our vision of creating culturally safe and inclusive environments, services and resources that support families and communities in growing their children in healthy ways.

Ngala acknowledges that true reconciliation is an ongoing journey that cannot be achieved through a single policy or action. Ngala has a long-term commitment to the development of stronger connections between Aboriginal and Torres Strait Islander peoples, communities and organisations. This includes supporting Aboriginal and Torres Strait Islander people to more actively participate in leadership, decision making and governance structures from program and local levels, as employees and as part of local advisory groups, right through to Board level.



Message from Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see Ngala continue its reconciliation journey and to formally endorse its second Innovate RAP and third RAP overall.

Through the development of an Innovate RAP, Ngala continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is not one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Ngala with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Ngala will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Ngala well as it embeds and expands its own unique approach to reconciliation. We encourage Ngala to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

"Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."

On behalf of Reconciliation Australia, I commend Ngala on its third RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer

Reconciliation Australia



Karen Mundine
Chief Executive Officer

Reconciliation Australia



"The artwork that I have created has a Birthing Tree in the centre of it with Noongar design and tracks surrounding the tree. These tracks and paths present the roads and journeys we take throughout our lives from childhood to adulthood and parenthood as well. Included in this piece are circles that are connected to other circles. These represent communities such as our homes and families, as well as schools and towns along with cities, states and countries. The little white leaf in the centre of the painting represents the initial beginnings of life inside the womb. The symbolism used has great significance within our communities, and I have been given permission by my mother and grandmothers to recreate them (not exactly) to use for this particular project."

Artist: Peter Farmer

Our Business

Ngala is a profit for purpose organisation that began in Perth in the 1890s as the House of Mercy. It was renamed Ngal-a in the 1950s as a Noongar word meaning 'we two'. The currently accepted Noongar word for 'we' or 'us' is ngalak. Ngala has established an excellent reputation as a credible source of child development information, parenting support, early childhood education, and professional development.

Our purpose is to support parents, families and communities to enhance the well-being and development of Western Australian children and young people. We do this by listening and responding to parents and the changing needs of families and communities, offering a comprehensive range of inclusive evidence-informed services. We believe when parents and families are confident and communities are strong, safe and healthy, children and young people will achieve their full potential.

Ngala has a workforce of over 300 people, including 22 Aboriginal and Torres Strait Islander staff members*. Ngala's services provide support for parents, carers, families, children, young people and professionals, focusing on parents of children aged 0-18 years. Services* include:

- Ngala Parenting Line
- Day Stay program
- Extended Stay program
- DadsWA
- Country Families @ Ngala
- Nurturing And Parenting Program for Youth – NAPPY
- Ngalang Moort Ngalang Kurlanga
- The Swan Alliance
- MyTime
- Individual Consultations
- Pilbara Families Building Pilbara Communities
- Child And Parent Centres
- Early Learning Development Services and Family Day Care
- Home Interaction Program for Parents and Youngsters (HIPPY)

- Remote School Attendance Strategy
- Strong Self Strong Spirit
- Parents And Learning (PaL)
- Every Child Every Day
- Geraldton Family Counselling Service
- Geraldton Family and Youth Support Service
- Ngala Home Visiting Service for Country Families
- Swan Alliance
- Parenting Connection WA
- Growing Strong Brains
- Professional Development Services

Ngala's office and service delivery locations in the Perth metropolitan, Midwest and Gascoyne regions are listed below in alphabetical order*:

- Banksia Grove
- Bentley
- Calista
- Carnarvon
- East Waikiki
- Geraldton
- Rangeway
- Joondalup
- Kensington
- Midland
- Noranda
- Paraburdoo
- Pannawonica
- Perth Airport
- Rockingham
- Tom Price

**Current as at March 2019.*





Before babies are born brain cells called neurons are produced at an amazing rate, but there are few pathways between them. As the baby learns the neurons reach out to one another, making connections or pathways.

A healthy pregnancy and caring supportive family will give babies the best start in life, ensuring they develop strong and healthy brains.

During the early years in a child's life the brain will make millions of connections. Rich experiences in the family and community, at playgroup, kindy and school will help strengthen pathways in the brain. Yarning with young children, playing with them, storytelling and reading will lay down foundations in the brain critical for a healthy life and future learning.

As children grow the brain becomes organised. If experiences are not repeated or seem unimportant those pathways will be pruned. It's a case of use it or lose it. Repeated experience will strengthen pathways.

Going to school everyday lets children practice important skills and strengthens their brains.

School and further training and education will help children and teenagers continue to learn throughout their lives. Family support will always be important.

Art work: J A Clayton,

Geraldton Regional Community Education Centre

Our RAP

Ngala's Reflect RAP resulted in cultural, attitudinal, policy and practice change within Ngala. Some key achievements were:

The development of new policies and procedures, including:

- Cultural Respect Policy;
- Equal Opportunity and Inclusion Policy;
- Respectful Communication with Aboriginal and Torres Strait Islander People Procedure; and
- Acknowledgement of Country and Welcome to Country Procedure.
- Provision of cultural training, both online and in externally provided workshops.
- Lunchtime sessions including screenings and guest speakers.
- A dedicated Leadership Team meeting around cultural awareness raising, with invited Aboriginal and Torres Strait Islander staff and Elders to share stories and respond to questions from staff.
- Increased participation in celebrating significant Aboriginal and Torres Strait Islander cultural events, with different areas of Ngala being involved in the organisation of celebrations.
- The installation of Ngala's Statement of Commitment signs at all metropolitan sites, with an A3 pull-up banner for community events.

In Ngala's 2016–2018 Innovate RAP our priority was to strengthen our external relationships – especially with Aboriginal and Torres Strait Islander community members and organisations – to achieve real, meaningful and sustained change.

Key achievements in this period include:

- Updated the email signature of all staff to include an acknowledgement of traditional custodians and Elders.
- Australian, Aboriginal, and Torres Strait Islander flags displayed at metropolitan sites including the installation of three flagpoles at Kensington and Rockingham, with desk sets at other sites.
- An Aboriginal staff member providing an introduction to Ngala's RAP at all staff Orientation sessions.
- Photos of Aboriginal and Torres Strait Islander families with young children included on Ngala's website and promotional material.
- Active promotion of significant events such as National Reconciliation Week and NAIDOC through our Facebook page banner and posts.
- Replaced Ngala's Statement of Commitment signs, now titled Statement of Reconciliation, with updated Ngala branding and removal of previous CEO signature.
- Updated the Acknowledgement of Country and Welcome to Country procedure in response to feedback from Aboriginal and Torres Strait Islander staff and in consultation with Action Advisory Group members.
- Drafted an Aboriginal and Torres Strait Islander Employment and Retention Strategy.
- Increased Aboriginal and Torres Strait Islander employment in both mainstream and 50D positions from 2.4% in December 2015 to 5.4% by July 2018.
- Partnered with Aboriginal and Torres Strait Islander researchers on key projects e.g. Growing Strong Brains; Baby Coming You Ready.
- Worked with Action Advisory Group members to draft Reconciliation Garden design for the entrance to the Kensington site.





Our RAP (cont.)

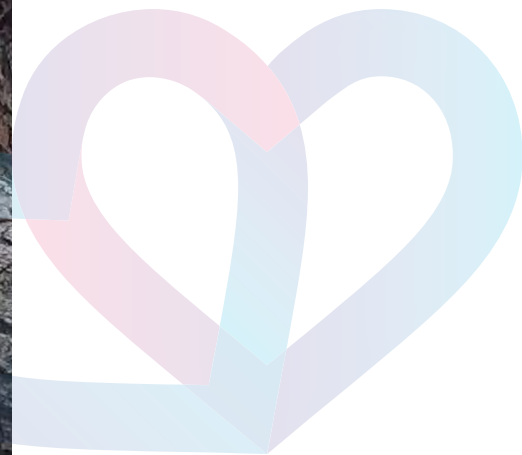
In August 2016, Ngala merged with the Geraldton Regional Community Education Centre (GRCEC), with the Geraldton based operations rebranded as Ngala Midwest and Gascoyne. All Aboriginal and Torres Strait Islander staff employed by GRCEC were retained, some of whom were long-term employees. Our 2019-2021 Innovate RAP includes specific actions towards continuing to effectively supporting the staff and communities in these regions, including ensuring their participation in key leadership and decision-making groups. Ngala will continue to identify and develop sustainable opportunities for Aboriginal and Torres Strait Islander peoples within our organisation broadly. Further significant relationships, opportunities and actions will be identified as awareness, understanding and shared ownership grows.

Reconciliation takes time and requires systemic, individual and organisational commitment to change; strong and decisive leadership; and most importantly, support and guidance from Aboriginal and Torres Strait Islander Elders, leaders and community members. Our RAP Working Group, in partnership with the Aboriginal Action Advisory Group, will directly support the implementation of our RAP. Both groups will be strengthened with clear roles, responsibilities and commitments, with the full support of Ngala's Executive and Board providing both adequate resourcing and stronger

accountability. Ngala is committed to ensuring that the RAP is embedded at all sites and across all programs and teams.

Our RAP Working Group (WG) provides broad representation from across the organisation, including Aboriginal and non-Aboriginal staff; senior management and frontline staff; and metropolitan and regional representation. Ngala has identified the need to nominate a dedicated Access and Inclusion Champion who has oversight of the development of the RAP and its implementation. This position is currently held by the Director of Regional Services.

As at March 2019, the RAP WG consists of: Jenny Allen (Executive Director Operations); Cherie Sibosado (Program Manager, Gascoyne); Natalie Kickett (Team Leader, Ngalang Moort Ngalang Kurlangah); Kay Mongoo (Coordinator, Remote School Attendance Strategy); Jacqueline Taylor (Aboriginal Project Officer, Parents and Learning); Bonnie Ryder (HIPPI Midland Home Tutor); Juanita Dupont (Family Support Worker); Kirsty Chambers (Centre Coordinator, Early Learning and Development Services, Kensington); Paula Paul (People & Culture Manager); Cheryl McMeekin (Project Officer); and Yvonne Tessensohn (Brand and Marketing Manager).



The development of genuine and equitable relationships with Aboriginal and Torres Strait Islander staff and communities will help to ensure Ngala's knowledge, practice and experience as an organisation reflects and supports Aboriginal and Torres Strait Islander cultures and practices. Building strong respectful relationships and shared understanding is also essential to shift current perceptions of some Aboriginal and Torres Strait Islander peoples of what Ngala is and does. Actions include a focus on strengthening both internal and external relationships, increasing awareness of our RAP and promoting reconciliation more broadly.

Focus area: People and Culture; Presence and Profile; Sustainability

Action	Deliverable	Timeline	Responsibility
1. RAP Working Group (RAP WG) actively monitors RAP development and implementation of actions, tracking progress and reporting	<ul style="list-style-type: none"> Develop, endorse and launch the RAP. Meet at least four times per year to monitor and report on RAP implementation. Review and update Terms of Reference for the RWG and ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. Develop and distribute an expression of interest to join the RWG to key Aboriginal and Torres Strait Islander peoples within our sphere of influence. 	<p>Reconciliation Week March 2020</p> <p>Quarterly from May 2019</p> <p>September 2019 and annually thereafter</p> <p>June 2019 and annually thereafter</p>	<p>RAP WG, CEO, Board</p> <p>Project Officer (PO) RAP WG</p> <p>Access and Inclusion (A&I) Champion, RAP WG</p> <p>A&I Champion</p>
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	<ul style="list-style-type: none"> Organise at least one internal event for NRW each year and promote through intranet announcements. Register all NRW events via Reconciliation Australia's NRW website and through other appropriate program schedules or calendars. Support and participate in at least one external NRW event or activity. Promote community NRW events on the intranet. Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories. Promote and celebrate NRW at all Ngala sites through organising an activity or displaying resources. Promote Reconciliation Australia's NRW resources to staff via intranet announcement and through Ngala's newsletters. 	<p>Annually during NRW planning and celebrations</p>	<p>Program Managers and Co-ordinators</p> <p>PO</p> <p>Program Managers PO, RAP WG</p> <p>PO</p> <p>Program Co-ordinators/ Team leaders</p> <p>Co-ordinators/Team Leaders</p> <p>PO</p>

Focus area: People and Culture; Presence and Profile; Sustainability

Action	Deliverable	Timeline	Responsibility
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	<ul style="list-style-type: none"> • Develop and implement an Engagement Strategy to work with our Aboriginal and Torres Strait Islander stakeholders. • Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. • Invite members of our Action Advisory Group to Ngala cultural events and celebrations. • Maintain an external Aboriginal and Torres Strait Islander Action Advisory Group to provide cultural advice and guidance. • Identify and develop partnerships or community capacity building opportunities with Aboriginal and Torres Strait Islander individuals and organisations. • Invite Aboriginal and Torres Strait Islander people, communities and organisations to participate in networking meetings and events to maintain relationships, generate information exchange and contribute to the development of policy and practice. • Attend and participate in key community meetings and events. • Participate in formal Stakeholder Groups/Committees. • Promote utilisation of the WA Aboriginal Youth Health Strategy 2018-2023 "Today's Young People, Tomorrow's Leaders" to help inform engagement with young Aboriginal people. 	January 2021	A&I Champion, Executive
		December 2019	Executive
		Quarterly at AAG meetings and as events and celebrations are identified	Managers and Executive, PO
		June 2019, quarterly meetings	
		December 2019, reviewed annually in Dec	A&I Champion, PO
		As these occur, reviewed annually from September 2019	Executive
		As identified in each community/ location, reviewed annually from September 2019	Managers/Co-ordinators
			Managers/Co-ordinators
			Managers/Co-ordinators
		October 2019 and annually	A&I Champion, PO

Focus area: People and Culture; Presence and Profile; Sustainability

Action	Deliverable	Timeline	Responsibility
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	<ul style="list-style-type: none"> Develop and implement a strategy to communicate our RAP to all internal and external stakeholders, through a variety of channels including Indigenous Radio. Promote reconciliation through ongoing active engagement with all stakeholders. Include links to our RAP and Statement of Reconciliation on Ngala's website. Actively promote reconciliation through our Facebook page and other Ngala approved forms of social media. Develop and distribute an engaging, easy to read summary of Ngala's RAP internally and externally. Maintain relationship with Reconciliation Australia and Reconciliation WA. Promote Executive staff attendance at community events in external media and internally. Include acknowledgment or other statements around Ngala's RAP in messages on hold when system is upgraded. 	<p>March 2020</p> <p>From May 2019, reviewed annually in Sept</p> <p>December 2019</p> <p>March 2020</p> <p>March 2020</p> <p>May 2019, reviewed annually in Sept</p> <p>As these occur, reviewed annually in Sept</p> <p>August 2019</p>	<p>Brand and Marketing Manager</p> <p>All staff, monitored by Line Managers</p> <p>Brand and Marketing Manager</p> <p>Brand and Marketing Manager</p> <p>PO</p> <p>PO</p> <p>Brand and Marketing Manager</p> <p>Quality and Risk Manager</p>
5. Engage with appropriate third party initiatives that support reconciliation	<ul style="list-style-type: none"> Explore opportunities to support First 1,000 Days movement amongst internal and external stakeholders. Inform staff of opportunities and initiatives that they could participate in that support reconciliation as agreed with Action Advisory Group. Promote campaigns that advocate the rights of Aboriginal & Torres Strait Islander people in accordance with Compass: The Ngala Way. 	<p>August 2019, reviewed annually thereafter</p> <p>Quarterly from September 2019 and as they occur</p> <p>Quarterly from September 2019 and as they occur</p>	<p>A&I Champion, Executive and Managers</p> <p>PO</p> <p>Brand and Marketing Manager, PO</p>
6. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. Develop, implement and communicate an anti-discrimination policy for our organisation. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. Educate senior leaders on Equal opportunity, including the effects of racism through Ngala's e-Learning modules. 	<p>July 2020</p> <p>October 2020</p> <p>September 2020</p> <p>Within 12 months of staff member's appointment</p>	<p>People & Culture Manager</p> <p>People & Culture Manager</p> <p>People & Culture Manager</p> <p>People & Culture Manager</p>

The background of the slide is a solid orange color. It is decorated with numerous handprints in yellow, red, and black, scattered across the surface. In the bottom right corner, there is a large, stylized heart graphic composed of two interlocking loops, one in light blue and one in light pink.

Our Community
Our Future

We pledge to support
children to reach their
potential by going to
school everyday



Ngala respects the valued contribution Aboriginal and Torres Strait Islander peoples, cultures and histories bring to our understanding and learning of growing healthy children and building healthier communities. This respect will be demonstrated by walking together through cultural learning opportunities, celebrating NAIDOC Week events, and creating culturally safe and inclusive environments and resources.

Focus area: People and Culture; Presence and Profile; Service Impact

Action	Deliverable	Timeline	Responsibility
7. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander cultural competence 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). 	May 2021	People & Culture Manager
	<ul style="list-style-type: none"> Work in partnership with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop a local culturally sensitive training strategy. 	March 2021	People & Culture Manager
	<ul style="list-style-type: none"> Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in and complete cultural training. 	Within 3 months of appointment	People & Culture Manager, Line Managers
	<ul style="list-style-type: none"> Include cultural learning and implementation of culturally sensitive practice into staff Performance Development Plans (PDP). 	December 2019, then reviewed annually when PDP due	People & Culture Manager
	<ul style="list-style-type: none"> Include the Reconciliation Australia's Share Our Pride online tool as part of Induction and professional development for all staff. 	At Orientation Training	People & Culture Manager
	<ul style="list-style-type: none"> Explore local cultural experiences and immersion opportunities, including 'on-country' activities. 	Dec 2020	People & Culture Manager

Focus area: People and Culture; Presence and Profile; Service Impact

Action	Deliverable	Timeline	Responsibility
8. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	<ul style="list-style-type: none"> Continue to implement and communicate our Welcome to Country and Acknowledgement of Country procedure. Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. Invite a Traditional Owner to provide a Welcome to Country at significant events, including a NAIDOC Week events. Include an Acknowledgement of Country at the commencement of internal and external meetings as per our procedure. Invite Traditional Owners to explain the significance of Welcome to Country and Acknowledgement of Country as part of an event or activity. Commission local people to provide artwork for a Statement of Reconciliation for our regional office/s and/or buildings, similar to that developed in Perth. Organise and install Statement of Reconciliation signs at our regional office/s and buildings. 	<p>May 2019, reviewed May 2020</p> <p>August 2019, reviewed biannually in February and August</p> <p>As events occur</p> <p>June 2019-2021</p> <p>August 2019, reviewed annually thereafter</p> <p>September 2019</p> <p>December 2019</p>	<p>A&I Champion, PO</p> <p>RAP Working Group, PO</p> <p>Event organiser</p> <p>Meeting Chair</p> <p>Executive, Managers, Coordinators</p> <p>A&I Champion, CFO, in partnership with regional staff</p> <p>Facilities Supervisor, Managers</p>
9. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	<ul style="list-style-type: none"> Review and update HR policies and procedures to ensure staff have the opportunity to participate in NAIDOC Week. Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. Provide opportunities for all staff to participate in NAIDOC Week activities, negotiated within in their teams. Host or organise an internal or external NAIDOC Week event or activity in consultation with local Aboriginal and Torres Strait Islander community members. Support an external NAIDOC Week community event. Check NAIDOC Week website and local Committees to identify and promote events in our community. Nominate Aboriginal & Torres Strait Islander staff and non-Aboriginal staff for a NAIDOC Award both at a local and National level, as appropriate. Attend local NAIDOC Awards & Ball, where possible and support Aboriginal Advisory group members to attend. 	<p>June 2020</p> <p>Annually during NAIDOC planning and celebrations (for all deliverables below)</p>	<p>People & Culture Manager</p> <p>Line Managers</p> <p>Line Managers</p> <p>Managers</p> <p>Managers</p> <p>PO</p> <p>Managers, Executive, CEO</p> <p>As identified by Managers, Executive</p>



Focus area: People and Culture; Presence and Profile; Service Impact

Action	Deliverable	Timeline	Responsibility
10. Actively create environments for staff, children and families that are inclusive and culturally safe	<ul style="list-style-type: none"> Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance (e.g. Aboriginal and Torres Strait Islander Children's Day) and promote on intranet News and Announcements, social media and in local schedules and/or calendars. 	As per identified dates	Managers/Co-ordinators/ PO/PSOs/ Brand and Marketing Manager
	<ul style="list-style-type: none"> Consult with Aboriginal and Torres Strait Islander people in planning and design of all new spaces, including buildings and gardens so they are welcoming, inclusive and culturally safe. 	May 2021	RAP Working Group, Facilities Supervisor, Chief Financial Officer
	<ul style="list-style-type: none"> Identify and create resources that acknowledge, respect and value Aboriginal and Torres Strait Islander ways and practices. 	May 2021	Program Managers and Co-ordinators
	<ul style="list-style-type: none"> Conduct an audit of entrances to Ngala's buildings identifying whether they are welcoming and inclusive (to be conducted with local Aboriginal and Torres Strait Islander staff, community members and/or service users). Include in current audit tool. 	June 2020, review annually in July	Quality and Risk (Q&R) Manager, Co-ordinators, Resource Review Group
	<ul style="list-style-type: none"> Explore development of Narragunnawali RAPs for each Early Learning and Development Service. 	December 2019	Quality and Risk Manager Manager ELDS



A commitment to creating opportunities for engaging and working with Aboriginal and Torres Strait Islander peoples and organisations is central to developing our understanding, building relationships and engaging in our core business activities. In particular, this includes the areas of employment, retention and procurement.

Focus area: People and Culture; Presence and Profile; Service Impact; Sustainability

Action	Deliverable	Timeline	Responsibility
11. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy. Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. Advertise vacancies in Aboriginal and Torres Strait Islander media and/or local community networks as appropriate. Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. Support Aboriginal and Torres Strait Islander staff to complete Performance Development Plans. New Employment and Retention Strategy to include Aboriginal and/or Torres Strait Islander representation on recruitment and selection panels as appropriate. Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.' Investigate and promote opportunities for volunteering and work experience placements within Ngala for Aboriginal and Torres and Islander people. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	July 2021	People & Culture Manager (P&C Manager)
		April 2020	
		Review December annually	P&C Manager
		December 2020	P&C Manager
		Within 12 months of appointment	Line Managers P&C Manager
		Review December annually	P&C Manager, Service Managers, P&C Manager
		Review December annually	
		July 2020 and as positions become available June 2020	P&C Manager P&C Manager
12. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	<ul style="list-style-type: none"> Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. Develop a commercial relationship with at least one Aboriginal and/or Torres Strait Islander owned business. Investigate Supply Nation membership. 	June 2020	Chief Financial Officer
		June 2020, reviewing annually	Purchasing Officer
		June 2020	Purchasing Officer
		June 2020	CFO



Focus area: People and Culture; Presence and Profile; Service Impact; Sustainability

Action	Deliverable	Timeline	Responsibility
13. Support leadership and reflective practice	<ul style="list-style-type: none"> Investigate opportunities for Aboriginal and Torres Strait Islander staff to receive mentoring or reflective practice supervision. Incorporate opportunities to reflect on cultural practice in staff and management meetings. Support and promote Aboriginal and Torres Strait Islander staff to participate in leadership opportunities. 	<p>July 2020</p> <p>July 2019</p> <p>December 2019 and as opportunities arise</p>	<p>Quality & Risk Manager</p> <p>Director, Research, Managers, Co-ordinators</p> <p>Managers/ Co-ordinators</p>
14. Consider Aboriginal and Torres Strait Islander research and evaluation opportunities that benefit Aboriginal families	<ul style="list-style-type: none"> Seek opportunities to partner with Aboriginal and Torres Strait Islander researchers, developing MOUs as appropriate (e.g. Ngangk Yira Research centre, Murdoch University). Consult existing Aboriginal and Torres Strait Islander staff and Action Advisory Group members regarding relevant funding submissions and research projects. Review all Ngala research and evaluation frameworks/procedures to ensure compliance with national documents e.g. National Health and Medical Research Council (NHMRC) and the Lowitja Institute. Obtain ethics through WA Aboriginal Health Ethics Committee (WAHEC) for all research or evaluation projects involving Aboriginal and Torres Strait Islander people. Submit abstracts to Aboriginal and Torres Strait Islander conferences that align to our business to showcase and share our work and learnings, such as Child Aware Conference, SNAICC, Lowitja Institute, Sigma and Australian Institute of Aboriginal and Torres Strait Islander Studies. Support staff to attend Aboriginal And Torres Strait Islander conferences that align to our business. 	<p>From June 2019, review quarterly</p> <p>Quarterly at AAG meetings</p> <p>May 2019, reviewed in response to national changes</p> <p>Review June and December annually</p> <p>Review June and December annually</p> <p>Review June and December annually</p>	<p>Director, Research</p> <p>Director, Research</p> <p>Director, Research</p> <p>Director, Research</p> <p>Research Officer</p> <p>Research Officer, Line Managers</p>
15. Recruit Aboriginal and Torres Strait Islander peoples to represent on Board and committees	<ul style="list-style-type: none"> Seek Aboriginal and Torres Strait Islander community leaders to elect for Board and/or Committee membership when positions become available. Seek representation by at least one Ngala Aboriginal and Torres Strait Islander staff member in the Ngala Resource Review Group. 	<p>September 2019</p> <p>December 2019</p>	<p>Board and CEO</p> <p>Quality & Risk Manager</p>





Governance, tracking progress and reporting

Action	Deliverable	Timeline
16. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none">• Define resource needs for RAP implementation.• Engage our senior leaders and other staff in the delivery of RAP commitments.• Define and maintain appropriate systems to track, measure and report on RAP commitments.• Appoint and maintain an internal RAP Champion from senior management.	June 2019 Quarterly Review meetings March 2020 May 2019, reviewed annually
17. Report RAP achievements, challenges and learnings to Reconciliation Australia	<ul style="list-style-type: none">• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.• Investigate participating in the RAP Barometer.• Utilise systems to track, measure and report on RAP activities.	30 September annually May 2020 September 2019, reviewed annually
18. Report RAP achievements, challenges and learnings internally and externally	<ul style="list-style-type: none">• Publicly report our RAP achievements, challenges and learnings through our intranet, Newsletters and website.• Develop a process to introduce a RAP Award for individuals and programs/sites as part of Staff Recognition and Awards.• Include RAP update in Coordinators and Manager's Monthly Reports.• Provide progress reports to Management Review and Board.	From July 2019, then monthly November annually January 2020, then monthly July 2019, then monthly
19. Review, refresh and update RAP	<ul style="list-style-type: none">• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.• Send draft RAP to Reconciliation Australia for review and feedback.• Submit draft RAP to Reconciliation Australia for formal endorsement.	October 2020 December 2020 March 2021

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