

YWCA CANBERRA

RECON- CILIATION ACTION PLAN

NOVEMBER 2016
TO NOVEMBER 2019



YWCA CANBERRA



RECONCILIATION
ACTION PLAN

STRETCH

MISPLACED BY SARAH RICHARDS

"Misplaced - just because something doesn't fit perfectly doesn't make it wrong"

Art Type - Modern

Biography:

Sarah was born in Sydney NSW; spent her childhood on the Gold Coast QLD and now resides in Canberra ACT. She is a Ngiyampaa descendant of the Wongaibon tribe located in the Riverine area of NSW.

Sarah paints as a hobby and finds it to be a great way for her to relax. She is a mostly self-taught artist who started out teaching herself the dot painting technique and then other artists showed her cross-hatch technique when they would come to her school for NAIDOC celebrations.

She now incorporates both techniques into her paintings. Her paintings are inspired by her childhood spent by the sea and her trips back to the bush. Now that she lives in Canberra, she makes regular trips out to the Riverine area and finds further inspiration for her paintings. These trips back are when she feels most at home.





YWCA CANBERRA

RECON- CILIATION ACTION PLAN



YWCA CANBERRA

OUR VISION FOR RECONCILIATION

YWCA Canberra strives to be a community leader in reconciliation by continuing to build on our demonstrated commitment to reconciliation between Aboriginal and Torres Strait Islander peoples and the wider community. Our actions as an organisation will help to deliver meaningful impact for Aboriginal and Torres Strait Islander people through the provision of our community engagement, training and education, advocacy and children's services initiatives. Our vision for reconciliation is that Canberra is a city that truly acknowledges, pays respect to, and celebrates its Aboriginal cultures.

OUR BUSINESS

YWCA Canberra is a feminist, secular, not-for-profit organisation that has provided community services and represented women's issues in Canberra since 1929. Through our national Member Association, YWCA Australia, we are part of the World YWCA network, which connects 125 countries across the globe. Our rich history of supporting women and girls in Canberra through the Great Depression, the Second World War, and the rapid social and cultural changes Canberra has experienced in recent years, continues to inform and influence our work.

Today we provide quality, innovative services for women, girls and families in the ACT and surrounding regions. We work with more than 5000 Canberrans through the delivery of 28 programs across 20 physical locations in the areas of children's services, community

development, housing, youth services, personal and professional training, women's leadership and advocacy. We employ 305 people, comprising 157 casuals and 148 permanent employees. Presently YWCA Canberra does not have processes in place to collect data on the number of Aboriginal and Torres Strait Islander employees in our workforce, however, we will aim to collect this data as soon as possible.

COMMUNITY SERVICES

We deliver important programs and services in housing, social inclusion and youth services. Our community services team operates within a strengths-based community development framework. We focus on building skills and providing important resources to individuals and families, to empower vulnerable communities in Canberra. We do this via a range of programs and services including:

- Housing support: Our Housing Support Unit

provides support to women and their families who are experiencing or are at risk of experiencing homelessness. We currently provide supported accommodation services on behalf of the ACT Government, and are a registered community housing provider. We also assist clients with affordable and transitional housing through our Supportive Tenancy Service.

- Child, youth and community services: Our Mura Lanyon Youth and Community Centre houses the Lanyon Food Hub, drop-in sessions in the afternoons, and is a vibrant hub for community groups and organisations to utilise. Our qualified Youth Engagement Team delivers a range of evidence-based programs, including the Tuggeranong Literacy Project, Every Girl, Respect, Communicate, Choose and Y-Aspire, as well as managing and coordinating the

YWCA Canberra Clubhouse. We also deliver Circles of Support, a counselling service for children and young people aged eight to 15 years and their families.

CHILDREN'S SERVICES

We provide community-based programs that focus on positive outcomes for children and families. Through our services, we care for more than 2000 children each week, delivering quality care that caters to the needs of individual children. Our philosophy reflects the principles that underpin the Early Years Learning Framework that states "from before birth children are connected to family, community, culture and place." We offer three forms of early childhood services:

- Early Childhood Services: we deliver early childhood education and care at three services in Canberra – Campbell Cottage, Conder Early Childhood Services, and Winyu House in Gungahlin.

- Our centre-based care adopts a socio cultural approach to education and care for children under five years of age and nurtures and encourages all aspects of children's individual development; all children are treated equally and are respected as individuals. Our team encourages and supports children's individual needs to learn and participate at their own pace through positive feedback. Cultural diversity is a significant consideration in the development of programs, with emphasis on children's social, emotional, creative, intellectual and physical development.
- School Age Care: We provide a mix of before school, after school, and school holiday programs for school age children. We aim to deliver high quality care to all children attending our programs, and work closely with families, the school and community in the continuous improvement of our services.
- Family Day Care: We provide professional and supervised care for children from birth to 12 years of age, in the private homes of qualified and professional family day care educators, who are employees of YWCA Canberra.

EDUCATION AND TRAINING

YWCA Canberra is a Registered Training Organisation (RTO National Number: 1373). One of the unique aspects of our RTO is that a large portion of our students come from culturally and linguistically diverse backgrounds, including many women who have recently moved to Australia. We are proud to provide a supportive and inclusive learning environment for our students, aided by mentoring sessions provided by our wonderful trainers, and additional supports that we make available to learners.

ADVOCACY

Advocacy is at the heart of the work we do at YWCA Canberra, and with the vision of women shaping our communities, we work to improve the quality of life for women, their families and communities in the ACT. Our policy and advocacy work aligns with YWCA Australia's policy platform, and addresses key issues such as gender equality, housing affordability and homelessness, women and girl's leadership, male violence against women and early childhood education and care.

As a membership-based, non-religious organisation, we encourage the participation of people of all cultures, beliefs and ages in our movement. Strengthened by diversity, we welcome members who are committed to recognising and celebrating the value of every human being.

YWCA Canberra has been committed to reconciliation

throughout its long history. For several years we have worked to develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples and organisations, build respect, and identify and pursue opportunities for reconciliation.

Our commitment to reconciliation is reflected in our organisation's values:

- Leadership – We develop the leadership of women, young women and girls.
- Equality – We ensure equality of opportunity, rights and access to social, cultural, and economic well-being are promoted in all the work we do.
- Advocacy – We are a feminist organisation. We advocate to improve the quality of life of women, families and communities across the ACT.

- Diversity - We value the diversity of people in our community and respect differences in culture, race, religion, sexuality, abilities and lifestyles.
- Empowerment - We support women's self-determination through the provision of information, skills and resources.
- Reconciliation - We work with Aboriginal and Torres Strait Islander peoples to improve the wellbeing of the whole community.
- Stewardship - We manage our financial and environmental resources to bring about maximum benefits to the Canberra community.

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“Our actions as an organisation will help to deliver meaningful impact for Aboriginal and Torres Strait Islander people ... Our vision for reconciliation is that Canberra is a city that truly acknowledges, pays respect to, and celebrates its Aboriginal cultures.”

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OUR RAP

The purpose of this Stretch Reconciliation Action Plan (RAP) is to formalise and publicise our ongoing commitment to reconciliation, and to inform our decision-making processes at a strategic and operational level. Specifically, our RAP sets out meaningful actions and measurable targets across all areas of our core business, to ensure our progress is tracked and maintained.

YWCA Canberra has been committed to reconciliation throughout its long history. For several years we have worked to develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples and organisations, build respect, and identify and pursue opportunities for reconciliation.

Through progressing reconciliation and healing we aim to improve the wellbeing of all Aboriginal and Torres Strait Islander communities

and the wider Australian community. Acknowledging the continuing custodianship of Aboriginal and Torres Strait Islander peoples of the land and culture, we embrace a grass roots approach involving the whole of the YWCA Canberra community – participants of our programs, external Aboriginal and Torres Strait Islander partners, staff, members, and our Board of Directors in our reconciliation journey.

We launched our first RAP at our Annual General Meeting in October 2009, followed by our 2011 – 2013 RAP launch at a NAIDOC Week breakfast in Canberra. Most recently, we celebrated our Stretch RAP 2014-2016 at a special event at our Lanyon Youth and Community Centre. A Stretch RAP indicates that we have embedded the principles and practices of reconciliation in our everyday operations. Through the Stretch RAP, we were able to focus on increasing the number of activities we would undertake, and setting more ambitious targets.

YWCA Canberra's RAP Committee members attend quarterly meetings to ensure the appropriate priorities are identified and implemented, and as a conduit for our staff to actively contribute to the RAP. The YWCA Canberra Board has also been actively engaged in developing the RAP, and were instrumental in the drafting and approval of this important document.

Our RAP has also seen our commitment to reconciliation extend to our governance and leadership team. The RAP is now a standing item at all YWCA Canberra Board, Senior Managers, Managers, and portfolio meetings. This ensures that reconciliation guides our strategic work, and is a feature of our decision making processes at both a board and operational level. This document has been developed in consultation with a range of local individuals and organisations, and identifies clear actions and targets to meet, in order to support reconciliation in our community. While we recognise the importance of celebrating our achievements

and progress, we also acknowledge that a great deal of work is yet to be done, and are committed to reconciliation in the long term.

YWCA Canberra's RAP Committee members attend quarterly meetings to ensure the appropriate priorities are identified and implemented, and acts as a conduit for our staff to actively contribute to the RAP. Members of this Committee include several YWCA Canberra Board Directors (one of whom is a young Aboriginal woman), our Executive Director, Director of Children's Services and Deputy Executive Director, and Director of Community Services. Externally, a group of Ngunnawal women Elders known as the ACT Nannies Group, meet regularly at our Mura Lanyon Youth and Community Centre, and have provided input on the development of this RAP. Internally, our RAP is championed by our Director of Communication, Advocacy and Fundraising.

Through the implementation of our 2014-2016 RAP, we have made many achievements and learnt a great deal. Perhaps the most notable achievement was that staff from across the organisation have been able to access opportunities to engage with reconciliation, whether through increasing their knowledge and building their understanding of Aboriginal and Torres Strait Islander histories, cultures and contemporary issues, or by participating in and contributing to events and activities.

One of the highlights of this work was the development of a resource by our Children's Services team called 'We Walk Together', which incorporates games, activities, arts and crafts, stories, recipes, and music. The purpose of this resource is to encourage our School Age Care program managers to steer away from tokenistic cultural experiences and provide children with authentic engagement with Aboriginal and Torres Strait Islander cultures.

We also partnered with eight other community organisations to celebrate NAIDOC Week 2016, bringing together our staff and the broader community. Hosted by eight local community organisations, the NAIDOC Week community celebration featured musical and dance performances, reading circles for children, an Indigenous art workshop and a 'Human Library' - an interactive experience to promote learning and conversation. Dr Chris Bourke MLA, Minister for Aboriginal and Torres Strait Islander Affairs was among the Human Library participants, which provided our staff and members with the valuable opportunity to learn about his experiences first hand.

We also made significant progress in increasing our engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations. This included:

- Nurturing and developing relationships with seven

Aboriginal and Torres Strait Islander organisations, including the ACT Nannies Group, a group of Aboriginal Elder women who meet regularly at our Lanyon Youth and Community Centre.

- Awarding a young Aboriginal woman with a Great Ydeas grant in 2016.
- Having Young Aboriginal and Torres Strait Islander women participate in our Y-Aspire program, a leadership program focusing on supporting young women to build skills and confidence in themselves.

One of the most significant highlights of this work was hosting the annual Young Aboriginal and Torres Strait Islander Women's Leadership Project. In May 2016, YWCA Canberra offered a two-day leadership program for 10 young women who identified as being Aboriginal and/or Torres Strait Islander, to build their leadership

skills, connect them with young women mentors, and provide them with access to advice and opportunities to facilitate their transition from secondary school to further education or entering the workforce.

The project was kicked off with an Acknowledgement of Country and encouraging attendees to connect with each other as students from a range of Tuggeranong schools, and to think about and discuss their expectations and definition of what a leader is. This was followed by sessions to develop practical skills that could be used for resume writing and preparing for interviews. Students were lucky enough to have representatives from Habitat Personnel prepare a mock-up job interview session, where the students immersed themselves in the application and interview process, and received feedback and advice on how to improve. One of the key takeaways from this practical session was for

students to ensure they have ample time to prepare for interviews, and to have the confidence within themselves to know they deserve a chance.

This was followed by talks from guest speakers from the community, who shared their own leadership journeys, and the challenges that they faced within family settings. The majority of the students reported that they related to the challenges regarding family expectations, and the pressures involved in helping their families.

Day two of the project began at Birrigai with an Acknowledgement of Country, and a Low Ropes course which helped students develop trust and communication, and to work together as a team to complete all elements of the course. Next up was a team initiatives course, where students learned about leadership, problem solving, cooperation and communication in a team. This then lead to the students discussing

leadership using a vision board to identify characteristics and values needed in leadership.

Finally, the day finished with students developing strength posters, which helped students visualise what strengths they possess, and any future goals they would like to achieve within the next 12 months. At the end of the project, students left feeling inspired and supported to pursue their leadership goals.

“Through progressing reconciliation and healing we aim to improve the wellbeing of all Aboriginal and Torres Strait Islander communities and the wider Australian community.”

RELATIONSHIPS

As a feminist organisation, YWCA Canberra believes that everyone has the right to contribute to, and share equally in, the benefits of the community's social, cultural and economic development. We will work towards a world where reconciliation, justice, peace, health, human dignity, freedom

and care for the environment are promoted and sustained through women's leadership. In all of our work, we apply a human rights-based approach by realising women's rights and the rights of vulnerable people in the Canberra community.

Building strong and respectful relationships with Aboriginal and Torres Strait Islander peoples and other Australians is central to our strategic and operational priorities, and is demonstrated in our core business of: community services, children's services, education

and training, and advocacy. Our success in these areas is dependent upon our ability to engage and collaborate with Aboriginal and Torres Strait Islander peoples, and the wider community.

FOCUS AREA

The key strategic directions of our business that align with the concept of Relationships are:

- **Women, young women and girls are influencing, leading and deciding**
 - **Communities are safe, inclusive and connected**
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ACTION	TARGET	TIMELINE	RESPONSIBILITY
<p>Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</p>	<ul style="list-style-type: none"> • Implement and review a strategy to communicate our RAP to all internal and external stakeholders, as part of our strategic communications planning. • Promote reconciliation through ongoing active engagement with all stakeholders, including in promoting and delivering our services throughout the community. • Make RAP available to all parents of children in our services. • Our Senior Management Team is engaged in the delivery of RAP outcomes, including by discussing the RAP Working Group meeting outcomes and directions at Senior Management Team Meetings. • Our Senior Management Team provides an overview of the Stretch RAP upon launch, as well as updates on progress at portfolio meetings. • Disseminate the Stretch RAP to all work sites and staff via email and/or print. • Promote the Stretch RAP via YWCA Canberra's membership network, ENews subscribers, and all social media channels. • Include blog articles on the YWCA Blog, at least quarterly, on topics relevant to reconciliation or celebrating Aboriginal and Torres Strait Islander cultures on the website and promote through the e-newsletter and social media. • Update induction material for new staff to include information about the RAP. 	<p>30 June 2017</p> <p>Quarterly (January, March, June, September, December 2017)</p>	<p>Director, Communication, Advocacy and Fundraising</p> <p>Executive Director Director, Children's Services Director, Community Services Senior Management Team</p> <p>Director, Communication, Advocacy and Fundraising</p> <p>Communication Manager</p> <p>HR and Quality Support Officer</p>
<p>Build relationships with Aboriginal and Torres Strait Islander advocacy and communication organisations</p>	<ul style="list-style-type: none"> • Explore opportunities to support the Recognise, Close the Gap, and Racism Stops With Me campaigns. • Strengthen relationships with Aboriginal and/or Torres Strait Islander media, including the Indigenous Times, NITV and the Koori Mail. • Explore opportunities to work with an Aboriginal and/or Torres Strait Islander creative agency in the promotion of our RAP and our contribution to reconciliation. 	<p>December 2018</p>	<p>Communication Manager</p>

RESPECT

YWCA Canberra believes that respect is based on understanding and that reconciliation requires a commitment to continually improve our understanding of Aboriginal and Torres Strait Islander cultures, histories and contemporary issues.

Respectful relationships and good communication are the foundations required for effective program delivery and ensuring we meet the needs of our members, clients and colleagues.

FOCUS AREA

The key strategic directions of our business that align with the concept of respect are:

- **Children and young people have the skills and attributes to create a better future**
 - **YWCA Canberra is a leading, ethical and sustainable organisation**
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ACTION	TARGET	TIMELINE	RESPONSIBILITY
<p>Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements</p>	<ul style="list-style-type: none"> • Implement and review a cultural awareness training strategy for our staff which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided. 	January 2019	Executive Director and HR and Quality Support Officer
	<ul style="list-style-type: none"> • The Senior Management Team promote the Reconciliation Australia's Share Our Pride online tool to all staff, with at least 50% of existing staff and 75% of new staff completing the program. 	January 2017	Senior Management Team
	<ul style="list-style-type: none"> • 25% of all permanent staff (37 people) undertake cultural awareness training face to face. 	20 December 2018	Executive Director
	<ul style="list-style-type: none"> • 75% of all permanent staff (111) undertake cultural awareness training online. 		
	<ul style="list-style-type: none"> • 100% of the Senior Management Team (5 people) undertake cultural immersion learning activities. 		
	<ul style="list-style-type: none"> • All RAP Working Group members utilise Reconciliation Australia's Share Our Pride online tool. 	20 December 2017	Policy and Projects Officer
	<ul style="list-style-type: none"> • Senior Management Team utilise Reconciliation Australia's Share Our Pride online tool. 	20 December 2017	Executive Director
	<ul style="list-style-type: none"> • Community Services staff will seek specific cultural training relating to working with Aboriginal and Torres Strait Islander peoples who experience inter-generational trauma related to the Stolen Generations. 	30 June 2017	Director, Community Services
	<ul style="list-style-type: none"> • Community Services Staff will develop relationships with Aboriginal and Torres Strait Islander therapeutic services providers to increase staff's ability to support Aboriginal and Torres Strait Islander clients. 		
	<ul style="list-style-type: none"> • Circles of Support staff will engage with research material on cultural trauma and incorporate this into therapeutic practice. 		Circles of Support Manager

ACTION	TARGET	TIMELINE	RESPONSIBILITY
<p>Demonstrate respect for Aboriginal and Torres Strait Islander cultures by including visual and educational references throughout YWCA Canberra's key work sites</p>	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander artworks are displayed in all offices along with a full acknowledgement of the artist and meaning of the artwork. All meeting rooms are given names of cultural significance, in consultation with local Aboriginal and Torres Strait Islander peoples. Mura Lanyon Youth and Community Centre contains visual representation of Aboriginal and Torres Strait Islander cultures, including books, artwork and posters. 	<p>30 April 2019</p> <p>20 December, annually</p>	<p>Senior Management Team</p> <p>Communication Manager</p> <p>Mura Lanyon Youth and Community Centre Manager</p>
<p>Implement a range of activities in our Children's Services portfolio to shape respectful attitudes and perspectives towards Aboriginal and Torres Strait Islander cultures</p>	<ul style="list-style-type: none"> Include at least one Aboriginal and Torres Strait Islander Library for Children's Services to be located in the Central Office. Invite Aboriginal and Torres Strait Islander artists to visit playgroup to engage children who attend Family Day Care. Arrange annual excursions for children who attend Family Day Care to view Aboriginal and Torres Strait Islander art. Create a curriculum plan for early childhood services called "Implementing Indigenous Learning and Practices in Early Childhood" detailing how educators will be trained in implementing learning plans for children at all YWCA Canberra Early Childhood Services. Utilise the Narragunnawali resource in the training of Children's Services staff and the development of the curriculum plan for early childhood services. Provide professional development for all Children's Services staff, through the Narragunnawali resource, in order for staff to develop an understanding of traditional culture and shared history. Aboriginal and/or Torres Strait Islander guest speaker to visit all School Age Care programs and deliver content relating to Aboriginal and/or Torres Strait Islander culture and history. School Age Care Program Managers to regularly incorporate the "We Walk Together" resource in their weekly programming, which will allow for Aboriginal and Torres Strait Islander perspectives to be included in all facets of the program. 	<p>30 July 2017</p> <p>30 June 2017, annually</p> <p>30 June 2017, annually</p> <p>30 June 2017, annually</p> <p>30 June 2017, annually</p> <p>January 2017, ongoing</p> <p>20 December 2017, annually</p> <p>20 December 2016, ongoing</p>	<p>Children's Services Manager</p> <p>Family Day Care Playgroup Leader</p> <p>Early Childhood Services Manager</p> <p>Director of Children's Services</p> <p>School Age Care Manager</p> <p>Director of Children's Services</p> <p>School Age Care Manager</p> <p>School Age Care Manager</p>

OPPORTUNITIES

YWCA Canberra believes that everyone who is part of the community has the right to contribute to, and share equally in, the benefits of the community's

social, cultural and economic development. Our program and service delivery is strengthened and enhanced when members and staff are supported by a policy framework

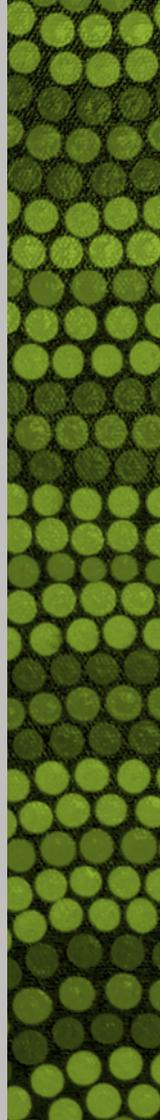
that embeds consultation with Aboriginal and Torres Strait Islander people and organisations.

FOCUS AREA

The key strategic directions of our business that align with the concept of opportunities are:

- **Women and their families have access to the conditions and resources they need to lead healthy lives**
- **Children and young people have the skills and attributes to create a better future**

In addition, we have identified a number of governance, membership, employment and service delivery opportunities to ensure Aboriginal and Torres Strait Islander women, especially young women, are supported to achieve their potential.

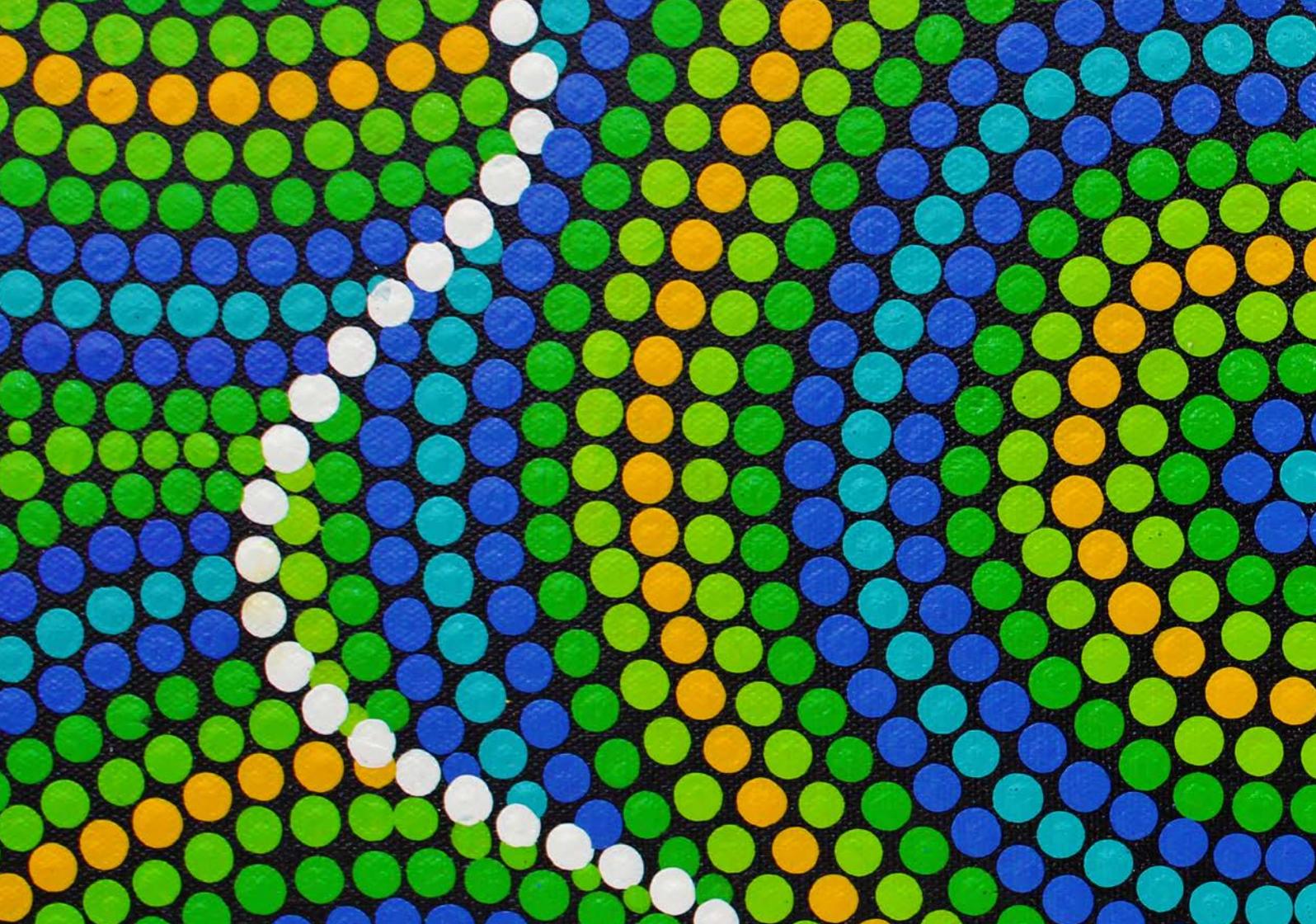


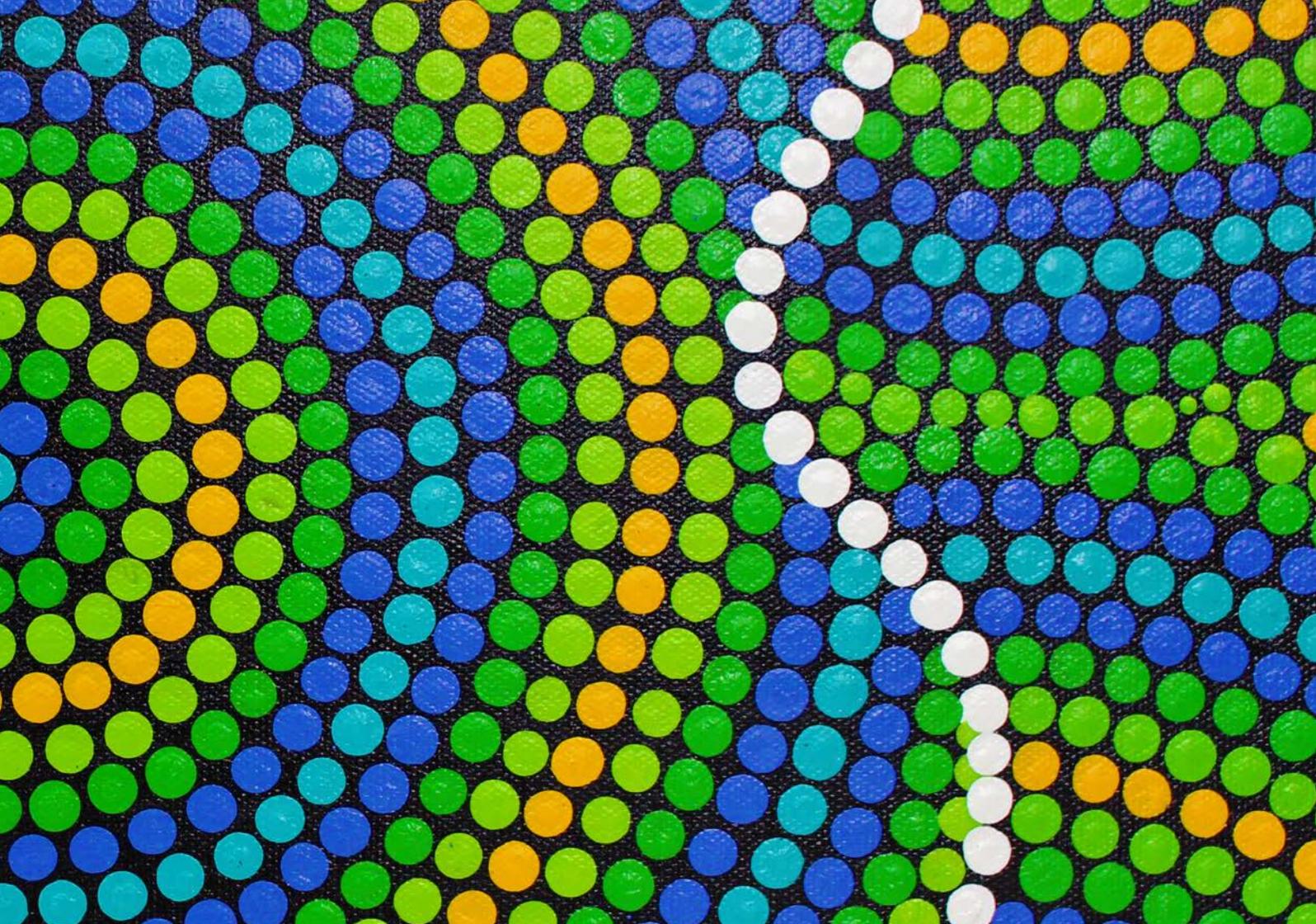
ACTION	TARGET	TIMELINE	RESPONSIBILITY
Increase Aboriginal and Torres Strait Islander recruitment and retention	<ul style="list-style-type: none"> • Conduct staff survey to identify percentage of Aboriginal and/or Torres Strait Islander staff within the organisation. • Increase Aboriginal and Torres Strait Islander employment to at least four permanent staff (approximately 3% of our permanent staff team). • Implement, review and update Aboriginal and Torres Strait Islander employment and retention strategy, which includes professional development. • Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. 	March 2017	HR and Quality Support Officer
Increase Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> • Implement, review and update an Aboriginal and Torres Strait Islander procurement strategy. • Ensure 10% of all goods and services procured throughout the organisation are delivered by Aboriginal and/or Torres Strait Islander businesses or by organisations with a RAP. • Develop at least one commercial relationship with Aboriginal and/or Torres Strait Islander businesses. 	December 2018	Executive Director Senior Management Team Executive Director
Provide opportunities for Aboriginal and Torres Strait Islander peoples to engage in our community services, children's services, advocacy, and training and education programs and services	<ul style="list-style-type: none"> • Support at least one scholarship for the She Leads Conference and College Conference for Aboriginal and Torres Strait Islander women. • Deliver the Young Aboriginal and/or Torres Strait Islander Women's Leadership Program in partnership with local Aboriginal and/or Torres Strait Islander women including schools within the Tuggeranong region. • Pursue grants to support leadership opportunities for young Aboriginal and Torres Strait Islander women. • Investigate opportunities to increase Aboriginal and/or Torres Strait Islander representation on our Board. • Give priority to Aboriginal and/or Torres Strait Islander families in the provision of therapeutic services. 	May and July, annually May, annually Quarterly (January, March, June, September, December 2017) August, annually Monthly, 2016-2019	Director, Communication, Advocacy and Fundraising Project and Policy Officer Director, Communication, Advocacy and Fundraising Executive Director Circles of Support Manager

TRACKING PROGRESS AND REPORTING

ACTION	TARGET	TIMELINE	RESPONSIBILITY
<p>Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report</p>	<ul style="list-style-type: none"> • Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia. • Participate in the RAP Barometer. • Develop and implement systems and capability needs to track, measure and report on RAP activities, including: <ul style="list-style-type: none"> - asking questions about Aboriginal and Torres Strait Islander heritage in surveys for programs and services. - developing reciprocal relationships and partnerships built with Aboriginal and/or Torres Strait Islander businesses. 	<p>30 September 2017, annually</p>	<p>Strategic Outcomes and Reporting Manager</p>
<p>Report RAP achievements, challenges and learnings internally and externally</p>	<ul style="list-style-type: none"> • Publicly report our RAP achievements, challenges and learnings, including at Senior Management Team meetings quarterly. • RAP Working Group provides quarterly reports to the Senior Management Team. 	<p>Quarterly (January, March, June, September, December 2017)</p>	<p>Director, Communication, Advocacy and Fundraising Policy and Project Officer</p>
<p>Review, refresh and update RAP</p>	<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 formal feedback and endorsement. 	<p>September 2017, annually</p>	<p>Policy and Project Officer</p>

“Through the implementation of our 2014-2016 RAP, we have made many achievements and learnt a great deal. Perhaps the most notable achievement was that staff from across the organisation have been able to access opportunities to engage with reconciliation, whether through increasing their knowledge and building their understanding of Aboriginal and Torres Strait Islander histories, cultures and contemporary issues, or by participating in and contributing to events and activities.”





YWCA CANBERRA RAP CONTACT

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