

Innovate Reconciliation Action Plan

September 2021 – September 2023



We respectfully acknowledge the Bundjalung people who are the
Traditional Custodians of the land where we work and live.

Artwork: Community working for community by Christine Slabb

The Family Centre is community owned and operated. Community members drive the values and principles that tell The Family Centre story.

This art piece symbolises community contribution and many hands working together for a common goal.

Community contribution brings about positive change and encouragement for all involved.

'Community working for Community'.

ABOUT THE ARTIST

Christine Slabb is a Bundjalung Artist and Graphic Designer.

As the Tweed River and the Pacific Ocean surround her small coastal town of Fingal Head, NSW Christine and her family live a beautiful and authentic saltwater lifestyle.

Christine's inspiration comes from her strong connection to her local environment and community. A strong connection to the environment brings cultural stories, cultural practices and saltwater to life.

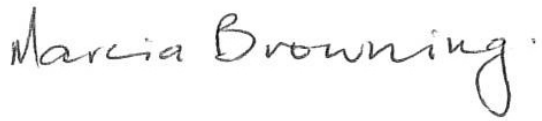


Innovate Reconciliation Action Plan

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Message from our Chairperson Aboriginal Advisory Sub-Committee

The Family Centre continues to acknowledge and recognise the importance of making a real contribution to true reconciliation. During these difficult times, over the past couple of years, the RAP working party and the Aboriginal Advisory Committee have endeavoured to reflect on what has been achieved and what will make us stronger to meet the needs of our communities.



Marcia Browning
Chairperson

Message from our Executive Director

The Family Centre's second Reconciliation Action Plan (RAP) is an important continuation of our vision for social justice. We recognise the unique place of Aboriginal and Torres Strait Islander peoples and acknowledge them as Australia's First People.


At the heart of our RAP is a promise to build trusting, respectful relationships with Aboriginal and Torres Strait Islander peoples. It's a road map to guide our journey of reflection, learning, healing and action. We are committed to making a real contribution to true reconciliation.

Our plan outlines the practical steps we will take to strengthen the role of Aboriginal and Torres Strait Islander peoples in the leadership and decision making of our organisation, increase participation in our workforce and involvement in the design, delivery and evaluation of our programs.

Our RAP is firmly focused on measurable outcomes that will make a real difference for the people we work with and the communities we serve.

Our plan is the result of consultation with our Aboriginal Advisory Sub-Committee, Family Centre staff and volunteers and Reconciliation Australia. It's been a powerful learning experience for all of us. I want to acknowledge and thank everyone who has contributed to the development of this plan.

We look forward to implementing our second plan together and faithfully reporting on our progress over the next 2 years.



David Boutkan
Executive Director

Our Vision for Reconciliation

We are committed to working together to contribute to the creation of a just, equitable and reconciled Australia.

Our vision for reconciliation is for the recognition and celebration of the diverse cultures, practices and rights of Aboriginal and Torres Strait Islander peoples and the achievement of equality in life circumstances. In the process of reconciling we acknowledge the costs to Aboriginal and Torres Strait Islander peoples of sharing this land. We will boldly challenge beliefs and attitudes that perpetuate the effects of the history of European settlement.

Our commitment will be lived in all aspects of our organisation and through the services we provide for children young people and families.

Our Business

The Family Centre is a local social purpose, community owned organisation established in 1988 and based on the North Coast of NSW.

The Family Centre's services are for children, young people, and families, and anyone in a family relationship.

We encourage and inspire people to make the changes they want for themselves, their family and their community.

During difficult times, we assist with accurate information and referral to services. We help to set goals and make plans to achieve them, develop life and relationship skills and the knowledge needed to resolve individual, family and community concerns.

We work together with our community to design activities that enhance parenting skills, improve relationships, and increase safety, wellbeing and personal effectiveness. Our activities also increase and strengthen family and community connections.

We're a diverse and inclusive organisation driven by our values and practice principles that focus on building individual and community capability to develop solutions to social problems. Everyone has the ability to make a positive contribution to their community.

In genuine partnership with community members and groups, non-government organisations, government agencies and businesses, we make a real difference and our actions lead to progressive, measurable and sustainable social change.

The Family Centre values are:

- Social Justice, Respect, Integrity, Learning, Creativity and Collaboration.

Our values strongly inform our understanding and action on the 5 dimensions of Reconciliation:

- Race Relations, Equality and Equity, Unity, Institutional Integrity, Historical Acceptance



Our current services include:

CHILDRENS AND FAMILY:

- Child and Family Services
- Supported Playgroups
- Early Years Network
- REALskills Primary Schools

YOUNG PEOPLE AND FAMILY:

- Youth and Family Services (incl. Aboriginal & Torres Strait Islander specific services)
- Connecting Home (housing and homelessness services for young people)
- Youth and Family Services – Mental Health Support
- REALskills High Schools

FAMILY RELATIONSHIPS:

- Relationship Consultations
- Relationship Skills Courses

DISABILITY

- Plan Management
- Support Coordination

COMMUNITY DEVELOPMENT

- Community Development co-design and collective impact
- The Tweed Byron Suicide Prevention Strategy

We currently employ 47 full and part-time staff, 7 casuals, 4 sessional facilitators and project contractors and 80 regular volunteers.

At the commencement of this plan we have 5 staff members who identify as Aboriginal/Torres Strait Islander people, 1 manager in a full-time position, 1 child and family worker, 1 youth and family worker in an identified position, 1 youth and family worker, and 1 sessional facilitator.

We encourage Aboriginal and Torres Strait Islander students and volunteers to take placements at The Family Centre and generally have 1 or 2 placements at any one time.

We have office locations in Tweed Heads, Tweed Heads South, Murwillumbah, and Ballina. Our geographic reach is from Southern Gold Coast to Taree and out to Armidale.

During the COVID pandemic, The Family Centre has maintained our physical presence wherever possible in line with current government health restrictions and guidelines in order to deliver essential services such as housing and case work, while adapting to the changed situation and adding telephone and online capability, courses and meetings to our repertoire to enable our business to continue largely uninterrupted. Courses, events and large meetings have been most affected by restrictions.

Our RAP

Why are we developing a RAP?

The Family Centre (TFC) has been actively involved in supporting Aboriginal and Torres Strait Islander peoples through our work with children, young people and families since it was established in 1988. The Family Centre has a significant number of Aboriginal and Torres Strait Islander peoples participating in our programs, usually between 10-35% depending on the program.

The Family Centre (TFC) is developing our second Innovate RAP. Whilst we achieved many of our objectives in our first RAP, we are determined to face some significant challenges in our second. We have developed a trusting and solid foundation of relationships with local community members, however we have much work to do particularly in the following areas:

- continuing and deepening the development of our cultural capacity
- creating employment pathways for Aboriginal and Torres Strait Islander peoples at The Family Centre
- an engagement strategy for connecting with Aboriginal communities, organisations, and programs at all levels of our organisation
- increasing participation of Aboriginal and Torres Strait Islander peoples in program co-design and delivery

We know that having a written commitment makes us more accountable. We aspire to show leadership by taking a stand, influencing attitudes to reconciliation and promoting understanding of the issues at hand amongst our staff, volunteers, participants, supporters and community. We believe that we need to work towards reconciliation to move forward as a nation.

Who is involved?

Our internal RAP champion is our Executive Director, who chairs our RAP Working Group. The decision to undertake the RAP was taken by the Board on advice from the Aboriginal Advisory Sub-Committee (AASC) to TFC Board and our Executive Director.

Our RAP Working Group is made up of:

Aboriginal members (all members of our AASC):

- Marcia Browning, Chair of TFC AASC, TFC Board member and member of the NSW Aboriginal Education Consultative Group (AECG)
- Simone Nelson, Manager Indigenous Engagement, NORTEC Employment and Training
- Dale Williams, member of local Tweed Byron Aboriginal Land Council
- Victor Slockee, Bundjalung Elder

and staff members:

- Executive Director
- Director Community Relations and Accountability
- Senior Manager Child Youth and Family
- Senior Manager Quality and Learning
- Manager Connecting Home (Youth Homelessness)



Our journey so far

During 2011–2014 The Family Centre implemented an Aboriginal Access Plan across our organisation, both as an activity under our own strategic plan and linked to Australian Government funding requirements linked to the Closing the Gap agreement.

An Open Day held in 2013 was instrumental in recognising the importance of building stronger relationships with the wider community of Aboriginal and Torres Strait Islander peoples. The subsequent appointment of local Bundjalung woman Marcia Browning as an Aboriginal representative on our Board in 2013, and the establishment of the Aboriginal Advisory Sub-Committee the following year were key events in the process of prioritising improved representation of Aboriginal and Torres Strait Islander voices in TFC's service provision.

Aboriginal Advisory Sub-Committee (AASC)

The AASC is a sub-committee of The Family Centre Board, established in 2014. It provides advice to The Family Centre on cultural matters, the delivery of existing services, and the development, design and delivery of services and activities to be run in partnership with the local Aboriginal and Torres Strait Islander communities. The AASC is made up of up to 10 local Aboriginal people and includes representatives from local government, local Aboriginal Land Council, local Aboriginal Education Consultative Group, and Northern NSW Local Health District – Bugalwena Health Service, Ganggalah Church, a regional employment service, and local Elders.

The development of an Innovate RAP 2016–18 was the next step in The Family Centre's commitment to ensure Aboriginal and Torres Strait Islander peoples are involved in all aspects of our organisational decision-making and service delivery, and that we are contributing to the empowerment of Aboriginal and Torres Strait Islander peoples.

Achievements of the 2016–18 RAP:

- 105 staff, volunteers, Board and service partners have undertaken Banaam's Cultural Intelligence training
- Organised 3 National Reconciliation Week events
- Supported multiple NAIDOC week events across 3 Shires each year, through the provision of stalls, activities, resources, staff and volunteer support at events, and the coordination of Salt Water Day at Fingal Head in collaboration with the NAIDOC committee
- Supported 2 annual Kinship Festivals via committee participation, and through provision of stalls, activities, and resources at events, and the coordination of staff and volunteer support for the event
- Mapped Aboriginal programs and organisations in our area and are building relationships across our program areas by developing connections and ways of working together with Aboriginal organisations (where they exist), Aboriginal programs or staff, and Aboriginal groups and communities. An example is The Kinship Festival. Our Early Years Network program supports the Kinship committee to deliver a festival or market each year in National Families Week by attending planning meetings and providing resources. Our volunteer program has supported committee members (especially Elders) attendance at the meetings by providing transport, and supported the event on the day in a myriad of ways including providing a special children's activity stall and supporting the large sand art project. Another example is the Suicide Prevention - Tweed Aboriginal Impact Group, which was facilitated via a Suicide Prevention project which TFC received funding for over the last 3 years. The Group has delivered a number of early intervention suicide prevention projects for children, young people and adults.
- Increased the numbers of Aboriginal staff (from 6% to 10%), students and volunteers at TFC
- Promoted local Aboriginal and Torres Strait Islander communities activities, events and stories on our communication channels
- Reviewed our Welcome to Country and Acknowledgment of Country Protocol



Relationships

TFC strives to strengthen relationships with Aboriginal and Torres Strait Islander communities organisations and individuals, building on respect and trust as a foundation. We strive for growth in our collaboration to further promote reconciliation and contribute to community healing and wellbeing.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet quarterly with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement 	November 2021; February, May, August, November 2022; February, May, August 2023	Chair of AASC (Aboriginal Board member)
	<ul style="list-style-type: none"> Develop and implement an engagement plan for working with our Aboriginal and Torres Strait Islander stakeholders including organisations and programs, supporters, participants and community with a focus on increasing TFC's cultural capacity and cultural safety for stakeholders 	December 2021	Director Community Relations and Accountability
	<ul style="list-style-type: none"> Continue to increase participation of Aboriginal and Torres Strait Islander peoples in co-design and delivery of programs and projects by working with our Aboriginal Advisory Sub-committee, Aboriginal community and participants 	December 2022	Executive Director
	<ul style="list-style-type: none"> RWG to meet together with AASC annually to review and revitalise TFC's engagement strategy 	November 2021, November 2022	Director Community Relations and Accountability
	<ul style="list-style-type: none"> Investigate and develop partnerships with Aboriginal and Torres Strait Islander peoples and/or organisations with a focus on capacity building for healing and wellbeing in the local community 	March 2023	Executive Director
	<ul style="list-style-type: none"> Create and update a comprehensive, accessible and up to date listing in our database of our Aboriginal and Torres Strait Islander contacts including leaders, Elders, organisations, and relevant individuals in the Tweed Byron and Ballina Shires 	November 2021, November 2022	Director Community Relations and Accountability
	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander organisations and programs (within mainstream organisations) to develop guiding principles for future engagement including formal MOUs 	Oct 2022	Senior Manager Child Youth and Family



Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff RAP Working Group members to participate in an external NRW event Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW Organise at least one NRW event each year Collaborate with local RAP or other-like minded organisations to plan and coordinate the hosting of local NRW event/s in our operating area Register all our NRW events on Reconciliation Australia's NRW website 	<p>May 2022, May 2023</p> <p>27 May–3 June, 2022, 2023</p> <p>27 May–3 June, 2022, 2023</p> <p>27 May–3 June, 2022, 2023</p> <p>27 May–3 June, 2022, 2023</p> <p>May 2022, May 2023</p>	<p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p>
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation: <ul style="list-style-type: none"> RAP to be distributed to all TFC employees, AASC, Board members and volunteers All new employees, AASC, Board members and volunteers to be provided an introduction and access to the TFC's RAP via their orientation to the organisation Host a lunch and learn session to educate staff on the aims of the Uluru Statement from the Heart Communicate our commitment to reconciliation publicly: <ul style="list-style-type: none"> RAP to be uploaded on our website RAP to be distributed to Aboriginal and Torres Strait Islander contacts Communicate our RAP to participants of our programs by including a RAP summary in our Welcome Pack Display a reconciliation statement on our wall at reception areas and group rooms that includes our RAP vision 	<p>October 2021</p> <p>October 2021</p> <p>October 2021</p> <p>October 2021</p> <p>October 2021</p>	<p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p>



Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> RAP good news stories and updates will be communicated quarterly to all internal and external stakeholders including: <ul style="list-style-type: none"> Via our website Via our newsletter On our intranet updates Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation and to develop strategies for mutual support e.g. sharing policies and strategies related to reconciliation 	<p>November 2021; February, May, August, November 2022; February May, August 2023</p> <p>March 2023</p> <p>October 2021</p>	<p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p>
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs Develop, implement and communicate an anti-discrimination policy for our organisation Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy Educate all staff and senior leaders on the effects of racism by providing a structured learning session/s that include: <ul style="list-style-type: none"> Local stories about racism Understanding racism and white privilege Introduce staff to the 'Racism it Stops with Me' campaign and resource tool kit 	<p>October 2021</p> <p>October 2021</p> <p>October 2021</p> <p>December 2022</p>	<p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Senior Manager Quality and Learning</p>



Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories, rights and achievements is integral to reconciliation. We seek to deepen our understanding and knowledge to enable us to recognise and appreciate the diversity of individuals and their stories



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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"> Conduct a review of cultural learning needs within our organisation 	November 2021	Senior Manager Quality and Learning
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy 	November 2021	Senior Manager Quality and Learning
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our staff and volunteers with a strong emphasis on the key areas of our work with children, young people, and families 	November 2021	Senior Manager Quality and Learning
	<ul style="list-style-type: none"> Provide opportunities for all staff to participate in formal and structured cultural learning 	November 2021	Senior Manager Quality and Learning
	<ul style="list-style-type: none"> Review and update the sections relevant to cultural training in our TFC Practice Framework , which is a key document for our organisation detailing core evidence based and evidence informed practices and approaches to working with children, young people and families 	June 2022	Director Community Relations and Accountability
	<ul style="list-style-type: none"> Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to provide local cultural experiences and immersion opportunities where possible 	November 2021	Director Community Relations and Accountability

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> • Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols 	October 2021	Director Community Relations and Accountability
	<ul style="list-style-type: none"> • Develop, implement and communicate a cultural protocol document 	November 2022	Director Community Relations and Accountability
	<ul style="list-style-type: none"> • Review and communicate TFC's Welcome to Country and Acknowledgement of Country in consultation with AASC 	May 2023	Director Community Relations and Accountability
	<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 significant events each year, as listed in the cultural protocols document 	October 2021	Executive Director
	<ul style="list-style-type: none"> • Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, as listed in the cultural protocols document 		
	<ul style="list-style-type: none"> • Organise and display an Acknowledgment of Country plaque in our office/s, which includes a map of Aboriginal Nations in our local service region 	October 2021	Director Community Relations and Accountability
	<ul style="list-style-type: none"> • Identify and develop a list of key contacts for organising a Welcome to Country in different locations in our operating region as required (Ballina, Byron, Tweed, and Gold Coast) 	October 2021	Director Community Relations and Accountability



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> • RAP Working Group to participate in an external NAIDOC Week event • Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week • Promote and encourage participation in external NAIDOC events to all staff • In consultation with our local NAIDOC Week committees provide support and continue- to lead NAIDOC Week events (eg Saltwater Day) • Promote NAIDOC events via our communication channels (including website, newsletter and social media) to our clients and community • Publish articles by prominent local Aboriginal and/or Torres Strait Islander peoples, to highlight the significance of NAIDOC, in The Family Centre's newsletter and social media 	<p>July 2022, 2023</p> <p>December 2021</p> <p>July 2022, 2023</p> <p>July 2022, 2023</p> <p>July 2022, 2023</p> <p>July 2022, 2023</p>	<p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Senior Manager Child Youth and Family</p> <p>Communications Coordinator</p> <p>Communications Coordinator</p>
Celebrate and recognise Aboriginal and Torres Strait Islander local events and dates of significance	<ul style="list-style-type: none"> • Provide opportunities for staff and volunteers to lead (where appropriate), support and participate in local cultural events including: <ul style="list-style-type: none"> • National Close the Gap day events • Kinship Festival (Murwillumbah) during National Families Week • National Aboriginal and Torres Strait Islander Children's Day • Sorry Day 	<p>March 2022, March 2023, May 2022, May 2023, August 2022, August 2023, May 2022, May, August 2023</p>	<p>Senior Manager Child Youth and Family</p>



Opportunities

Social justice is one of The Family Centre's core values. Creating opportunities for meaningful engagement in all aspects of our business, including leadership, has ongoing benefits for both Aboriginal and Torres Strait Islander community members and our organisation, through the inclusion of a diversity of ideas and approaches, nuanced perspectives, and learning from the experiences of others in promoting social justice in our community.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities 	October 2021	Executive Director
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy 	October 2021	Executive Director
	<ul style="list-style-type: none"> Executive Director to work with our Executive Group and AASC to revise and continue to implement our Aboriginal and Torres Strait Islander Employment, Retention and Professional development strategy which forms part of our Workforce Development Plan including: <ul style="list-style-type: none"> Foster leadership opportunities for Aboriginal and Torres Strait Islander staff within the organisation 	December 2021	Executive Director
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders including: <ul style="list-style-type: none"> Ensuring all vacancies are distributed to local Aboriginal and Torres Strait Islander email distribution lists Including in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply' 	September 2021	Communications Coordinator
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace 	October 2021	Communications Coordinator



Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> • Provide accessible information (eg video, info sessions) regarding applying for positions at TFC open to all community but with a particular focus on ensuring Aboriginal and Torres Strait Islander applicants are familiar with the process for applying • Remove barriers to Aboriginal and Torres Strait Islander participation in our workplace by including AASC representation on recruitment and selection panels for all identified positions and for other positions when practical • Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce • Develop an internal cultural network for existing Aboriginal and Torres Strait Islander staff and managers to provide extra support in order to retain staff 	<p>August 2022</p> <p>October 2021</p> <p>October 2021</p> <p>March 2022</p>	<p>Senior Manager Child Youth and Family</p> <p>Senior Manager Child Youth and Family</p> <p>Executive Director</p> <p>Chair Aboriginal Advisory Sub-Committee</p>
<p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> • Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. • Investigate Supply Nation membership • Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff 	<p>March 2022</p> <p>March 2022</p> <p>August 2022</p>	<p>Executive Director</p> <p>Executive Director</p> <p>Executive Director</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses Investigate local Indigenous Chamber of Commerce and directories to explore opportunities to connect with relevant businesses Create a code for payments to Aboriginal and Torres Strait Islander owned businesses so we can track our spend and the number of businesses we support 	<p>March 2022</p> <p>March 2022</p> <p>March 2022</p> <p>March 2022</p>	<p>Executive Director</p> <p>Executive Director</p> <p>Executive Director</p> <p>Director Finance and Business Services</p>
Support pathways for Aboriginal and Torres Strait Islander students and volunteers	<ul style="list-style-type: none"> Foster and maintain relationships with educational institutions to strengthen pathways for Aboriginal and Torres Strait Islander students to participate in a student placement, work experience and volunteering opportunities Pilot different approaches to increasing Aboriginal and Torres Strait Islander employment (this may include student placements, work experience, & volunteering) 	<p>March 2022</p> <p>March 2022</p>	<p>Volunteer and Student Coordinator</p> <p>Volunteer and Student Coordinator</p>
Support pathways for Aboriginal and Torres Strait Islander leadership in our community	<ul style="list-style-type: none"> Consult with community Elders about how we can support the facilitation of a mentorship program between Elders and Aboriginal and Torres Strait Islander young people Bring together Elders and Aboriginal and Torres Strait Islander young people participating in our programs with an interest in leadership for Aboriginal and Torres Strait Islander young people to hear from and be inspired by Elders in the community 	<p>November 2021</p> <p>March 2022</p>	<p>Chair Aboriginal Advisory Sub-Committee</p> <p>Chair Aboriginal Advisory Sub-Committee</p>



Governance

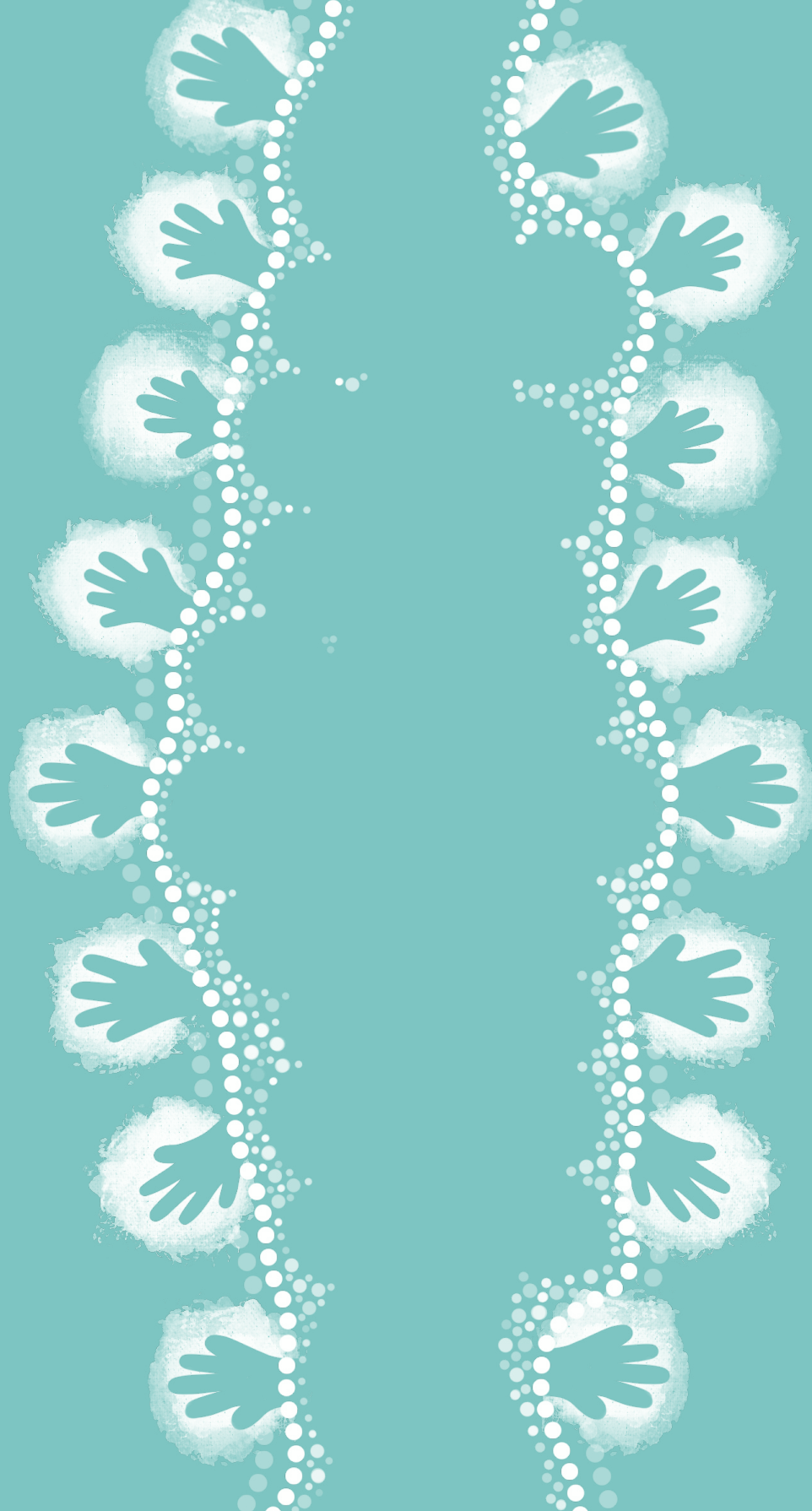


ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. Establish and apply a Terms of Reference for the RWG. Meet at least four times per year to drive and monitor RAP implementation. 	<p>July 2022</p> <p>November 2021</p> <p>November 2021; February, May August, November 2022; February, May, August 2023</p>	<p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p>
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Review resource needs for RAP implementation Engage our senior leaders and other staff in the delivery of RAP commitments. Define and maintain appropriate systems to track, measure and report on RAP commitments. Maintain an internal RAP Champion from senior management. 	<p>March 2022</p> <p>March 2022</p> <p>November 2021</p> <p>September 2021</p>	<p>Volunteer and Student Coordinator</p> <p>Volunteer and Student Coordinator</p> <p>Director Community Relations and Accountability</p> <p>Executive Director</p>
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. Report RAP progress to all staff and senior leaders quarterly: <ul style="list-style-type: none"> Include RAP achievements, challenges, and learnings in The Family Centre's Annual Report and on our website Publish RAP news on achievements regularly in our fortnightly newsletter 	<p>30 September 2021, 30 September 2022, 30 September 2023</p> <p>November 2021; February, May August, November 2022; February, May, August 2023</p>	<p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p>



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer Prepare a comprehensive annual report on RAP progress, to be made available to all staff, and presented to AASC and Board RWG to report on RAP progress to the AASC 4 times a year 	<p>November 2021; November 2022</p> <p>May 2022</p> <p>November 2021; November 2022</p> <p>November 2021; February, May August, November 2022; February, May, August 2023</p>	<p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p> <p>Director Community Relations and Accountability</p>
Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	January 2023	Director Community Relations and Accountability



For further information contact: Director Community Relations and Accountability at info@thefamilycentre.org.au

THE FAMILY CENTRE OFFICE LOCATIONS:

Tweed Heads South Office
Unit 1/14 Amber Rd
Tweed Heads South,
NSW 2486
Phone: (07) 5524 8711

Tweed Heads Office:
15-17 Frances St
Tweed Heads NSW 2485
Phone: (07) 5589 1800

Ballina Office
20 Bangalow Rd
Ballina, NSW 2478
Phone: (02) 6686 410

Ocean Shores Office:
7/84 Rajah Rd, Ocean
Shores NSW 2483
Phone: (02) 5632 1899

**Murwillumbah
Community Centre**
Nullum St,
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NSW 2484
By Appointment Only
Phone: (07) 5524 8711