

YWCA CANBERRA

RECON- CILIATION ACTION PLAN

MAY 2024
TO MAY 2027



YWCA CANBERRA



RECONCILIATION
ACTION PLAN

STRETCH

ARTWORK BY
KAYANNIE DENIGAN,

Women and girls are at the centre of YWCA Canberra's work and I wanted them to be at the centre of this artwork. They are depicted meeting and participating in programs run by the organisation including training, children's services, housing, advocacy and more.

I have included plants to visually represent growth and the role of YWCA Canberra in advancing gender equality for the women and girls in the Canberra region and beyond.

I have used my 'Vibrant Landscapes' style to show the connection of Aboriginal and Torres Strait Islander people to their country and to represent the YWCA Canberra's connection to Canberra.

This artwork will be a visible representation of YWCA Canberra's commitment to reconciliation and goals of delivering meaningful impacts for Aboriginal and Torres Strait Islander peoples.



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ABOUT THE ARTIST KAYANNIE DENIGAN

Kayannie Denigan is an early career Australian Aboriginal artist. She is Luritja by birth – connected to Itjiti and Unturu in Central Australia through her grandmother and great-grandmother respectively.

Kayannie is also connected to the Bagarrmuguwarra, Guugu Yimithirr and Kuku Yalanji people of Cape York through her Nganjan (adopted father). She maintains strong connections to country at Buru, Starke and Yuku Budhuwigu and to the communities of Hope Vale and Wujal Wujal.

Kayannie works predominantly in acrylic on canvas and is inspired by a painting style that was passed down from her grandmothers – the iconic dots and symbols of Central Desert art. She combines this ancient form of storytelling with the colours and stories from the lands and culture of her childhood home in Cape York.

Her unique style represents her heritage and upbringing, resulting in earthy, rich and vibrant expressions of her connection to people and country.

Kayannie also creates digital art inspired by her paintings. She has worked in copper, brass and silver to create contemporary jewellery and other items that reflect and enhance her practice.

@KAYANNIEART



ACKNOWLEDGEMENT OF COUNTRY

YWCA Canberra proudly recognises the rights of Aboriginal and Torres Strait Islander peoples to own and control their cultures and pays our respects to these rights. YWCA Canberra acknowledges the need to respect and encourage the diversity of Indigenous cultures and to respect Indigenous worldviews and customary lore.

We extend our respect to the Aboriginal and Torres Strait Islander women who for thousands of years have preserved their culture and practices of their communities on Country.

This land was never surrendered, and we acknowledge that it always was and will continue to always be Aboriginal land.

MESSAGE FROM THE CEO

As the CEO of YWCA Canberra, it is with immense pride that I announce the launch of our new Stretch Reconciliation Action Plan (2024-2027) to Reconciliation Australia and the wider community. We acknowledge Aboriginal and Torres Strait Islander people as belonging to the oldest continuing culture in human history and that this ancestral connection to land and water has never been ceded.

At YWCA Canberra, our vision of "Girls and women thriving" serves as the cornerstone of our mission. Guided by our organisational values of courage, respect, equality, inclusion, reconciliation, and responsibility, we are deeply committed to empowering the Canberra community. YWCA Canberra currently employs more than 400 staff and through our service footprint we are directly connected to over 5000 Canberrans. Further to this, our status as a longstanding and respected community service provider and a Stretch RAP partner,

our relationships into the ACT and region are deep. This gives us unique opportunities to engage the community on the journey of reconciliation.

Our RAP Working Group is committed to continual improvement. We come from a place of continual improvement in this journey. Our RAP Working Group proudly monitors and advances this agenda diligently advancing our agenda under the supervision of our Executive Management Team.

Our fourth Stretch RAP is a testament to our dedication and our relationship with the Ngunnawal community and our commitment to reflect and continuously improve our work within our sphere of influence. This Stretch RAP brings an emphasis with a particular focus on enhancing procurement management and recruitment practices. I'm also proud to highlight our Next Door program's impact.

This initiative, designed to support older women facing homelessness, exemplifies our commitment to collaboration and cultural responsiveness. By engaging with the ACT Nannies Group, we benefit from Elder wisdom and guidance, ensuring that Next Door is tailored to the needs of older Aboriginal and Torres Strait Islander women. This partnership not only enhances our program's accessibility but also amplifies its effectiveness, ultimately improving outcomes for those we serve.

Additionally, our Children's Services remain steadfast in their mission to ignite inspiration and education among young minds and their families. YWCA Canberra's Children's Services collaborates with Elder Larry Brandy and Adam Shipp to impart knowledge about Wiradjuri culture to children. This initiative extends its impact beyond the classroom, as parents of children from migrant and non-English speaking backgrounds have shared

with YWCA Canberra staff that their introduction to reconciliation occurred through the services provided to their children.

Together, we embark on this journey of progress and transformation, united in our pursuit of a more inclusive and equitable future.



Frances Crimmins

Chief Executive Officer
YWCA Canberra

CEO STATEMENT FROM RECONCILIATION AUSTRALIA

On behalf of Reconciliation Australia, I congratulate YWCA Canberra on its ongoing commitment to reconciliation as it implements its fourth Stretch Reconciliation Action Plan (RAP), its sixth RAP overall.

Formed around the pillars of *relationships, respect, and opportunities*, the RAP program provides organisations with a framework to contribute to the reconciliation movement.

YWCA Canberra is one of Canberra's largest and most recognisable not-for-profit organisations, providing essential services that help girls and women thrive across the ACT region. Over the course of its six RAPs, YWCA Canberra has become adept at leveraging this visibility and reach to promote and advance reconciliation through its everyday work and operations.

The successes of YWCA Canberra's previous RAPs have shown how it strives to prioritise Aboriginal and Torres Strait Islander perspectives in the application of its programs. This has no doubt lead to better services for First Nations communities, as well as more connection to Aboriginal and Torres Strait Islander cultures for non-Indigenous people.

For example, YWCA Canberra's Next Door program – which provides a range of support for older women at risk of experiencing homelessness – calls on the advice of Elders on the ACT Nannies Group. This relationship with the Nannies Group helps ensure Next Door is culturally responsive and accessible for older Aboriginal and Torres Strait Islander women, which in turn leads to better uptake of and efficacy for the program.

Likewise, YWCA Canberra's Children's

Services works with Elder Larry Brandy and Adam Shipp to teach children about Wiradjuri culture. This has ripple effects out into the community, with parents of children from migrant and non-English speaking backgrounds telling YWCA staff that their first exposure to reconciliation has been through the services provided to their children.

Continuing on this trajectory, YWCA Canberra is taking the next step on its reconciliation journey through this new Stretch RAP, building on its strategies to create long-term change. YWCA Canberra will grow its sphere of influence through its Children Services, enhancing its educational offerings with Bushtucker incursions, as well as teaching First Nations histories to both children and parents.

YWCA Canberra's leadership will also participate in regular local Yarning

Circles with ACT's Aboriginal and Torres Strait Islander Elected Body, aiming to create stronger networks with community organisations and ensure its programs are drawing on best practice.

Ultimately, in prioritising Aboriginal and Torres Strait Islander knowledge and perspectives in its work, YWCA Canberra continues to create better services for First Nations women in its region, as well as promoting reconciliation across its community.

On behalf of Reconciliation Australia, I commend YWCA Canberra on this Stretch RAP and look forward to following its ongoing reconciliation journey

Karen Mundine

Chief Executive Officer

Reconciliation Australia

OUR VISION FOR RECONCILIATION

Our vision for Reconciliation is one that delivers lasting, generational change to the lives of Canberrans. We envisage a future where the ACT and the surrounding region acknowledges, pays respect to, and celebrates Aboriginal and Torres Strait Islander cultures, contributions, knowledge, and histories. That opportunities are equitable, and where the gap in living standards, overall wellbeing, and life outcomes between Aboriginal and Torres Strait Islanders and the general population is closed. Our service footprint continues to support Aboriginal and Torres Strait Islander women, children, and families to thrive. We draw upon our reputation as one of Canberra's longest serving and most recognisable community organisations to support reconciliation, showcase First Nations voices and stories and encourage the wider community to join us on this journey.

OUR BUSINESS

YWCA Canberra is a feminist, not-for-profit organisation that has provided essential, quality services for women, girls, and families and represented women's issues in the ACT and surrounding regions since 1929. YWCA Canberra is a trusted, respected, and credible feature of the community, providing services and support to some of the ACT's most vulnerable families. This is trust that has been developed over generations of leadership and authentic community engagement.

As one of the largest non-government employers in Canberra, our services work with more than 5000 Canberrans, delivering 28 programs across 23 physical locations in the areas of children's services, community development, homelessness and affordable housing, youth services, personal and professional training, women's leadership, and advocacy.

As of December 2023, we employ more than 400 people. Of these, two staff and one Board Director have self-identified as Aboriginal and/or Torres Strait Islander people. Updates to our recruitment and onboarding documentation aim to improve the timely collection of this information.

OUR RAP

This is YWCA Canberra's fourth Stretch RAP. Each successive RAP provides new opportunity to reflect on progress to date, re-evaluate our workplace practices and commit to continuous improvement. We proudly set about developing this document in consultation with staff across our portfolio service areas and locations, under the guidance of the RAP Working Group. Our workforce is diverse and dynamic. With services in early education, community support, events, and advocacy we use the capacity of our 300+ workforce to drive reconciliation in the community and in our sphere of influence. The RAP Working Group has been a conduit between staff and the development of the RAP and fostering a culture where reconciliation is embedded throughout our service delivery. YWCA Canberra invited staff to provide input in the development of

this RAP. Our Executive Management Team continually champion reconciliation through the domains and seek feedback from external stakeholders including establishing procurement targets and participating in yarning circles with Elders to talk about housing outcomes for First Nations women.

Our RAP is supported, monitored, and promoted by our leadership team. Membership of the RAP Working Group is open to all staff, but its standing membership consists of 10 staff including the Chief Executive Officer, the Executive Directors of our Children's Services and Community Services portfolio, the manager of our Mura Lanyon Youth and Community Centre and senior management from each portfolio area including youth engagement and Human Resources. One board director, who is First Nations, also attends the meetings. The Chair of the RAP Working Group is the Director of Policy and Advocacy.

The RAP Working Group consults with First Nations stakeholders, Ngannawal

Elders, staff, and providers when relevant matters emerge, or advice is needed. For example, our Chief Operating Officer has been invited to participate in yarning circles with local Elders to hear stories regarding the experiences of First Nations women when they leave the criminal justice system. This has provided unique insight and understanding of the plight of Aboriginal women in their search for housing, support and rehabilitation following a period in detention. This has informed our cultural sensitivity to not only the issue of Aboriginal incarceration in the ACT but has also provided a deeper understanding of the policy settings and the reforms needed to change the outcomes for Aboriginal women.

Our RAP and our public commitment to reconciliation will continue to be championed by our Chief Executive Officer.

The Board of Directors is committed to seeing YWCA Canberra be a local leader in harnessing the outcomes of our Reconciliation Action Plan

and having a strategic, whole of community approach to reconciliation. We publicly supported the Voice to Parliament referendum and continue to champion structural policy and social justice reforms at the ACT level that advance First Nations Canberrans. In this regard, we have supported inquiries into the disturbing rates of First Nations custodial deaths in the ACT justice system, sustainable and appropriately funded specialist services for Aboriginal women and access to fee-free replacement birth certificates for our Aboriginal clients who otherwise were restricted from accessing vital services and employment opportunities.

The renewal of our Stretch RAP aligns with the development of our new five-year strategic plan for 2023-2028. This important document prioritises relationships with key stakeholders including government, philanthropy, the corporate sector, and like-minded community services in the advancement of women and families in Canberra. Building partnerships with

Aboriginal and Torres Strait Islander run organisations, collectives as well as other key stakeholders underpins the vision of our work and our RAP 2024-2027.

RECENT HIGHLIGHTS AND CHALLENGES

Our Children's Services continue to lead and innovate in how children and parents are introduced to the concept of reconciliation. Children in services are given freedom to develop Acknowledgement of Country songs and explore Aboriginal culture with Wiradjuri Elder Larry Brandy and through bushucker incursions and art with Wiradjuri man, Adam Shipp. The strong cultural diversity among the staff and clients in our early learning services presents a challenge but an immense opportunity for growth and reach, and feedback from parents is overwhelmingly positive. Since our previous Stretch RAP (2020-2023) we have cultivated positive and influential relationships with

clients of our services that reflect a positive community appreciation of reconciliation. Parents of children in our services, from migrant and non-English speaking backgrounds, have revealed to staff that often their only exposure to reconciliation is through the services our staff provide to their children. The experience between migrant families in our children's services and the leadership and knowledge of our staff has meant many of our families learn about reconciliation through their children's attendance at our services, further sharing how reconciliation is for everyone in the community.

We were proud to showcase our support for the referendum at our early learning centres and respond to questions from parents on the Voice. Our community services executive team remains a trusted partner for Ngannawal Elders and women. This trust is not something considered peripheral to our work, but central to it. Members of our community services team have humbly welcomed

opportunities to participate in yarning circles with First Nations women from the surrounding community, when invited. This has led to lasting relationships with local service providers including and Aboriginal Legal Services and being invited to contribute to valuable community discussions on housing, justice and safety.

Over the course of our previous RAP (2020-2023), YWCA Canberra has matured and embedded core data capturing methods, including in our procurement and recruitment practices to better realise our reconciliation journey. This has included cementing improved procurement monitoring of spend on First Nations providers, as well as improving recruitment practices around applicant and employee First Nation mob identification for the first time. These changes mean that potential staff are invited to tell us the name of their Country and language group in applying for a position, which will stay with their employee

profile on recruitment. We proudly showcase our respect for Aboriginal and Torres Strait Islander culture and people at the entrance of our central office in the form of a Reconciliation art-work wall, in all corporate collateral which Acknowledge the Ngannawal community and, at all public events where we invite Ngannawal Elders to provide a Welcome to Country.

"Winyu (an early learning service provider) is the only place in Canberra where we have learned about Reconciliation and Aboriginal people. The service does a wonderful job of including migrant families like mine in the journey"

– Winyu parent.

RELATIONSHIPS

As one of the largest providers of community services in Canberra, we value longstanding relationships across the community and look for opportunities to cultivate new partnerships to advance the wellbeing of women and children in the ACT. We work collaboratively with Aboriginal and Torres Strait Islander organisations and community members as well as contribute to broader community sector discussions and understanding about reconciliation, social justice, and equality in Canberra.

FOCUS AREA

Through our organisational values, namely 'respect', as outlined in our Strategic Plan 2023-2028, our operations align with this focus area.

RESPECT:

We engage with fairness and professionalism in our organisation, with our supporters and communities.

We believe that respectful relationships are fundamental to achieving positive social change.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	January, May, September, December 2024, 2025, 2026	Lead: CEO Support: COO
	• Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	July 2024, 2025, 2026.	Lead: COO Support: EMT
	• Establish and maintain formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations. Including the Aboriginal Legal Service and the ACT Aboriginal and Torres Strait Islander Elected Body.	July 2024. November 2025.	Lead: COO Support: Executive Management Team
	• Develop and implement organisational and program area engagement plans to establish and strengthen the relationship between YWCA Canberra staff and key stakeholders in the Aboriginal and Torres Strait Islander communities.	August 2024, 2025, 2026.	Lead: Quality and Risk Manager Support: RAP WG
2. Ensure our internal quality processes allow for best practice relationships and engagement with First Nations staff and the community.	• Engage, support, and identify talent among Aboriginal and Torres Strait Islander staff and board members to identify and nurture talent, and encourage their participation in advisory roles and committees within the organisation. • Include storytelling of Aboriginal and Torres Strait Islander people's lived experience in education materials and community events throughout the organisation. Ensure stories are respectfully collected and disseminated.	May, September 2024, 2025, 2026.	Lead: Quality and Risk Manager Support: COO
		July, October 2024, 2025, 2026.	Lead: Executive Director of Children's Services Support: Director of Children's Services
3. Build stronger networks with Aboriginal and Torres Strait Islander service providers and community organisations in order to enhance our work in the local community and draw on best practice.	• Continue our relationship with the Ngunnawal Bush Healing Farm through the delivery of quarterly workshops. • Use the networks, community influence and social media reach of the Mura Lanyon Youth and Community Centre to promote services, grant opportunities, consultation invitations and events that would benefit or be of interest to Aboriginal and Torres Strait Islander people. Continue to welcome suggestions from users and members of the MLYCC on what support or opportunity they may need or desire.	June, September, December, March 2024, 2025, 2026.	Lead: MLYCC Manager Support: Network Coordinator
		June, July 2024, 2025, 2026.	Lead: CEO Support: COO

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> • MLYCC engage with and promote services, organisations and events that may be of interest or beneficial for Aboriginal and Torres Strait Islander community members, including, for example, grant opportunities, events, and ancillary health services etc. 	August, November 2024, 2025, 2026.	Lead: MYLCC Manager Support: Clubhouse Coordinator
	<ul style="list-style-type: none"> • Engage local services that are relevant and beneficial to Aboriginal and Torres Strait Islander Women and Children and include them as a priority group for our funded programs (such as Clubhouse, Gymbaroo etc). 	August, November 2024, 2025, 2026.	Lead: MYLCC Manager Support: Clubhouse Coordinator
	<ul style="list-style-type: none"> • Maintain newly acquired in-reach services operating out of Lanyon which provide specialised support for Aboriginal clients including health services and financial counselling. 	December 2024, 2025, 2026.	Lead: MYLCC Manager Support: Clubhouse Coordinator
	<ul style="list-style-type: none"> • Participate in regular Yarning meetings with the Chair of the Aboriginal and Torres Strait Islander Elected Body (ATSIEB) and the Ngunnawal Elders and other families who have a traditional connection to the lands of the ACT. 	December 2024, 2025, 2026.	Lead: COO Support: RAP WG Chair
	<ul style="list-style-type: none"> • Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to all staff. 	May 2025, 2026.	Lead: RAP WG Chair Support: Executive Assistant to the CEO
	<ul style="list-style-type: none"> • RAP Working Group members to participate in at least two external National Reconciliation Week events or opportunities. Opportunities can include, but are not restricted to, community sector stakeholder-hosted events or on-country walks. 	27 May- 3 June, 2024, 2025, 2026.	Lead: RAP WG Chair Support: RAP WG
	<ul style="list-style-type: none"> • RAP Working Group members to contribute to the design and content of the internal National Reconciliation Week event organised for all YWCA Canberra staff. 	27 May- 3 June, 2025, 2026.	Lead: RAP WG Chair Support: RAP WG
	<ul style="list-style-type: none"> • Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week. 	27 May- 3 June, 2024, 2025, 2026.	Lead: Executive Management Team Support: RAP WG Chair

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> • Organise internal National Reconciliation Week events and programming at all sites including at our early education services. 	27 May- 3 June, 2025, 2026.	Lead: RAP WG Chair Support: Early childhood service managers, MYLCC Manager
	<ul style="list-style-type: none"> • Host one organisation wide National Reconciliation Week event at Central Office each year, of the RAP to which all staff are invited. 	27 May- 3 June, 2025, 2026.	Lead: RAP WG Chair Support: RAP WG
	<ul style="list-style-type: none"> • Organise and host National Reconciliation Week events at the Mura Lanyon Youth and Community Centre, where members of the public can join and participate in activities. 	27 May- 3 June, 2025, 2026.	Lead: MLYCC Manager Support: MYLCC team
	<ul style="list-style-type: none"> • Strengthen community-led reconciliation through the delivery of community events that celebrate National Reconciliation Week and reconciliation in the community more broadly. 	27 May- 3 June, 2025, 2026.	Lead: MLYCC Manager, Support: Community Services Executive Director
	<ul style="list-style-type: none"> • Register all our, public-facing, NRW events on Reconciliation Australia's NRW website. 	27 May- 3 June, 2025, 2026.	Lead: RAP WG Chair Support: EA to the CEO
5. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> • Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	November 2024, 2025, 2026.	Lead: Human Resources Manager Support: EMT
	<ul style="list-style-type: none"> • Demonstrate our commitment to reconciliation publicly using our social media platforms, public influence, and status as a respected community welfare organisation with a longstanding presence in the Canberra community. 	May 2024, 2025, 2026.	Lead: Executive Director of Communications. Support: RAP WG Chair
	<ul style="list-style-type: none"> • Promote Territory based reconciliation events on YWCA Canberra online platforms. 	May, August, December 2024, 2025, 2026.	Lead: Executive Director of Communications Support: RAP WG Chair
	<ul style="list-style-type: none"> • Show support through our inhouse staff updates of our work with the First Nations community across the organisation, including our CEO bulletin, intranet stories and staff profiles of colleagues who are Aboriginal or Torres Strait Islander. 	July, November 2024, 2025, 2026.	Lead: RAPWG Chair Support: RAP WG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Contribute to an improved sector-wide understanding of RAP goals and understanding across the non-government sector in the ACT such as through the Reconciliation Network Group meetings hosted through the ACT Council of Social Services. 	July, November 2024, 2025, 2026.	Lead: RAP WG Chair Support: CEO
	<ul style="list-style-type: none"> Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes such as through our engagement in community panels, networks and planned events and one of the few Stretch RAP organisations in the ACT. 	March, July, October 2024, 2025, 2026, 2027.	Lead: CEO Support: RAP WG Chair
	<ul style="list-style-type: none"> Collaborate with at least 10 RAP and other like-minded organisations to implement innovative approaches to advance reconciliation, including ACTCOSS, the Smith Family, Vinnies ACT, Catholic Care, Marymead, Aboriginal Legal Services, Woden Community Services, Directions ACT and members of the Children First Alliance. 	May, July, October 2024, 2025, 2026.	Lead: RAP WG Chair Support: MYLCC Manager
	<ul style="list-style-type: none"> Encourage staff to take part in National Reconciliation Week events, or the Canberra Bridge Walk events. 	27 May- 3 June, 2025, 2026.	Lead: CEO Support: RAP WG
	<ul style="list-style-type: none"> Enhance learning about reconciliation and First Nations history in our early learning services, to both children and parents, by engaging Aboriginal and Torres Strait Islander people from within the early learning service community. 	March 2024, 2025, 2026.	Lead: Children Service Managers Support: Early Learning staff
	<ul style="list-style-type: none"> Promote reconciliation through our Clubhouse program by participating in the Schools Reconciliation Challenge. 	October 2024, 2025, 2026.	Lead: Clubhouse Coordinator Support: MYLCC Manager
	<ul style="list-style-type: none"> Continuously improve HR policies and procedures concerned with anti-discrimination, through regular review. 	May 2025, 2026, 2027.	Lead: HR Manager Support: HR team
6. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Undertake a review of all policies and procedures and ensure they are inclusive of Aboriginal and Torres Strait Islander peoples. 	October 2024, 2025, 2026.	Lead: HR Manager Support: HR team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy. 	August 2024, 2025, 2026.	Lead: HR Manager Support: HR Team
	<ul style="list-style-type: none"> Communicate the organisation's anti-discrimination policy and Enterprise Agreement commitment to all new staff on recruitment to our organisation. 	January, March, June, October 2024, 2025, 2026.	Lead: EMT Support: HR Manager
	<ul style="list-style-type: none"> Provide ongoing education to senior leaders and managers on the effects of racism. Ensure anti-racism training and awareness is resourced and available to the Human Resources team. 	March, November 2024, 2025, 2026. May 2025, 2026.	Lead: COO Support: HR Manager Lead: HR Manager Support: HR Officer
	<ul style="list-style-type: none"> Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism through our public social media and strong community profile. 	January, March, June, October 2024, 2025, 2026.	Lead: CEO Support: RAP WG
	<ul style="list-style-type: none"> Regularly seek cultural supervision and governance from Aboriginal and Torres Strait Islander consultants or advisors about our policies and practices, including from our Aboriginal board member and Chair of the ACT Aboriginal and Torres Strait Islander Elected Body. 	July 2024, 2025, 2026, 2027.	Lead: Director of Quality and Risk Support: COO
	<ul style="list-style-type: none"> Regular review of anti-discrimination policy and retention of anti-discrimination clauses in our Enterprise Agreement. 	May 2027.	Lead: HR Manager Support: HR Officer
	<ul style="list-style-type: none"> Undertake a continuous improvement of workplace culture so that we have a workplace free of all forms of discrimination, oppression, harassment, and bullying. 	January, March, June, October 2024, 2025, 2026.	Lead: HR Manager Support: HR Officer
	<ul style="list-style-type: none"> Join and actively participate and publicise our contribution to anti-discrimination campaigns including Racism Stops with Me. 	January, June 2024, 2025, 2026.	Lead: RAP WG Support: CEO

RESPECT

As a provider of frontline community services including food relief, housing, and domestic and family violence support, embracing, and displaying our commitment to diversity, inclusion and cultural respect is significant in building community and client trust.

Our footprint in Canberra stretches back just 95 years, a fleeting window of time against sixty millennia of sacred possession and ancestral ties between Aboriginal and Torres Strait Islander people and the land.

We respect and acknowledge this connection in our work, our networks, our continuous improvement, our workplaces and how we celebrate the voices and lives of First Nations women.

FOCUS AREA

Through our organisational values, namely 'equality', 'respect', and 'inclusion' as outlined in our Strategic Plan 2023-2028, our operations align with this focus area.

EQUALITY

We value equality of opportunity, outcomes and rights for women, girls, and non-binary people. We work with communities to achieve social, cultural, economic, and political participation and prioritise the needs of the most vulnerable and marginalised.

INCLUSION

We embrace the diversity of our communities and adopt an intersectional approach that respects differences including in gender and gender expression, culture, race, spirituality, age, sexuality, abilities, political beliefs, and socioeconomic status.

RESPECT

We engage with fairness and professionalism in our organisation, with our supporters and communities. We believe that respectful relationships are fundamental to achieving positive social change.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> Review the cultural learning needs within our organisation on a regular basis or following periods of significant turnover. 	June, October 2024, 2025, 2026.	Lead: EMT, Quality and Risk Manager Support: EMT
	<ul style="list-style-type: none"> Report on the organisational cultural learning needs including opportunities, gaps, and learnings, as noted in the review, on a regular basis. 	December 2024, 2025, 2026.	Lead: EMT, Quality and Risk Manager Support: EMT
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy. 	December 2024.	Lead: EMT Support: RAP WG Chair
	<ul style="list-style-type: none"> Implement and communicate a cultural learning strategy for our staff. 	December 2024.	Lead: EMT Support: RAP WG
	<ul style="list-style-type: none"> Display Aboriginal and Torres Strait Islander flags, artwork, and other collateral pieces at public-facing events such as career expos and all organisational building foyers. 	July 2024.	Lead: RAP WG Chair Support: Senior Manager's Team
	<ul style="list-style-type: none"> Ensure Certificate III training modules in Early Childhood Education and Care are developed to include core and elective units in inclusion and diversity and Understanding Aboriginal and Torres Strait Islander cultures. 	May 2024, 2025, 2026.	Lead: Education Unit Director Support: Training Support Officer
	<ul style="list-style-type: none"> Commit all RAP Working Group members, HR managers, senior executive group, and all new staff to undertake formal and structured cultural learning. 	October 2024, 2025, 2026.	Lead: COO Support: EMT
	<ul style="list-style-type: none"> 50% all staff receive formal training in cultural learning in an online setting. 	December 2024, 2025, 2026.	Lead: HR Manager Support: COO
	<ul style="list-style-type: none"> and 100% of all community services staff receive formal training in cultural learning in a face-to-face setting. 	December 2024, 2025, 2026.	Lead: COO Support: Director of Community Services.
	<ul style="list-style-type: none"> All community services staff to attend and complete cultural training provided through the office of Child Youth and Protective Services. 	December 2024, 2025, 2026.	Community Services Director

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Conduct a regular audit of literature and library material used and distributed by our Early Learning Services, to ensure relevancy, currency, and authenticity. 	November 2024, 2025, 2026.	Lead: Children's Services Executive Director Support: Children Services Manager.
	<ul style="list-style-type: none"> Collaborate with Our Booris Our Way on how to best manage the needs of First Nations children who are clients in our services. 	March, October 2024, 2025, 2026.	Community Services Director
	<ul style="list-style-type: none"> Highlight Aboriginal and Torres Strait Islander people's rights, culture, and concept of social and emotional wellbeing in all community events/forums by ensuring at least one First Nations keynote speaker and panellist at all She Leads events. 	April, August, and October 2024, 2025, 2026.	Lead: EDCAE Support: Events Manager
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at all significant events each year, including the She Leads series of events. 	March, August, October 2024, 2025, 2026.	Lead: EDCAE Support: Events Manager
	<ul style="list-style-type: none"> Where relevant, engage Traditional Owner or Custodian to conduct a smoking ceremony or water ceremony at relevant public events. 	March, August, October 2024, 2025, 2026.	Lead: EDCAE Support: Events Manager
	<ul style="list-style-type: none"> Include an Acknowledgement of Country, delivered by the CEO or senior leader at the commencement of all internal meetings and small public events, which are livestreamed to an online audience, such as our International Women's Day event and Board AGM. 	May 2024, 2025, 2026. October 2024, 2025, 2026.	Lead: RAP WG Chair Support: Senior Managers team.
	<ul style="list-style-type: none"> Display at least one Acknowledgment of Country plaques in all our office/s or on our buildings. 	July, December 2024, 2025, 2026, 2027.	Lead: Quality and Risk Manager. Support: RAP WG Chair.
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country, smoking and water ceremonies, and Welcome to Country protocols through staff CEO updates that coincide with National Reconciliation Week and NAIDOC Week. 	May, July 2024, 2025, 2026.	Lead: CEO Support: RAP WG Chair

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Establish and launch a 'RAP art wall' in Central Office featuring the art of all artists who have been commissioned to develop artwork for our Reconciliation Action Plans. 	May 2024.	Lead: CEO Support: EA to CEO
	<ul style="list-style-type: none"> Fly or display the Aboriginal and Torres Strait Islander flags on all sites, at all events all year round, to demonstrate commitment and respect for Aboriginal and Torres Strait Islander people and culture. 	June 2024, 2025, 2026.	Lead: Quality and Risk Manager Support: EDCAE
	<ul style="list-style-type: none"> Ensure culturally sensitive services are available in-house for in-reach support, such as Red Cross's Birth Family Services and Care financial with a view to continuously improving the services available and ensuring cultural appropriateness. 	June, July 2024, 2025, 2026.	Lead: MYLCC Manager Support: MYLCC team
	<ul style="list-style-type: none"> Add Acknowledgment and Aboriginal and Torres Strait Islander flags to policy and procedures template and organisational updates including to the website and all collateral. 	August 2024, 2025, 2026.	Lead: EDCAE Support: RAP WG Chair
	<ul style="list-style-type: none"> Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country. All early learning services develop and share Acknowledgement of Country engagement activities, such as through music and art. 	November 2024, 2025, 2026. May, September 2024, 2025, 2026.	Lead: Quality and Risk Manager. Support: Executive Director of Early Learning Education and Care
9. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Embed NAIDOC week into the Youth engagement school holiday excursion programming each year. 	May 2024, 2025, 2026.	Lead: Mura Lanyon Manager Support: Youth Engagement Coordinator
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	July 2024, 2025, 2026.	Lead: HR Manager Support: HR Team
	<ul style="list-style-type: none"> Support all staff to participate in at least one NAIDOC Week event in our local area. 	July 2024, 2025, 2026.	Lead: CEO Support: HR Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> RAP Working Group members to participate in at least one external NAIDOC Week event. 	July 2024, 2025, 2026.	Lead: RAP WG Chair Support: RAP WG
	<ul style="list-style-type: none"> In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week events each year, including the ACT Government official NAIDOC Week event and organising committee. 	July 2024, 2025, 2026.	Lead: MYLCC Manager Support: Community Services Director
	<ul style="list-style-type: none"> Nominate an organisational representative to the NAIDOC Week Community Sector Organising Committee and provide staff support in the delivery of the event. 	February 2025, 2026.	Lead: MYLCC Manager, Support: Community Services Director
	<ul style="list-style-type: none"> RAP Working Group members to participate in at least one external NAIDOC Week event. 	July 2024, 2025, 2026.	Lead: RAP WG Chair Support: RAP WG



OPPORTUNITIES

Diversity brings strength and opportunity. Improving practices around procurement and recruitment means better tracking of progress against the aims of our RAP and better outcomes for staff, and the community. The contribution of staff to our critical frontline work and profile is significant and facilitates a strong degree of trust between the organisation and the community. We are innovative in our approach to recruitment and procurement, lead by our Executive Management team and CEO. Our leadership team use their professional networks to advance sector understanding and opportunities for reconciliation and to influence change. Embedding these values and commitment to equality and equity also means a better experience for our clients whose wellbeing is at the core of our frontline work.

FOCUS AREA

Through our organisational values, namely 'responsibility' and 'courage', as outlined in our Strategic Plan 2023-2028, our operations align with this focus area.



RESPONSIBILITY

We are innovative, accountable and manage resources and risks to ensure the sustainability of the organisation. We are forward thinking and curious. We value collaboration and systems leadership so that our work results in positive outcomes for the change we want to see in our communities.

COURAGE

We are dauntless, agile, and resilient as we transform power structures. As a proudly feminist organisation, we challenge the status quo to benefit everyone. We have the passion needed to make a difference.

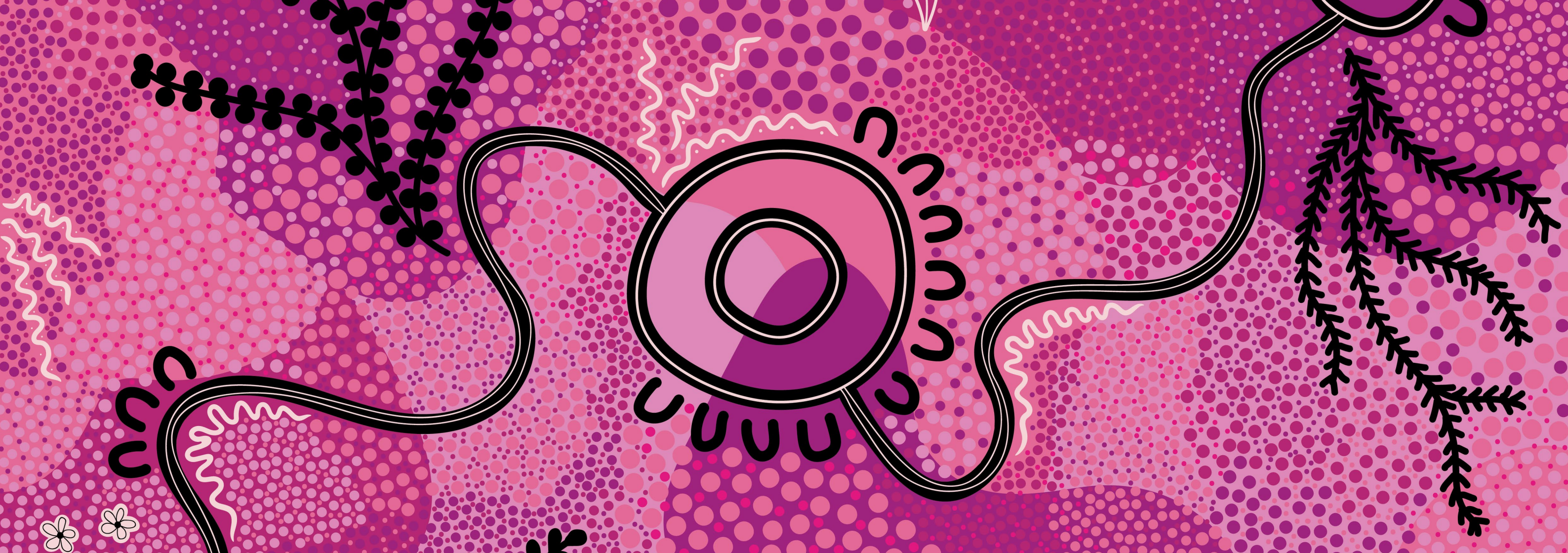
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention, and professional development strategy.	May, September 2024, 2025, 2026, 2027.	Lead: HR Manager. Support: Quality Risk Manager
	• Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	July 2024, 2025, 2026.	Lead: HR Manager, Support: COO
	• Explore unique avenues to effectively reach Aboriginal and Torres Strait Islander stakeholders to promote job vacancies.	May, August, December 2024, 2025, 2026, 2027.	Lead: HR Manager Support: COO
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2024, 2025, 2026, 2027.	Lead: HR Manager Support: Quality Risk Manager
	• Aboriginal and Torres Strait Islander employees to be supported to take on management and senior-level positions through: <ul style="list-style-type: none">Identifying and nurturing talent.Working with First Nations Board Directors and the Ngunnawal community to identify future talent.Exploring options for internal promotion as they arise.	January, March, June, October 2026, 2025, 2026.	Lead: CEO Support: HR Manager
	• Increase the proportion of Aboriginal and Torres Strait Islander staff in the workforce, with a 2% target.	May 2027.	Lead: Executive Management Team Support: HR Manager
	• Operationalise the new Strategic Plan (2023-2028) which embed anti-discrimination strategies in recruitment processes.	October 2024, 2025, 2026.	Lead: Executive Management Team Support: HR Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Continue to implement an Aboriginal and Torres Strait Islander procurement strategy, setting and achieving a 0.4% target per annum of all expenditure towards First Nations businesses or sole operators.	July 2024, 2025, 2026.	Lead: CEO Support: Executive Management Team
	• Investigate Supply Nation membership.	November 2024, 2025, 2026.	Lead: RAPWG Chair Support: RAPWG
	• As part of achieving our procurement target, communicate new opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May, July, October 2024, 2025, 2026, 2027.	Lead: RAPWG Chair Support: RAPWG
	• Update procurement practices to facilitate procuring goods and services from Aboriginal and Torres Strait Islander businesses and ensure accurate and timely capturing of expenditure.	July 2024.	Lead: Executive Director of Finance Support: EMT
	• Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses and using the (internal) RAP cost code to ensure accurate tracking and achieving of the 0.4% procurement target.	March, May, August, December, 2024, 2025, 2026, 2027.	Lead: RAPW WG Chair Support: Senior Management Team.

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	October 2024, 2025, 2026.	Lead: RAP WG Chair Support: Board Directors
	• Review and update the Terms of Reference for our RWG.	February 2024, 2025, 2026.	Lead: RAP WG Chair Support: RAP WG
	• Meet at least four times per year to drive and monitor RAP implementation.	January, April, August, 2024, 2025, 2026.	Lead: RAP WG Chair Support: Executive Assistant to the CEO
	• Report on RAPWG updates and progress as a standing item in the organisation's Board agenda and papers.	Every six weeks.	Lead: RAPWG Support: CEO.
	• Include our RAP as a standing agenda item at senior management meetings.	January – December 2024, 2025, 2026.	Lead: CEO Support: EMT
13. Provide appropriate support for effective implementation of RAP commitments.	• Embed resource needs for RAP implementation.	May 2024, 2025, 2026.	Lead: RAP WG Chair Support: Executive Assistant to the CEO
	• Embed key RAP actions in performance expectations of senior management and all staff.	June 2024, 2025, 2026, 2027.	Lead: HR Manager Support: EMT
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	November 2024.	Lead: Quality and Risk manager RAPWG Chair
	• The CEO is the internal and public RAP Champion.	January 2027.	Lead: CEO Support: RAP WG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally through the RAP Impact Survey.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2024, 2025, 2026, 2027.	Lead: RAP WG Chair Support: RAP WG
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2024, 2025, 2026.	Lead: RAP WG Chair Support: RAP WG
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2024, 2025, 2026.	Lead: RAP WG Chair Support: RAP WG
	• Report RAP progress to all staff and senior leaders quarterly.	February, May, August, November 2024-2027.	Lead: RAP WG Chair Support: RAP WG
	• Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings.	October 2024, 2025, 2026.	Lead: RAP WG Chair Support: RAP WG
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026.	Lead: RAP WG Chair Support: RAP WG
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2027	Lead: RAP WG Chair Support: RAP WG
15. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	August 2026	Lead: RAPWG Chair Support: RAP WG



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