



RECONCILIATION
ACTION PLAN

REFLECT

RECONCILIATION ACTION PLAN

NOV 2022 - DEC 2023



hendercare



hendercare
foundation





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ACKNOWLEDGEMENT OF COUNTRY

HenderCare acknowledges the Traditional Owners of Country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the elders past, present and emerging.

“Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.”

“Reconciliation is an ongoing journey ... In a just, equitable and reconciled Australia, Aboriginal and Torres Strait Islander children will have the same life chances and choices as non-Indigenous children, and the length and quality of a person’s life will not be determined by their racial background.”

Quote in italics from Reconciliation Australia, <https://www.reconciliation.org.au/reconciliation/what-is-reconciliation/>

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ARTISTIC CONTRIBUTION

My Country by Janet Golder Kngwarreye.

Janet Golder Kngwarreye is one of Australia's most accomplished Indigenous Artists. She is an Anmatyerre artist from Mulga Bore on the Utopia Homelands. Janet was born in 1973 and is from famous Indigenous artist bloodlines including her highly respected Grandmothers, Polly Ngale and Angeline Pwerle. Emily Kame Kngwarreye is part of Janet's extended family and she is recognised as an influential female Indigenous artist.

Janet paints various stories with her most popular style of painting being, 'Grandmothers Country', which depicts both the local district where she grew up along with many of the Bush Tucker foods that they collected for consumption or used for medicinal purposes. Janet is the official custodian of the Bush Yam which is sacred to Janet's people and this particular painting displays the Bush Yam as well as Bush Yam Leaves. Janet's painting also depicts ceremonial body paint, rock holes & flowers.



CEO INTRODUCTION

I acknowledge the Traditional Custodians of this land and pay my respects to the Elders past, present and future, for they hold the memories, the cultures and dreams of Aboriginal and Torres Strait Islander peoples. I recognise and respect their cultural heritage, beliefs and continual relationship with the land, and I recognise the importance of the young people who are our future leaders.

As CEO, I am proud to endorse the HenderCare Group's inaugural 2022 – 2023 Reflect Reconciliation Action Plan (RAP). As a health and community care organisation, we aim to contribute in a meaningful way to enact positive change which improves the lives of Aboriginal and Torres Strait Islander peoples in Australia.

We believe that our first Reflect RAP is a crucial step for our business, staff, and community in helping to build foundations that will create meaningful, sustainable, and measurable actions to further reconciliation.

In the context of the HenderCare Group's work, we hold a strong ambition to make changes that will see increased Aboriginal and Torres Strait Islander representation in our workforce. The benefits will extend beyond greater employment equality and provide a significant role in ensuring that vulnerable Aboriginal and Torres Strait Islander peoples receive the best possible, culturally appropriate support for their needs.

With an aim to be brave and make change, I would like to thank all members of the HenderCare Group who have embraced the objectives outlined in our RAP and have lent their full support to help enact real change. I also give thanks to our RAP Working Group members, who have devoted their time and expertise to help create this important document.

I look forward to seeing our RAP come to life over the next year and welcome the positive change it will bring to both Aboriginal and Torres Strait Islander peoples and our organisation.

Amanda Blight
Chief Executive Officer
HenderCare & HenderCare Foundation



Amanda Blight
Chief Executive Officer
HenderCare & HenderCare Foundation



RECONCILIATION AUSTRALIA ENDORSEMENT

Reconciliation Australia welcomes the HenderCare Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The HenderCare Group joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the HenderCare Group to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations HenderCare Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation Australia





OUR BUSINESS

The HenderCare Group consists of HenderCare, an organisation that provides short and long-term health and community support to older people and individuals living with a disability, and HenderCare Foundation, a not-for-profit organisation, established to improve the lives of vulnerable children and young people under the care of child protection services and who are unable to live in their family home.

The HenderCare Group (hereinafter referred to as 'HenderCare') prides itself on having a diverse workforce of over 1,700 experienced workers nationally, employed in a variety of roles designed to meet the needs of clients and communities most effectively. HenderCare's workforce is inclusive of Aboriginal and Torres Strait Islander peoples who have lived on and cared for these lands and waters for over 60,000 years.

HenderCare has office sites in:

- Adelaide, South Australia on Kurna land
- West Perth, Western Australia on Whadjuk land
- Melbourne, Victoria on Bunurong Boon Wurrung and Wurundjeri Woi Wurrung land
- Sydney, New South Wales on the land of the Gadigal people of the Eora nation
- Brisbane, Queensland on Yuggera land
- Canberra, Australian Capital Territory on Ngunawal land
- Hobart, Tasmania on Nipaluna land of Palawa peoples

OUR RAP

HenderCare works with diverse communities across Australia; this work includes connecting with Aboriginal and Torres Strait Islander peoples and communities.

HenderCare's RAP is one of the ways we seek to ensure genuine engagement with Aboriginal and Torres Strait Islander peoples and communities - and to 'reflect' this in the work we undertake.

In 2021 the RAP Working Group was established, with organisational leaders who are representative of the work we do across the nation, together with cultural mentorship to help guide development. The RAP Working Group is focused on:

- embracing the actions and dedicating time, energy and resources toward meeting the deliverables;

- connecting with key partners and external stakeholders who can offer cultural advice and consultation on reconciliation; and
- progressing to the Innovate RAP in the future.

Applying learning as we go, including:

- identifying the Traditional Owners and lands of HenderCare's offices;
- preparing and delivering appropriate, respectful and meaningful Acknowledgements of Country;
- Reviewing and revising language in documents to be respectful of Aboriginal and Torres Strait Islander peoples; and
- promoting cultural awareness through access to training.

HenderCare is building its cultural competency and looking to find ways to incorporate traditional knowledge, practices and beliefs across our services.

OUR CURRENT ACTIVITIES

In 2020, HenderCare Foundation established an Aboriginal Employment and Engagement Plan to guide Aboriginal and Torres Strait Islander employment and workforce participation across the following key areas:

1. Workplace Culture

It is important for Aboriginal and Torres Strait Islander people to be part of our workforce – to drive improvements in cultural awareness and practice, and to influence positive policy change for better outcomes for Aboriginal and Torres Strait Islander children and young people in care.

2. Recruitment

An orientation program provides the key components for Aboriginal and Torres Strait Islander employees to enjoy a smooth transition into the workforce and to be set up for success.

3. Development

Training programs led by Aboriginal and Torres Strait Islander people will help create a culturally safe workplace for Aboriginal and Torres Strait Islander workers and help improve the cultural awareness of non-Aboriginal and non-Torres Strait Islander workers.

4. Retention

Retaining Aboriginal and Torres Strait Islander workers will involve career progression, value development and focus on cultural safety.

RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify and connect with Aboriginal and Torres Strait Islander stakeholders and organisations on the lands and waters within our organisation's operational area; noting these connections as part of an engagement plan.	Dec 2023	Chief Operating Officer
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations, and yarn with them about what works.	Dec 2023	Chief Operating Officer
	Incorporate cultural oversight as a part of service improvement to ensure services are inclusive and appropriate for Aboriginal and Torres Strait Islander current and future clients.	Dec 2023	Chief Operating Officer
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our workforce.	May 2023	National Marketing & Communications Manager
	Encourage and support workers and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023	Chief Human Resources Officer
	RAP Working Group members to participate in an external NRW event.	May 2023	National Marketing & Communications Manager
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all workers, raising awareness and welcoming their interest and involvement	Nov 2022; and Dec 2023	National Marketing & Communications Manager
	Identify external stakeholders that our organisation can engage with and who can work alongside us on our reconciliation journey, noting these connections as part of an engagement plan.	Mar 2023	Chief Operating Officer
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Mar 2023	Chief Operating Officer
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination; with input from the individuals and communities it impacts.	Mar 2023	Chief Human Resources Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Aug 2023	Chief Human Resources Officer



RESPECT

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2023	Chief Human Resources Officer
	Conduct a Training Needs Analysis review of cultural learning needs within our organisation and empower workers with the right knowledge.	Dec 2023	Chief Human Resources Officer
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural traditions and customs.	Develop an understanding of the local Traditional Owners and Custodians of the lands and waters within our organisation's operational area.	Jun 2023	Chief Operating Officer
	Increase workforce's understanding of the purpose and significance behind cultural traditions and customs, including Acknowledgement of Country and Welcome to Country practices.	Jun 2023	Chief Human Resources Officer
Celebrate and respect Aboriginal and Torres Strait Islander cultures and histories by joining in NAIDOC Week.	Raise awareness and share information amongst our workers about the meaning of NAIDOC Week.	July 2023	National Marketing & Communications Manager
	Invite our Aboriginal and Torres Strait Islander workers to share their stories as part of NAIDOC Week celebrations.	July 2023	National Marketing & Communications Manager
	Promote NAIDOC Week events occurring on the lands and waters within our organisation's operational area.	July 2023	National Marketing & Communications Manager
	RAP Working Group members to celebrate an external NAIDOC Week event.	July 2023	National Marketing & Communications Manager

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.	Jun 2023	Chief Human Resources Officer
	Review the HenderCare Foundation Aboriginal Employment and Engagement Plan (inclusive of Torres Strait Islander peoples) and incorporate into the above strategy.	Jun 2023	Chief Human Resources Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	Jun 2023	Chief Human Resources Officer
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review HR and recruitment policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander current employees and future applicants participating in our workplace.	Jun 2023	Chief Human Resources Officer
	Develop and implement a way to identify local Indigenous owned and controlled organisations when buying and procuring services to build on the traditional practices of trade and exchange, and to create meaningful opportunities to learn and grow together.	Jun 2023	Chief Financial Officer
	Undertake partnership mapping to identify potential new partners with Aboriginal and Torres Strait Islander communities, organisations and service providers on the lands and waters within our organisation's operational area.	Jun 2023	Chief Financial Officer



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG)	Establish an operational RWG to govern and support RAP implementation	Nov 2022	Chief Executive Officer
	Ensure RWG includes Aboriginal and Torres Strait Islander peoples who can offer cultural guidance, feedback and oversight, together with decision-making workers from across the organisation	Nov 2022	Chief Operating Officer
	Develop a Terms of Reference for the RWG	Mar 2023	National Marketing & Communications Manager
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP development and implementation	Mar 2023	Chief Operating Officer
	Engage senior leaders in the delivery of RAP commitments	Nov 2022 (ongoing)	Chief Executive Officer
	Define systems and capability needs to track, measure and report on RAP activities	Jan 2023	Chief Operating Officer
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	Sept 2023	Chief Operating Officer
	Update all workers, clients and stakeholders about RAP progress and achievements	Nov 2022 (ongoing)	National Marketing & Communications Manager
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing an Innovate RAP based on learnings, challenges and achievements	August 2023	National Marketing & Communications Manager
	Submit Innovate RAP to Reconciliation Australia for review and endorsement	Sept 2023	National Marketing & Communications Manager



FOR FURTHER ENQUIRIES

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EASY READ



HenderCare is proud to introduce our **Reconciliation Action Plan (RAP)**.



A RAP is a **formal statement**.



It means that HenderCare is **committed to reconciliation**.

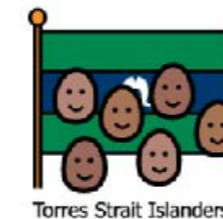


Reconciliation is about building relationships between people in Australia.

Reconciliation is about **respect** between people from **different backgrounds**.



Aboriginal people



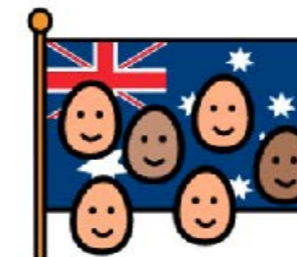
Torres Strait Islanders

Indigenous People:

Aboriginal People and People from Torres Strait Islands.

and

Non-Indigenous People



Good relationships will be **good for everyone** in Australia.



