



# Reconciliation Action Plan

JULY 2017 – AUGUST 2020

## Acknowledgement of Traditional Ownership

Marymead acknowledges the traditional ownership of the lands across our service areas:

- the Ngunawal people in Canberra and its immediate surrounding region
- the Gundungurra people across the Southern Highlands
- the Wiradjuri people of the Riverina and Central Western districts
- the Ngarigo people of the Snowy Mountains
- the Yuin people of the NSW South Coast and
- the Bidwell people of the NSW Far South Coast.

We pay our respects to their Elders and recognise the displacement and disadvantage they have suffered as a result of European settlement.

We celebrate Aboriginal and Torres Strait Islander cultures with their unique and ongoing contribution to the ACT and regional NSW communities.

## Our Reconciliation Vision

Our vision for reconciliation is to see Aboriginal and Torres Strait Islander people achieve the same quality of life as all other Australians. Through Marymead's work in the community, we observe a disproportionate number of Aboriginal children and families experiencing vulnerability and disadvantage. As a result, we have a genuine desire to connect with and enhance the wellbeing of Aboriginal and Torres Strait Islander communities, informed by an understanding of their histories and experiences, and acknowledging the impact of these experiences across generations.

We acknowledge and respect the diverse cultures within our communities and strive to support people of all cultures to enjoy the same opportunities for participation, advancement and wellbeing.

Marymead's Aboriginal and Torres Strait Islander Reconciliation Values:

- Respect for Aboriginal and Torres Strait Islander cultures
- Valuing justice and equity for all Australians
- Relationships through meaningful and holistic engagement with our communities
- Acknowledging the past, focusing on the present and forging a better future.



## CEO's Statement

The reconciliation journey started for Marymead a number of years ago and, in recent times, has become formalised with the development of our organisational Reconciliation Action Plan (RAP). As one of the leading community services agencies for children, young people and families in the ACT and surrounding NSW regions, it is important that Marymead is serious and committed to its intent of role modelling reconciliation, and has actions which speak louder than words. We have established respectful relationships with local Aboriginal and Torres Strait Islander clients, and Aboriginal controlled health and community service organisations, and we are working towards enabling people and services to have choice and control in how they achieve their goals, but there is still much to do.

Our *Stretch* RAP aims to build on what has already been achieved on our reconciliation journey and to formalise our step by step actions going forward, to ensure that we continue to contribute meaningfully to reconciliation. Each action has resources committed to the intent and realistic timelines of what can be achieved – we will know through our discussions with staff teams and stakeholders where we are achieving the actions and where we need to step up our work. I extend my thanks to every person who has been involved in reconciliation with Marymead and who will help to guide us on our continuing journey in the future.

A handwritten signature in black ink that reads "Camilla Rowland". The signature is written in a cursive, flowing style.

**Camilla Rowland**  
CEO - Marymead

17 NOVEMBER 2017



## Champion's Statement

I am very proud to be part of the Marymead family after joining the Board earlier this year, and to be a champion for our *Stretch* Reconciliation Action Plan. As a Wiradjuri woman, I know far too well the impacts of programs and policies that, even if well intended, are not informed by and developed with the people they are intended to help. This Reconciliation Action Plan makes very clear commitments on behalf of Marymead that will build relationships, create opportunities and grow respect between us and the Aboriginal and Torres Strait Islander people and organisations across the communities we provide services.

Marymead began in 1967, in that same year an Australian Referendum saw more than 90 per cent of Australians vote to give the Australian Government power to make laws for Aboriginal and Torres Strait Islander peoples and recognise us in the census. 50 years later and, whilst much good work has taken place, the gap in life expectancy and most social disadvantage indicators is far too great. The Reconciliation Action Plan for Marymead is our action plan to make a contribution to closing the gap, to being the service and employer of choice for Aboriginal and Torres Strait Islander people across the diverse communities we serve.

This RAP doesn't just make good social sense, it makes good business sense as well. A significant number of the people who rely on our services are Aboriginal and Torres Strait Islander Australians. To ensure that we are meeting their diverse range of needs, we need to be better informed, better connected and have a workforce that reflects our client base. The activities and commitments in this RAP provide assistance in meeting all of these things, making us a more effective and efficient service.

This RAP is an important next step and, as an organisational RAP champion, I am here to support and assist you in the journey.

**Katrina Fanning** PSM  
Director - Marymead

17 NOVEMBER 2017

## Our Business

Marymead is a community based, not for profit organisation, working with children, young people and their families to address the complex issues that surround them and affect their lives. Marymead aims to ensure that children, young people and families (including those who are most vulnerable across Canberra and the surrounding NSW region) are well supported through their key life transitions and are able to achieve positive life outcomes and live fulfilling, productive and happy lives.

Marymead has two (2) strategic priorities which align with the Reconciliation Action Plan (RAP):

1. to work in partnership with the Aboriginal and Torres Strait Islander community, listen to their needs and provide customised support and assistance to supporting their children, young people and families
2. to ensure that children, young people and families who need our support can easily access our services and programs (ie. there is no ‘wrong door’) and are provided with the support they need to reach their potential

### These priorities speak to a broader Marymead strategic objective:

To ensure that our programs and services are inclusive of children, young people and their families from diverse backgrounds and experiences.

This entails a specific focus on enhancing our service provision and engagement with marginalised community members, those with disability, those who experience mental health or domestic violence issues, and Aboriginal and Torres Strait Islander peoples.

Marymead employs a diverse group of 133 highly committed staff – full time, part time and casual - of whom four currently identify as being Aboriginal and Torres Strait Islander.

With service outlets in Canberra, Goulburn, Queanbeyan, Young, Moruya, Cooma and Wagga Wagga, Marymead services the ACT and surrounding region, as well as across the Southern, far South Coast and Murrumbidgee regions in New South Wales.

Marymead’s array of programs and services include, but are not limited to:

- services for children and young people with disability and their families



- accommodation services
- child and family counselling
- autism support and education
- early intervention family support programs
- out of home care
- post separation support
- parent education groups
- family and mental health support programs
- contact and changeover services
- grandparent support group.



## Marymead's Reconciliation Action Plan

Marymead first began the RAP journey in 2013, with the intention of improving our organisational capacity to provide culturally appropriate services to our Aboriginal and Torres Strait Islander clients. Employees were invited to participate in Marymead's inaugural RAP Committee, led by the Director of Corporate Services, to develop Marymead's Innovate RAP, which was launched in November 2013. Marymead's reconciliation journey since then has been one of great intent, and with some progress. Our Innovate RAP was aspirational, and some of the goals were achieved, with significant accomplishments such as:

- the development of our Diversity and Inclusion Framework
- the expectation of proactive access strategies for all service units
- mandatory cultural awareness training for all staff
- proactive Aboriginal and Torres Strait Islander employment strategies
- the development of reciprocal relationships with Aboriginal and Torres Strait Islander service organisations and
- internal recognition and commemoration of significant Aboriginal and Torres Strait Islander events.

Over the years some of the actions we have delivered as our commitment to reconciliation have included:

- sponsorship of a local Aboriginal and Torres Strait Islander rugby team on the south coast to assist with resources to enable young men and their families in the region to engage in sport and community
- support for NAIDOC week including hosting a key NAIDOC week event in partnership with 10 community organisations in Canberra, and involved in a community day and NAIDOC Ball at Moruya
- Developing a partnership with Curijo to develop culturally appropriate planning for children and young people in out of home care in rural NSW
- Purchasing and displaying Aboriginal and Torres Strait Islander flags and art works at each of our services
- Commencing all our major events with an acknowledgement of country, and where possible, arranging a welcome to country from a local Elder.

A change of leadership in the RAP Implementation Committee and in the organisational structure during the life of the Innovate RAP meant that many objectives were initiated but not fulfilled. With this, our first *Stretch* RAP, Marymead is aiming to consolidate our progress towards reconciliation in a meaningful way, with realistic outcomes and attainable goals which will pave the way forward for the organisation. The re-invigoration of Marymead's reconciliation journey has benefitted from the high expectations and absolute commitment of the current CEO and a committed RAP Working Group, comprised of leadership representatives from each program area and Aboriginal staff representatives, each of whom aspires to achieving tangible reconciliation outcomes.

Marymead's *Stretch* RAP has been developed through a highly collaborative process, with both internal and external contributors engaging in honest and open dialogue and bringing their perspectives to the table. Marymead was fortunate to receive support from Nous Group and Coolamon Advisors in the development of this RAP. This support was provided, courtesy of the NDIA funded Opening Doors Project, as a means of cultural capacity building to enhance Marymead's accessibility to our local Aboriginal and Torres Strait Islander communities. The Nous Group has supported Marymead's RAP progress, facilitating

conversations around Marymead's aspirations for enhancing our organisational cultural sensitivity and improving service provision to the local Aboriginal and Torres Strait Islander communities, and connecting Marymead to local Aboriginal and Torres Strait Islander services and networks.

For Marymead, operating not only within the NDIS service space, but also across non-NDIS Disability support services; Family Law Support services; Early Intervention Support - in family support and child and adolescent mental health; and Out of Home Care, the challenge is to implement reconciliation strategies that will have currency right across the organisation. Furthermore, with the recent appointment of an Aboriginal Board member, Marymead is confident of clear advocacy for, and representation of, initiatives to support the Aboriginal and Torres Strait Islander communities at the strategic and decision making table.

Building upon the strategies established in Marymead's Innovate RAP, and enhanced by new and innovative opportunities to progress our reconciliation journey, Marymead's *Stretch* RAP aims to ensure that Marymead is more accessible and more culturally responsive to Aboriginal and Torres Strait Islander people from communities across the ACT and regional NSW.

The targets that we establish to measure our impact will reflect our objectives to:

- Ensure that Marymead is a more culturally safe and supportive workplace
- Provide better service delivery to Aboriginal and Torres Strait Islander peoples and communities
- Become an employer of choice for Aboriginal and Torres Strait Islander peoples
- Develop a more diverse, dynamic and innovative workforce

The advice of Coolamon's consultants, combined with the enthusiasm and commitment of Marymead's RAP Working Group and service management team and the clarity and candour offered by our Aboriginal and Torres Strait Islander staff representative, made the initial workshopping of this RAP an insightful and collaborative effort. Marymead's RAP Implementation Committee will drive these initiatives with vigour, and, with the recruitment of local Aboriginal and Torres Strait Islander representatives (both internal and external) to form Marymead's Aboriginal and Torres Strait Advisory Committee, we will have the voices of authority to mentor and guide us in these endeavours. We have a renewed enthusiasm and belief in our capacity to work respectfully and appropriately with the Aboriginal and Torres Strait Islander communities.



We have also cultivated meaningful relationships with a variety of service organisations and individuals from the community.

The following key concepts are integral objectives of this RAP:

- To progress Marymead’s reconciliation vision – to have real, ongoing engagement with Aboriginal and Torres Strait Islander communities, with mutual respect
- To provide acknowledgement, equality and respect
- To promote trust and understanding
- To promote acceptance and the celebration of diversity
- To break down barriers.

Marymead’s RAP Working Group identified the following key values driving the development of Marymead’s Stretch RAP:

“Acknowledging the past, but focusing on the present and looking to the future”

“Our vision is for reconciled communities where Aboriginal and Torres Strait Islander peoples have the same quality of life as all other peoples”

“A genuine desire to connect with, and elevate, informed by a shared understanding of Aboriginal and Torres Strait Islander people’s expectations”

## Relationships

We recognise the importance of relationships in moving forward for the benefit of children, young people and families. We understand that we need to work collaboratively and respectfully with Aboriginal and Torres Strait Islander agencies, foster carers, communities and government departments, to ensure that the most equitable outcomes are delivered to Aboriginal and Torres Strait Islander people.

We recognise that our staff need to develop skills and have access to resources in order to develop their relationship capacity with Aboriginal and Torres Strait Islander peoples. To this end we will draw on the expertise and skills of our current Aboriginal and Torres Strait Islander staff and our colleagues in the community to embed respectful relationships in the Marymead cultural profile.

ACTION	MEASURABLE TARGET	RESPONSIBILITY	TIMELINE
<p><b>1. A collaborative RAP Implementation Committee will be established to actively monitor RAP implementation.</b></p>	<p>RAP Committee meets quarterly to drive and monitor the RAP implementation:</p> <p>Development of Terms of Reference for the RAP Implementation Committee</p> <p>Appointment of MM RAP Champion from senior management</p> <p>Distribution of invitation to Aboriginal and Torres Strait Islander community members and stakeholders to join MM RAP Implementation Committee</p>	<p>CEO</p> <p>CEO</p> <p>CEO</p> <p>Marketing Unit Manager</p>	<p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p> <p>January 2018</p> <p>February 2018</p> <p>February 2018</p>
<p><b>2. Continue to develop and nurture relationships with Aboriginal and Torres Strait Islander peak bodies, key organisations and community groups to facilitate positive outcomes</b></p>	<p>Develop and implement an engagement plan for working with Aboriginal and Torres Strait Islander stakeholders:</p> <p>Meet with representatives from Aboriginal and Torres Strait Islander organisations on at least six occasions per annum to nurture professional relationships and enhance client pathways</p> <p>Develop partnerships with Aboriginal controlled organisations which enhance their service capacity and support MM's cultural capability</p>	<p>CEO</p> <p>CEO / Director Client Services / Service Unit Managers</p> <p>CEO / Director Client Services / Service Unit Managers</p>	<p>March 2018</p> <p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p> <p>June 2018</p>

ACTION	MEASURABLE TARGET	RESPONSIBILITY	TIMELINE
<b>3. Participate in National Reconciliation Week (NRW) events to support the ongoing relationship building between Aboriginal and Torres Strait Islander peoples and other Australians</b>	<p>Organise one internal NRW event at each Marymead site each year</p> <p>Register all MM events via Reconciliation Australia's NRW website</p> <p>Encourage all MM staff to participate in external NRW events</p> <p>Ensure that MM RAP Implementation Committee participates in National Reconciliation Week activities</p>	<p>Marketing Unit Manager</p> <p>Marketing Unit Manager</p> <p>CEO / Marketing Unit Manager/Unit Managers</p> <p>Marketing Unit Manager</p>	<p>National Reconciliation Week – 27 May–3 August annually, reported to RA annually in August</p>
<b>4. Establish internal MM cultural reference mechanism for management, staff and RAP Implementation Committee</b>	<p>Distribution of invitation to Aboriginal and Torres Strait Islander stakeholders to join MM Aboriginal and Torres Strait Islander Advisory Committee</p>	<p>CEO</p>	<p>February 2018</p>
<b>5. Promote reconciliation through raising awareness of MM's RAP</b>	<p>Communicate the endorsement of MM's RAP to internal and external stakeholders through a public launch</p> <p>Promote reconciliation through ongoing active engagement with MM stakeholders</p> <p>MM management team are engaged in the delivery of RAP outcomes through:</p> <ul style="list-style-type: none"> <li>• Communication of RAP objectives and KPI's to MM Management Team</li> <li>• RAP Actions are included in Organisational Operating Plan</li> <li>• Action Objectives of relevance to operational units are included in Unit Operating Plans</li> <li>• Unit Managers are responsible for achieving and reporting to those RAP actions</li> </ul>	<p>CEO / Marketing Unit Manager</p> <p>CEO / Director Client Services / Marketing Unit Manager</p> <p>CEO / Director Client Services / Director Corporate Services</p> <p>Director Client Services / Director Corporate Services</p> <p>Director Client Services / Director Corporate Services</p> <p>Unit Managers</p>	<p>January 2018</p> <p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p> <p>December 2017</p> <p>December 2017</p> <p>Updated May 2018</p> <p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p>

# Respect

**Respect is the key ingredient in strong and vibrant relationships.**

Respect for Aboriginal and Torres Strait Islander peoples and their diverse cultures is pivotal to strengthening the social fabric of Australian Society.

Marymead is passionate about providing innovative, quality services for children, young people and their families in time of need and a core value within this commitment is that we embrace and respect diversity.

ACTION	MEASURABLE TARGET	RESPONSIBILITY	TIMELINE
<b>1. Acknowledge Aboriginal and Torres Strait Islander dates of significance</b>	Marymead will be represented at the annual Sorry Day Bridge Walk Each of the following Aboriginal and Torres Strait Islander dates of significance will be acknowledged: <ul style="list-style-type: none"> <li>• National Aboriginal and Torres Strait Islander Children’s Day (August 4)</li> <li>• Sorry Day (May 26)</li> <li>• Mabo Day (August 3)</li> <li>• National Close the Gap Day</li> </ul>	CEO CEO / Marketing Unit Manager	May 2018 As per dates in target
	Marymead staff are encouraged to participate in events acknowledging Aboriginal and Torres Strait Islander dates of significance	CEO / Director Client Services / Marketing Unit Manager	Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August
	Close the Gap updates will be made available to all MM staff annually, via intranet	Systems and Administration Unit Manager	April 2018, 2019, 2020
<b>2. Acknowledge and celebrate Aboriginal and Torres Strait Islander peoples, cultures and achievements during NAIDOC Week</b>	Marymead to participate in at least one external NAIDOC Week event	CEO	July 2018, 2019, 2020
	MM will partner with other community organisations to host a NAIDOC week event, in consultation with Aboriginal and Torres Strait Islander people	Marketing Unit Manager	First week in July, annually
	Marymead to acknowledge and promote the importance of NAIDOC week internally	Marketing Unit Manager	Reported annually to RA in: August 2018, 2019, 2020
	MM staff are encouraged and supported to participate in NAIDOC week events, internal and external	CEO / Director Client Services / Marketing Unit Manager	

ACTION	MEASURABLE TARGET	RESPONSIBILITY	TIMELINE
<b>3. Support ongoing staff and program cultural awareness and practice</b>	Review MM policy suite to ensure that Staff Selection, Training and Development policy and Diversity and Inclusion Framework reference an Aboriginal and Torres Strait Islander cultural awareness training strategy for staff, which defines continuous cultural learning needs of employees and offers various ways cultural learning can be provided (online, face to face workshops or cultural immersion) to address identified individual needs	Systems and Administration Unit Manager	May 2018  Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August
	Maintain a consistent, ongoing cultural awareness training program, with:	Systems and Administration Unit Manager	August 2018
	All (100%) current staff to complete mandatory MM Cultural Awareness Training workshops by August 2018	Systems and Administration Unit Manager	August 2018
	All (100%) new staff to attend Cultural Awareness Training within one year of commencement	Systems and Administration Unit Manager	August 2018
	Records of completion of cultural awareness training are maintained	Systems and Administration Unit Manager	August 2018
	Identify additional/ongoing training needs & opportunities to support richer cultural awareness	Systems and Administration Unit Manager	August 2018
	Internal training and information on Aboriginal and Torres Strait Islander context and issues to be made available to staff, as required	Systems and Administration Unit Manager	June 2018, 2019, 2020
	Management Team members to monitor staff practices and identify gaps / needs	Unit Managers	June 2018, 2019, 2020
	Individual training needs are to be identified in the annual staff performance review	Unit Managers	August 2018, 2019, 2020
	All RAP Implementation Committee members to undertake formal and structured cultural training	Director Corporate Services	December 2018
	All Senior Executives to undertake formal and structured cultural learning activities	CEO	December 2018
	Ensure that all Marymead sites display artwork and meaningful symbols (flags, maps and artwork)	CEO	November 2018
	A public meeting room in each Marymead service location will be named after a significant local Aboriginal person or place and will have a door plaque to commemorate this	CEO	July 2019 (when Marymead building completed)

ACTION	MEASURABLE TARGET	RESPONSIBILITY	TIMELINE
<b>4. Develop clear implementation guidelines related to the acknowledgement of the Traditional Custodians and Welcome to Country to embed cultural protocols as part of business as usual</b>	<p>Clear guidelines on Aboriginal and Torres Strait Islander cultural protocols are developed and available, including the use of the Acknowledgement of Country and Welcome to Country</p> <p>Finalised and approved guidelines to be made available to all Marymead programs and uploaded to MM intranet</p> <p>Invite a local Traditional Owner to provide a Welcome to Country, at all significant MM events each year, including NAIDOC Week event</p> <p>Staff and Senior Leadership to provide an Acknowledgement of Country at all other events</p> <p>Maintain and review a list of key contacts for organising a Welcome to Country</p> <p>Update all MM meeting agenda templates to include an Acknowledgement of Country</p> <p>Include an Acknowledgement of Country at the commencement of internal meetings</p> <p>Create and display an Acknowledgment of Country plaque in all of MM office sites</p> <p>Appropriate Acknowledgement of Country on Marymead website</p>	<p>Systems and Administration Unit Manager</p> <p>Systems and Administration Unit Manager</p> <p>CEO</p> <p>CEO / Director Client Services / Director Corporate Services</p> <p>Marketing Unit Manager</p> <p>Executive Assistant / Unit Managers</p> <p>CEO</p> <p>Facilities Manager</p> <p>Marketing Unit Manager</p>	<p>February 2018</p> <p>February 2018</p> <p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p> <p>January 2018</p> <p>December 2017</p> <p>January 2018</p> <p>July 2018</p> <p>December 2017</p>
<b>5. Provide access to relevant Aboriginal and Torres Strait Islander resources and materials and identify and fill gaps in resources</b>	<p>At least two Quarterly Meetings per annum has an agenda item relating to Aboriginal and Torres Strait Islander communities</p> <p>Digital resources for staff are available via Intranet</p> <p>Collate existing resources for staff and clients across agency</p> <p>Review resource needs annually</p> <p>Bi-annual RAP update in staff newsletter</p>	<p>CEO</p> <p>Systems and Administration Unit Manager</p> <p>Unit Managers</p> <p>Unit Managers</p> <p>Marketing Unit Manager</p>	<p>March and September 2018, 2019, 2020</p> <p>March 2018</p> <p>June 2018</p> <p>August 2018, 2019, 2020</p> <p>June, December 2018, 2019, 2020</p>
<b>6. All staff to receive orientation on Aboriginal and Torres Strait Islander resources available</b>	<p>To be included in HR induction process</p>	<p>Systems and Administration Unit Manager</p>	<p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p>
<b>7. Participate in events, projects and celebrations with Aboriginal and Torres Strait Islander organisations</b>	<p>Invite Aboriginal and Torres Strait Islander groups to participate in Marymead events</p> <p>Marymead to participate in at least six events with Aboriginal and Torres Strait Islander organisations / communities per annum</p>	<p>CEO</p> <p>CEO</p>	<p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p>

## Opportunities

We recognise the importance of providing mutually beneficial opportunities for Aboriginal and Torres Strait Islanders to collaboratively contribute to the development of our services and the refinement of our practices.

ACTION	MEASURABLE TARGET	RESPONSIBILITY	TIMELINE
<p><b>1. Identify barriers to Aboriginal and Torres Strait Islander recruitment in the recruitment processes, (including position descriptions, selection criteria &amp; retention)</b></p>	<p>Strategies to address cultural barriers to employment are addressed. Position descriptions, selection criteria and staff interview templates reflect these strategies</p> <p>Consult with current and incoming Aboriginal and Torres Strait Islander staff</p> <p>Feedback from MM Aboriginal and Torres Strait Islander staff is documented and inform policy development</p> <p>Cultural considerations are included within policy development framework</p>	<p>Systems and Administration Unit Manager</p> <p>CEO / Systems and Administration Unit Manager</p> <p>Systems and Administration Unit Manager</p> <p>Systems and Administration Unit Manager</p>	<p>March 2018</p> <p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p> <p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p> <p>June 2018</p>
<p><b>2. Enhance Aboriginal and Torres Strait Islander recruitment and retention</b></p>	<p>Increased employment applications received from Aboriginal &amp; Torres Strait Islander people through:</p> <p>Advertising all external recruitment in Aboriginal specific media and develop / nurturing relationships with Aboriginal specific recruiters</p> <p>Collect, analyse and trend data on the number of Aboriginal and Torres Strait Islander staff expressing interest and employment data (once HR system has been implemented)</p> <p>MM trended employment data reflects a positive trajectory in Aboriginal representation with aim to have a 10% employment participation rate across the organisation within three years</p>	<p>Systems and Administration Unit Manager</p>	<p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p> <p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p> <p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p> <p>Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p>

ACTION	MEASURABLE TARGET	RESPONSIBILITY	TIMELINE
<b>3. Establishment of Aboriginal and Torres Strait Islander traineeship program and other employment pathways opportunities</b>	Provision of traineeship opportunities and explore opportunities for School Based Apprenticeships and source and apply for relevant subsidies and funding opportunities Allocate resources in budget to support traineeship /employment opportunities Partnerships established to support Aboriginal and Torres Strait Islander education and employment. Engage with local universities and CIT in discussions regarding traineeships	CEO / Director Corporate Services  Director Corporate Services CEO / Director Client Services	January 2019  July 2018 January 2019
<b>4. Ensure culturally sensitive response to Aboriginal and Torres Strait Islander children, young people and families</b>	Ensure that all staff complete Cultural Awareness Training as per action two: Respect  Client feedback surveys include questions regarding experience of culturally appropriate practice Client Feedback data is analysed and reported on. Improvements in culturally appropriate practice are reflected through this data  Invite representatives from Marymead’s Aboriginal and Torres Strait Islander Advisory Group to address staff about culturally appropriate practices – at least one quarterly meeting per annum Ensure that Aboriginal and Torres Strait Islander specific topics are included on Quarterly Meeting Agendas – at least two quarterly meetings per annum Identify service gaps and opportunities to improve service delivery. All programs to identify service gaps within strategic and annual Unit Operating Plans	All Unit Managers  Director Client Services  Systems & Administration Unit Manager  CEO  CEO  Unit Managers	Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August  April 2018  Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August March, September 2018, 2019, 2020  March, September 2018, 2019, 2020  June 2018, 2019, 2020
<b>5. Monitor funding &amp; relationship networking opportunities</b>  <ul style="list-style-type: none"> <li>• Work collaboratively with Aboriginal and Torres Strait Islander services/ organisations locally and interstate to Identify and apply for relevant Aboriginal and Torres Strait Islander-specific tenders</li> </ul>	Networking with representatives from Aboriginal and Torres Strait Islander communities becomes reportable internally as KPI’s  Develop strategic partnerships and seek funding for Aboriginal and Torres Strait Islander programs and projects  Engagement in Aboriginal and Torres Strait Islander interagency committees and associated communities  Development of collaborative partnerships with Aboriginal organisations for service delivery	CEO / Director Client Services  CEO / Director Client Services  Director Client Services / Unit Managers  CEO / Director Client Services	August 2018  February 2020  Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August Progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August

ACTION	MEASURABLE TARGET	RESPONSIBILITY	TIMELINE
<b>6. Incorporate culturally sensitive practices in our policies and procedures</b>	<p>Marymead policies and procedures reflect Aboriginal and Torres Strait Islander inclusive practices</p> <p>MM Aboriginal and Torres Strait Islander Advisory Committee to review organisational policies and procedures for cultural appropriateness</p>	<p>CEO / Systems and Administration Unit Manager</p> <p>CEO</p>	<p>July 2018</p> <p>December 2018</p>
<b>7. Seek to increase supplier diversity and support Aboriginal and Torres Strait Islander businesses</b>	<p>Maintain a list of Aboriginal and Torres Strait Islander suppliers for reference</p> <p>Review Procurement and Contracts Management Policy to ensure that an Aboriginal and Torres Strait Islander procurement strategy is included and that procurement process reflects opportunities for Aboriginal and Torres Strait Islander businesses to compete for MM supply needs</p> <p>Develop feedback mechanisms to encourage Aboriginal and Torres Strait Islander businesses to become more competitive in the marketplace</p> <p>Develop at least six commercial relationships with Aboriginal and Torres Strait Islander businesses</p>	<p>Director Corporate Services</p> <p>Director Corporate Services</p> <p>Director Corporate Services</p> <p>CEO / Director Corporate Services</p>	<p>December 2018 with review 2019, 2020</p> <p>June 2018</p> <p>June 2018, then progress monitored and reported internally bi-annually, in May and November and reported annually to RA in August</p> <p>March 2020</p>

## Tracking progress and reporting

ACTION	MEASURABLE TARGET	RESPONSIBILITY	TIMELINE
1. Complete RAP	Launch of Marymead's new RAP	CEO	November 2017
2. Establishment of RAP Implementation Committee	RAP Implementation Committee established RAP Implementation Committee meeting quarterly to drive and review RAP progress	CEO	March 2018
3. RAP targets are included in Organisational Operating Plan	Organisational Operating Plan reflects RAP objectives	CEO / Director Client Services / Director Corporate Services	February 2018
4. Unit Managers to include RAP targets in Unit Operating Plans	Unit Operating Plans reflect RAP objectives	Unit Managers	June 2018
5. Progress on RAP actions are reported to RAP Implementation Committee	Bi-Annual RAP Progress Report is produced	All parties assigned responsibility	Bi-Annually
6. Report progress annually to Reconciliation Australia	Completion and submission of Impact Measurement Questionnaire Investigate participating in the RAP Barometer	RAP Implementation Committee	September 2018–2020 May 2018
7. Reporting progress to Board	Board reporting includes RAP Progress Report	CEO / RAP Implementation Committee	November 2018–2020
8. Public Reporting of RAP Progress	Annual RAP Report to be produced – to be made available on Marymead's website and a copy in each program service location	CEO / RAP Implementation Committee	November 2018–2020



We come from the centre of the earth, Ayers Rock. The Tree of Life provides life for us all and without it, all life would die.

Biiami & his Son watched as different cultures, the Chinese, Turkish, Indians and Pakistanis all came to our land – the Black Fella's land. As these cultures arrived, Biiami and his Son watched powerlessly as racism began to grow and the blood of the Tree of Life began to float away, between the Black and the White Fellas.

The Tree of Life is now dying and the world now suffers as we no longer see ourselves as a country of human beings. Instead, we see each other as Black fellas or White fellas. Only by joining together and recognising we are a country of human beings can we pool the blood of the Tree of Life and help the world and Australia to start healing itself together.

**Anthony 'Kumba' Coombes** – *Indigenous artist*



“If we don’t change, the world will cave in on itself”



**marymead**  
children • families • community



Quality  
Improvement  
Council  
"Yes... we are  
a QIC accredited  
organisation"

**CANBERRA**

CNR WESTON & LOCH STS YARRALUMLA ACT  
PO BOX 4260 KINGSTON ACT 2604  
PHONE 1800 427 920

**GOULBURN**

32 VERNER ST GOULBURN NSW  
PO BOX 286 GOULBURN NSW 2580  
PHONE 02 4827 1600

[marymead.org.au](http://marymead.org.au)



PHONE 1800 427 920

EMAIL [enquiries@marymead.org.au](mailto:enquiries@marymead.org.au)

**WAGGA WAGGA**

49 BEST ST WAGGA WAGGA NSW  
PO BOX 699 WAGGA WAGGA NSW 2650  
PHONE 0429 510 034

**MORUYA**

CNR CAMPBELL & PAGE STS MORUYA NSW  
PO BOX 994 MORUYA NSW 2537  
PHONE 0406 375 247

If you are deaf, or have a hearing or speech  
impairment, contact us through the  
National Relay Service: [relayservice.com.au](http://relayservice.com.au)

