



Northcott Stretch RAP

Launch - November 2020

Expiry - October 2023



RECONCILIATION
ACTION PLAN

STRETCH



About the artwork

The artwork used in this document was specially produced for Northcott in 2013 by local Aboriginal woman and artist, Kerrie Kenton. The artwork incorporates the waving flag from the Northcott logo and reference to Walk with Me footprints. It is layered with history, knowledge and complexity of our community and includes symbols of yesterday, today and tomorrow. The river, our sandstone, history of spray painted hands, ceremony and culture also feature within the artwork. Additionally, it represents our community and our people celebrating individuality and equality. The sun is included representing power, strength and life.

About the Artist

Dainghutti/Dharug artist based in Western Sydney. Kenton is a painter and designer who also produces works on paper. Kenton’s works are inspired by her Indigenous heritage and the environment and include brightly coloured decorative abstractions, as well as finely drawn illustrations of wildlife. Her approach to her work reflects her commitment to her community, education and reconciliation.

All other artworks by:

Artist: Googar Art – Cory McKenzie. I am Wiradjuri man who has been teaching culture and creating Aboriginal art and designs for over 20 years, I draw my inspiration from the Land.



Disclaimer:

Northcott would like to advise Aboriginal and Torres Strait Islander readers that this document may contain images or names of deceased persons which may cause sadness or distress.

Northcott Stretch RAP 2020-2023



Message from CEO

I am delighted to write the CEO's message for our new Stretch RAP. Our Reconciliation Action Plan is a key pillar in the way we work at Northcott, and we intend to continue to improve in this new plan.

Northcott is committed to our reconciliation journey and improving outcomes and opportunities for Aboriginal and Torres Strait Islander peoples. We have made considerable progress since embarking on our formal reconciliation journey and in particular our previous Stretch RAP 2016 to 2019. We now want to ensure that our actions are deeply embedded in our day to day business, including our planning and operations at all levels of our organisation. Northcott is demonstrating its commitment to ensuring a just, equitable and reconciled nation for all Australians.

We will continue to develop strong partnerships with Aboriginal and Torres Strait Islander communities to support the realisation of our goals. Our new Stretch Reconciliation Action Plan has identified key actions, timeframes and targets to ensure that Northcott engages with and delivers customer services that will result in increased opportunities and improved outcomes for Aboriginal and Torres Strait Islander customers, people, communities and organisations.

Some of our key achievements have been:

- The number of Aboriginal and Torres Strait Islander staff has more than doubled in the past 18 months, going from 31 staff to 77 staff. Four staff members identify as Torres Strait Islander, and four staff identify as both Aboriginal and Torres Strait Islander
- Partnerships with Aboriginal communities and organisations has more than doubled
- We completed over 1,276 NDIS plans for Aboriginal and Torres Strait Islander children through Early Childhood Early Intervention (ECEI)
- Developed internal cultural protocols
- Developed our own internal Introduction to Cultural Awareness Training

We will continue to work closely with our staff and our communities to ensure First Nations people take their rightful place in the Australia we work daily to improve.



Our vision for Reconciliation

Northcott's vision for Reconciliation is to build an inclusive society where people can live a life they choose. Northcott strives to work in a way that enables Aboriginal and Torres Strait Islander peoples to achieve their goals and aspirations. We recognise that those with disability want to remain connected to their communities and broader society and we are committed to supporting them. We aim to achieve these goals through working in partnership with Aboriginal and Torres Strait Islander communities in a respectful, committed and professional manner.

Our business

Our purpose is to build an inclusive society where people can live the life they choose. We support people with disability to reach their full potential by providing services and support to promote a genuinely inclusive society. We provide personalised and dynamic support, delivered by a committed team who will get the most out of support and services for every customer. We work creatively and continually with each customer to unlock, discover and unleash their potential, supporting and empowering them to be the best they can be now and in the future.

Northcott was established in 1929 by the Rotary Club of Sydney as the NSW Society for Crippled Children. The Society was formed in response to the polio epidemic and the growing number of children left with the effects of illnesses such as polio and tuberculosis. At the time, Northcott provided services to children with tuberculosis, polio and other diseases who had been isolated and excluded from the community. The organisation grew quickly driven by the purpose 'to build an inclusive society where people can live the life they choose'. From the 1950s, we expanded to provide a range of services and support to meet demand from people with a wide variety of disabilities and their families and carers. In the last 20 years, new services such as employment programs, life skills centres and recreation services, as well as regional offices, have opened. The SpineCare Foundation and Northcott Innovation are subsidiaries of Northcott.

Today Northcott provides support for more than 13,500 children and adults with varying disability, their families and carers across 49 office sites and 130 housing sites in NSW and the ACT. Almost 8% of these clients are Aboriginal and/or Torres Strait Islander people. Northcott currently employs 77 Aboriginal and Torres Strait Islander staff across the state out of 2500 Full-Time Equivalent positions. These staff work across all of our programs.

Our programs

Centre Based Respite	Supporting children and adults to take a break from daily routine by staying in an accessible home-away-from-home or temporary to medium term accessible accommodation after an operation or injury or while looking for something permanent.
Coordination of Supports	Assists customers navigating the disability service system by providing information, advice and support when decisions need to be made.
Early Childhood Early Intervention	Working closely with families/carers of children aged 0-6 years with developmental delay or disability.
Everyday Life Skills	Supporting people with disability to improve skills in: cooking, budgeting, time management, travel, social interaction, caring for health and wellbeing, being independent in everyday activities, communication with others and living independently.
Housing & Supported Independent Living	Our housing range is; Shared Housing, Individual Housing, Supported Living and Specialist Supported Living.
In-Home & Community Supports	This service is all about increasing our customers' independence so they can reach their potential.
Orthotics & Footwear	Orthotics and Custom Footwear service delivers a range of custom orthotic and footwear solutions to support the mobility needs of children and adults with disability.
Sexuality and Relationship Education	Our Sexuality and Relationship Education services support people with disability to achieve their sexuality and relationship goals and desires.
Skills 4 Life	Is a skill-development program for teenagers with disability aged 14-17 years.
Temporary Housing	We provide support to people who temporarily require housing while they wait for a permanent home, modify their current/existing home or require a new solution.
Therapy	Therapy provides a variety of specialist services such as speech pathologists, occupational therapists, physiotherapists and social workers.
Vocational Skills	A practical, hands-on service, with a genuine focus and commitment to helping our customers become work ready, find a real job, work experience or volunteer opportunities.

Northcott has developed a number of programs specifically for Aboriginal and Torres Strait Islander peoples in metropolitan and regional NSW. We currently run a Yarning Circle in South West Sydney for Aboriginal carers, and supported playgroups in Doonside and Cranebrook. These services were developed and implemented in partnership with key Aboriginal organisations, Elders and members of the Aboriginal and Torres Strait Islander community. Some of Northcott's key partners include:

<p>Aboriginal Medical Service Tamworth</p>	<p>Booroongen Djugun Kempsey</p>	<p>Bunjum Aboriginal Corporation Ballina</p>	<p>Thaarawal Aboriginal Corporation Campbelltown</p>
<p>Macarthur Family & Youth Services, NABU Campbelltown</p>	<p>Ngallu Wal Aboriginal Child and Family Centre Doonside</p>	<p>Willinali Quirindi</p>	<p>Greater Western Sydney Aboriginal Health Service</p>
<p>Durri Aboriginal Medical Service Kempsey</p>	<p>Dalaigur Preschool Kempsey</p>	<p>Jarjum College Redfern</p>	<p>Yenu Allowah Aboriginal Child & Family Centre Mount Druitt</p>

Northcott's RAP journey

In June 2012, Northcott senior staff participated in a two-day cultural awareness training program to improve Northcott's cultural competency around supporting Aboriginal and Torres Strait Islander clients and providing a culturally supportive environment for staff. One of the outcomes of this training was a decision for the action items identified to be consolidated in a Reconciliation Action Plan (RAP). This led to the formation of the RAP Working Group.

Northcott's inaugural RAP was implemented during 2013 and 2014, and a number of key actions were achieved through the process. This included the appointment of an Aboriginal Programs Advisor to lead the implementation of Northcott's RAP. This was a significant milestone in Northcott's commitment to the success of the RAP process.

Acknowledging the significance of cultural events including National Reconciliation Week and NAIDOC Week, the organisation has increasingly participated in and hosted events that have increased staff awareness about Aboriginal and Torres Strait Islander cultures and histories, and has forged new partnerships with First Australian organisations and communities. In the past year, Northcott held five events to celebrate National Reconciliation Week, and staff from every Northcott office participated in local NAIDOC events across NSW and the ACT. For the past two years, Aboriginal and Torres Strait Islander staff at Northcott have also had the opportunity to take a day of leave during NAIDOC Week to participate in their own community's celebrations.

The Aboriginal and Torres Strait Islander Programs Advisor worked closely with HR to develop and implement the Northcott Aboriginal and Torres Strait Islander Employment and Development strategy, which focuses on increasing recruitment and retention of Aboriginal and Torres Strait Islander staff.

Key achievements from 2016-2019 Stretch RAP

Northcott is maximising the value it gets from the unique skills, competencies and opportunities that Aboriginal and Torres Strait Islander employees bring with them.

We have seen a significant increase in the number of Aboriginal and Torres Strait Islander staff along with the creation of new Aboriginal and Torres Strait Islander identified positions. Our number of staff has more than doubled and this has been attributed to our recruitment process and engagement within Aboriginal and Torres Strait Islander communities. We have promoted identified positions through information sessions within communities, designed and distributed specific flyers within communities and ensuring a representative on the interview panel is an Aboriginal or Torres Strait Islander person.

Northcott has adopted a proactive approach for the inclusion of Aboriginal and/or Torres Strait Islander peoples by:

- Including relevant Aboriginal and Torres Strait Islander businesses in request for quotes, tenders and other sourcing activities (wherever possible).
- Using Aboriginal and Torres Strait Islander suppliers for local spend in remote or regional areas.
- Supporting non- Aboriginal and Torres Strait Islander businesses who have their own RAP and employ First Nations peoples. Before securing a new supplier, our procurement team ask if they have a RAP and an Aboriginal and Torres Strait Islander employment strategy – this plays a big part in who our suppliers are.
- Reviewing the Supply Nation website for a list of potential Aboriginal and/or Torres Strait Islander suppliers nationally.

The Northcott RAP Working Group is committed and has worked hard to ensure that our action items have been implemented. A real and genuine commitment by our executive leaders and working group has demonstrated that Northcott has a vision to make lasting changes that will see positive outcomes and a better understanding for all.

We have been able to complete approximately 90% of our actions within our 2016-2019 Stretch RAP, and we are now working to ensure that the systems and processes that have been developed are embedded throughout the organisation and become day to day practice.

Northcott has seen a deepening commitment to reconciliation with First Nations peoples since the introduction of our Reconciliation Action Plan and this has accelerated tangibly over the last year. We now support greater numbers of Aboriginal and Torres Strait Islander customers with more Aboriginal and Torres Strait Islander staff, and are growing all the time. We honour First Nations peoples at every significant occasion and meetings with





appropriate and heartfelt Welcome to Country and Acknowledgement of Country. We provide opportunities for all staff to participate in significant days for Aboriginal and Torres Strait Islander communities and provide our Aboriginal and Torres Strait Islander staff with a special leave day to use during NAIDOC Week. All Aboriginal and Torres Strait Islander staff have the opportunity to join and participate in the Yarrabee Network Group that meets four times a year. These meetings provide opportunities for Aboriginal and Torres Strait Islander staff to discuss and raise issues, be consulted and receive cultural guidance and support.

We have developed our own online introduction to cultural awareness, to educate staff about the histories and cultures of First Nations peoples. This online introduction to cultural awareness forms part of the Northcott induction for all new and current staff and was launched in November 2019. To date 1,077 staff members have completed the online training and we intend to strengthen and deepen our commitment in the coming years.

Key learnings from 2016-2019 Stretch RAP

- Ensuring that reconciliation at Northcott expands well beyond the efforts of the RAP Working Group and becomes genuinely embedded within all our workplaces, our governance, management style and staffing decisions, as well as our internal and external relationships and communications
- Ensuring that there is support and active engagement among the senior leadership group, fostering a conducive environment for RAP activities and for the establishment of relevant organisational policies and processes
- Sharing and refreshing knowledge about the importance of our RAP through material provided to all new staff at orientation and regular celebrations and learning events for all staff throughout the year.

Testimonial from Jude Currie

Jean is a 33 year old woman and mother of two beautiful boys who was diagnosed with an intellectual disability after suffering an epileptic fit in 2012. Jean has been with Northcott since June 2012. Jean lives and is cared for by her mother Judith (Jude) Currie who shares her thoughts below.



“Northcott have been wonderful with the support, even when I was stressing Northcott were there to help me through and I had a lot of support. If I had a problem, one of you would always solve it, they are brilliant carers and I couldn’t ask for better. Northcott have been brilliant especially Jenny Norman (Support Worker) who has been with Jean from day one and has not left.

If I had to do it over Northcott would still be my service provider for Jean.

Achieving Jean’s goals has been a little bit difficult due to issues with the NDIS and Transport. One of her main goals was to visit with family in Maclean and that has not been met due to these issues. COVID-19 has also put a hold on things, it hasn’t changed Jeans supports, she still goes out on outings but not as far, and she can’t go to the movies which is something she really enjoys, but the staff try and take her places where there’s not a lot of people.

Without Northcott’s care support team, I wouldn’t be able to do this. I really appreciate all the support staff, they have been great, every single one of them.

Jean has come so far from the beginning of being with Northcott, she even said hello to her cousin the other day. She has come along way and is doing all this stuff that the doctors said she’d never do and all due to the support from Northcott.

I never have to worry if I need to step away for a break; myself and Jean have so much trust in the carers. I can’t praise them enough and I just want to say thank you to all of you. The staff that have been sent out to her are suitable to her and Jean is now making her own decisions and communicating in her own way that we can all understand. Her relationship with her father is also really good and they spend a lot of time laughing together which is so good. Jean is just smiling and laughing all the time now.” **Jude Currie**



2020-2023 RAP

Northcott's Stretch Reconciliation Action Plan (RAP) 2020-2023 was developed through a process of internal consultation with Aboriginal and Torres Strait Islander staff and other stakeholders of the organisation.

There are 13 members on the RAP Working Group including seven Aboriginal and Torres Strait Islander staff members, representing a range of locations and positions throughout Northcott. Senior managers within the organisation have been heavily involved in the RAP development stage and are strongly represented on the RAP Working Group.

The RAP is championed internally by Northcott's CEO, who through her commitment to reconciliation is leading the organisation to improve service accessibility and delivery to the Aboriginal and Torres Strait Islander communities in NSW and the ACT.

Northcott's RAP Working Group consists of:

<p>Chief Executive Officer/Chairperson Liz Forsyth</p>	<p>Deputy CEO Lee Carpenter</p>	<p>General Manager People and Culture David Long</p>	<p>Regional Manager Kim Davis</p>
<p>Senior Operations Manager Stefania Morisio</p>	<p>Service Manager Patrick Codner</p>	<p>Support Worker & Chairperson of Yarrabee Network Group Lucas Craig</p>	<p>Senior Support Worker & Vice Chairperson of Yarrabee Network Group Jackson Price-Maxwell</p>
<p>Support Worker Merchita Rachwal</p>	<p>Support Coordinator & Secretary of Yarrabee Network Group Narelle Johnson</p>	<p>Aboriginal Elder Aunty Karen Adams</p>	<p>Aboriginal and Torres Strait Islander Programs Advisor Kathy McKenzie</p>

Yarrabee (many gumtrees) Network Group

The Yarrabee Staff Network Group is for Northcott staff who identify as Aboriginal and Torres Strait Islander people and aims to provide Aboriginal and Torres Strait Islander staff with an inclusive and supportive environment to share ideas, develop initiatives for customers and their communities, and promote the importance of Aboriginal and Torres Strait Islander cultures across the organisation. This group has worked alongside the RAP Working Group to develop the Stretch RAP by providing culturally relevant advice and information for consideration.



Kelly Anderson



My name is Kelly Anderson and I am from the Kamilaroi tribe. My mob comes from Quirindi and Blackville. I am the Individual Plan Advisor for the Northern Rivers and am based in the Ballina office.

In 2012 Northcott developed the General Reconciliation Action Plan as they wanted to be more supportive to both Aboriginal and Torres Strait Islander customers and to provide a culturally supportive environment for staff.

Northcott encourages all staff, both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander, to participate in significant cultural events like National Reconciliation Week and NAIDOC Week.

I have been with Northcott for over eight years and the things I love about Northcott are the fact they invest in their workers. I have moved from being a Support Worker to Acting Centre Based Coordinator, Carelink Key User, Administrative Officer, Roster Coordinator, Individual Plan Advisor and I am on the Work Health and Safety Committee and a member of the Yarrabee Network Group.

Northcott are really supportive and are becoming more and more culturally sensitive. They support us in times of Sorry Business, they allow us to spend time with our mobs during NAIDOC Week where we can take one days NAIDOC leave to enjoy the day with our families.

I really enjoy coming together once a year to meet up face-to-face with all the mob in the Yarrabee Network Group. We always get to meet somewhere different and learn about that area's culture and history.

For me being a part of the Yarrabee Network Group means a lot. We are supported to come together to openly discuss any issues we may be facing. It is safe and it brings us together.

Being able to celebrate our culture also gives each of us a sense of pride and I am very grateful to Northcott for that.

Northcott are so committed to ensuring us as Aboriginal and Torres Strait Islander staff are supported, and they fully support our Yarrabee Network group, allowing us all to come together every year.

There are so many career opportunities at Northcott, they love to see you grow and develop and will support you on your journey. I have been very privileged to start at Northcott as a Support Worker and today I sit here as Acting Area Manager.



Kim Davis



My name is Kim Davis. My tribe is Wiradjuri and I'm from Orange NSW. I am the Regional Manager for Northern Rivers, Mid North Coast and Taree.

I am also a proud member of the Yarrabee Network Group. When I first started at Northcott, three years ago, we had around 20 mob represented in the group.

We now have over 60 Aboriginal and Torres Strait Islander peoples participating.

The RAP Working Group is an integral piece of the Northcott's journey and the overall Reconciliation Action Plan. The group is made up of staff from different business units across the whole of Northcott and is open to Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff. There is an Expression of Interest (EOI) that is sent to all staff every two years to represent and participate on the RAP Working Group.

There are pre-elected positions like the CEO, Deputy CEO and General Manager – People and Culture and other positions are filled from the EOI.

I would encourage all staff to fill in the EOI to be a part of the decision making process for the Northcott RAP.

The majority of Actions in the 2016-2019 Stretch RAP have been completed and the 2020-2023 is about embedding the actions into our everyday life within Northcott.

The RAP Working Group meet quarterly to discuss items raised from the Yarrabee group, formalise decisions and work to the strategic goals of the organisation.

I am very proud to be a representative on the RAP Working Group and I look forward to continuing the Northcott RAP journey and being the best organisation we can be for all staff, customers, families and communities.

Whilst Northcott has achieved much through the implementation of our first RAP, we recognise that a number of challenges still remain for the organisation.

Michael Roberts



Hi my name is Michael Roberts and I am a proud Dungutti man.

I have been working at Northcott in Wollongong as a support worker for over a year and a half now.

It's been the best decision I ever made, especially because it has helped me to better understand my two children Mananui now aged 11 and Paiana now age 9.

Back in 2018, I was working as an Ability Linker, and I started receiving letters from school that my children were struggling and falling behind other students. Paiana was showing signs of anxiety and behaviours towards teachers and other students, and Mananui was not engaging in school work, isolating himself and also suffering anxiety. Both my kids were not talking properly and not being able to hold a spoon or brush their teeth and couldn't stand the sound of noises.

At this stage I had no idea what was happening so I made an appointment to take them to see a GP and he made an appointment to see another doctor then another doctor. Eventually they were both diagnosed with autism and sensory disorder. I had no idea what that was at that time or what it meant for my children. I decided to give up work to take the time to look after my two children, but I still had no idea of how to manage their behaviours and my anger and frustration was starting to show, I was really struggling big time.

So I decided to attend Shellharbour TAFE and enrolled in a CERT IV in Disability and Community Services. I thought this would help me understand what was happening for my children. After I successfully completed the TAFE course, I applied for a support worker position with Northcott and that's where my life completely changed.

I began to understand autism and what people go through and it made me a better person and dad to my kids, and better equipped to support our customers and their families. Working for Northcott has changed my life and I have a greater understanding of my children. Thanks to Northcott who gave me strength and the mechanisms to understand people with disabilities and support them, but mostly thank you Northcott for helping me become a better parent to my beautiful children.





Ileasha Jones



Ileasha's journey began with Northcott when a position became available at our Campbelltown Support Networks and Community Education program for an Aboriginal Playgroup Assistant. Tharawal Aboriginal Corporation helped us identify Ileasha as the ideal candidate.

Ileasha is a proud Birripi woman and humble mother of three beautiful young children. Ileasha initially started working in our program one day a week supporting the Tharawal Aboriginal Playgroup in December 2017, and is now working with our program three days per week.

In her role Ileasha supports Aboriginal families in the local community and is able to identify areas where increased supports may be required. This benefits the children who attend the playgroup to increase their learning outcomes and where required, refers families to the local Early Childhood Early Intervention provider.

Ileasha actively participates in the Northcott Yarrabee Network meetings, organises our local Reconciliation Events, attends NAIDOC events and joins our Yarning Circle Carer Support group. Since joining our service, Ileasha has grown both personally and professionally and is always looking at ways to increase her skills. We love having Ileasha as part of our wonderful team here at Campbelltown.



Contributing to Christmas cheer for vulnerable youth



The Northcott teams in Taree, Port Macquarie and Kempsey came together in late 2019 to make a donation towards a Christmas party for vulnerable youth at the Christian Ministry Church in Kempsey.

ECEI Port Macquarie Team Leader, Leanne Kilkeary, says: "We were approached by Uncle Claude Roberts, as he was requesting donations towards the Christmas party that would enable them to buy ice creams for the young people attending on the day.

"I emailed the teams and within 24 hours we had \$200 to donate to the cause. This is something we are very proud of. Whenever anyone asks for donations the team is very accommodating and ready to contribute for those who need it most."

Yarning Circle

The Aboriginal Yarning Circle for Aboriginal carers was initially established after a number of Aboriginal carer outings during 2009-2010. The first Yarning Circle was held on 6 May 2011 with 11 carers and other service providers.

Northcott's goal for the first session was to establish what carers needed to support them in their roles, identify what services were currently accessed and if these services were supportive and suited their specific needs.

Northcott and Macarthur Disability Services now partner to facilitate the Yarning Circle Carer Support Group and have been actively engaging with the Yarning Circle for approximately nine years with a core group of 12 carers attending monthly activities from the Macarthur region.

The group experiences the social benefits of interacting with other carers and community members, hearing from guest speakers on topics of relevance, engaging in social outings, activities and retreats to ensure that they balance their own wellbeing along with honouring their caring roles.

"The yarning circle is my outlet from the daily caring duties. Friendships have been made and there are conversations and laughter at every meeting. Thank you Northcott, I don't know what I'd do without you!"

Jacqueline Hatcher



2019 Staff engagement survey

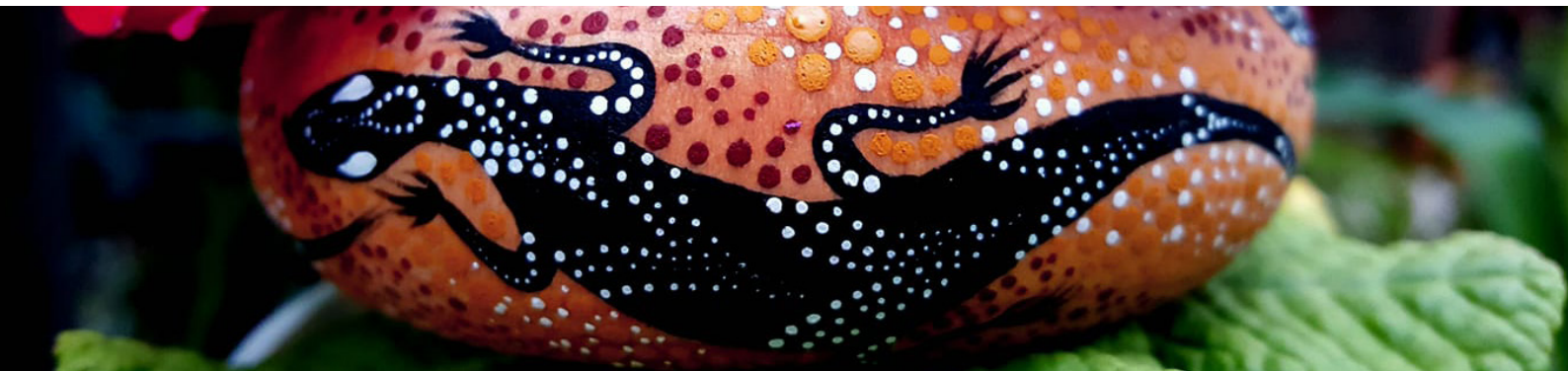
The bi-annual staff survey is where staff have the opportunity to express their views about how the organisation is doing, and how we can improve in all areas of the organisation. The survey provides insight into critical issues within our organisation, and highlights suggestions on what we can do to improve.

Our 2019 staff engagement survey had three questions about Aboriginal and Torres Strait Islander Cultural Awareness:

1. I am aware of Northcott's Reconciliation Action Plan
2. My team conducts an Acknowledgement of Country at the beginning of a meeting
3. I believe it is important to attend Aboriginal and Torres Strait Islander Cultural Awareness Training as part of my role and in particular if I am working with Aboriginal and Torres Strait Islander people

The results were very positive with 83% of survey participants answering yes to these questions. It is a great testament to the work Northcott as a whole along with the Yarrabee Network Group and RAP Working Group are doing to share the messages. The findings of this survey have significantly informed our Reconciliation Action Plan as outlined below.

Northcott Stretch Reconciliation Action Plan – November 2020 to October 2023



Relationships

Northcott recognises that relationships remain central to how we work with Aboriginal and Torres Strait Islander communities, organisations and individuals. Northcott is a culturally diverse organisation and is committed to building knowledge and awareness of Aboriginal and Torres Strait Islander cultures both internally and externally to assist the continuing development of trusting and mutually beneficial relationships. This can be achieved through both formal and informal partnerships and regular engagement with key external stakeholders. With these partnerships there will be a commitment to improve access to our services that will lead to better outcomes for Aboriginal and Torres Strait Islander people.

Focus area:

Northcott will focus on maintaining and building further strong relationships and connections with Aboriginal and Torres Strait Islander communities.

Action	Deliverable	Timeline	Responsibility
1. Continue to establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander People, stakeholders and organisations.	Our staff will continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve our relationships and engagement.	December 2020 2021 2022	General Manager Operations
	Each Regional Manager to meet with at least three local Aboriginal and Torres Strait Islander organisations per region to develop guiding principles for future engagement.	June 2021 2022 2023	General Manager Operations
	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	November 2020 2021 2022	Aboriginal Programs Advisor General Managers
	Report back to Aboriginal and Torres Strait Islander Advisory Groups in all regions on the work we are doing on their lands and the outcomes of that work which will include employment, cultural activities, engagement, partnerships and service provision.	September 2021 2022 2023	General Manager Operations
	Establish and maintain a minimum of five (5) formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations annually.	September 2021 2022 2023	CEO Aboriginal Programs Advisor Operation Managers
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's (NRW) resources and reconciliation materials to all staff.	March 2021 2022 2023	Internal Communications Manager
	Promote events via social media pages and internal intranet for both internal and external NRW events.	May 2021 2022 2023	Communications Manager

Action	Deliverable	Timeline	Responsibility
	Ensure all RAPWG members participate in a minimum of five NRW events each year.	May 2021 2022 2023	RAPWG Chairperson
	Ensure staff and senior leaders participate in and represent Northcott at a minimum of five external events to recognise and celebrate NRW.	May 2021 2022 2023	CEO
	Ensure a minimum of ten (10) internal NRW events each year with at least one organisation wide.	May 2021 2022 2023	CEO Regional and Area Managers
	Support at least three external events (as appropriate) through in-kind support or partnering with community organisations.	May 2021 2022 2023	Operations Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2021 2022 2023	Aboriginal Programs Advisor
3. Promote reconciliation through our sphere of influence.	After implementing the formal engagement plan to work with Aboriginal and Torres Strait Islander stakeholders, ensure it is presented to all staff through team meetings.	September 2021 2022 2023	CEO
	Communicate our commitment to reconciliation publicly.	May 2021 2022 2023	CEO Executive Team Board
	Ensure there is support and engagement opportunities available to senior leadership group to participate in events as volunteers at NAIDOC Week and National Reconciliation Week events.	December 2020 2021 2022	CEO
	Provide a RAP update in Northcott Annual Report.	July 2021 2022 2023	CEO

Action	Deliverable	Timeline	Responsibility
	Conduct face-to-face discussions about our reconciliation journey with customers, internal staff, external partners and communities, at a minimum of five times per year.	June 2021 2022 2023	CEO Aboriginal Programs Advisor
	Survey Aboriginal and Torres Strait Islander stakeholders on an annual basis with an aim of 80% success rate in improved engagement and partnerships in service provisions.	July 2021 2022 2023	CEO
	Ensure there is support and engagement opportunities, available to senior leadership group to facilitate RAP activities and the establishment of new policies and procedures as required.	March 2021 2022 2023	CEO
	Collaborate with five other like-minded organisations to implement ways to advance reconciliation by working in partnership to facilitate events, projects or advocacy initiatives throughout the duration of our RAP.	May 2021 2022 2023	Regional Managers and Aboriginal Programs Advisor
	Publish the RAP on Northcott website, Intranet Reconciliation Australia Website and a hard copy in each office.	November 2020 2021 2022 2023	Internal Communications Manager
	Continue to actively promote all Northcott services by attending, networking, presenting and showcasing our programs at Aboriginal and Torres Strait Islander specific community events, conferences and meetings in all our regions.	September 2021 2022 2023	Operations Manager and Aboriginal Programs Advisor

Action	Deliverable	Timeline	Responsibility
	Organise events across all Northcott regions to officially launch our new Stretch RAP for 2020 to 2023 and invite both internal and external stakeholders to attend.	November 2020	Aboriginal Programs Advisor
	Ensure all staff inductions include an overview of our RAP.	March 2021 2022 2023	General Manager People & Culture Learning & Development Manager
4. Promote positive race relations through anti-discrimination strategies.	Continuously review and improve HR policies and procedures concerned with anti-discrimination.	September 2021 2022 2023	General Manager People & Culture
	Engage with Yarrabee Aboriginal and Torres Strait Islander staff Network Group and external Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination and harassment policy.	September 2021 2022 2023	Aboriginal Programs Advisor
	Review, update and communicate our Discrimination and Harassment Prevention Policy for our organisation.	September 2021 2022 2023	CEO General Manager People & Culture
	Ensure all employees including management understand and sign off on the policy document.	September 2021 2022 2023	CEO General Manager People & Culture
	Ensure ongoing education and training opportunities for senior leaders and managers on the effects of racism.	September 2021 2022 2023	General Manager People & Culture

Action	Deliverable	Timeline	Responsibility
	Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	June 2021 2022 2023	General Manager People & Culture Learning & Development Manager
	Host screenings of the Final Quarter for all staff and facilitate a discussion following the film using the associated resources.	June 2021 2022 2023	CEO General Manager People & Culture Learning & Development Manager



Respect

Northcott will acknowledge and respect Aboriginal and Torres Strait Islander people with disability, their families, employees and community members. We will strive to ensure Aboriginal and Torres Strait Islander peoples and cultures are at the core of our everyday work practices. Our staff and senior leaders will be able to meet the changing needs of Aboriginal and Torres Strait Islander people and communities by acknowledging the valuable contribution that Australia's First Peoples have made historically, to date and in the future. We will lead and influence change through customer and community engagement and build a workforce that shares all our values.

Focus area:

Acknowledge and Respect Aboriginal and Torres Strait Islander cultural diversity by understanding and embracing the unique cultures, lands and histories of the many communities that we work with.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Review and monitor cultural learning needs within Northcott.	December 2020 2021 2022	Learning & Development Manager Aboriginal Program Advisor Yarrabee Network and RAPWG
	Consult local Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	December 2020 2021 2022	Manager Learning and Development Aboriginal Programs Advisor
	Annually review and continue to communicate our cultural learning strategy for all our staff.	December 2020 2021 2022	CEO Learning and Development Manager Yarrabee Network Group
	Ensure 100% of RAP Working Group members, HR managers, senior executive group, regional managers and area managers undertake face-to-face cultural awareness training.	September 2021 2022 2023	CEO Executive Team
	Ensure a minimum of 85% of all staff complete online cultural awareness training by September 2023.	September 2021 2022 2023	General Manager People & Culture Learning & Development Manager
	Ensure a minimum of 90% of all Emerging Leader participants (168) complete face-to-face cultural learning.	June 2023	Learning and Development Manager

Action	Deliverable	Timeline	Responsibility
	Ensure 90% of all Executive team and senior leaders undertake at least one on-Country cultural immersion learning activity which would include visits to Aboriginal and Torres Strait Islander communities or Organisations, educational sessions or workshops with local Elders and guided field trips.	September 2021 2022 2023	CEO Learning and Development Manager
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Further increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. This will be achieved through all staff completing our mandatory online cultural awareness training, promotion of our cultural protocol document through newsletters and our intranet site.	November 2020 and ongoing	CEO and all Senior Leaders
	Continue to communicate the Northcott cultural protocol document that includes protocols for Welcome to Country and Acknowledgement of Country.	November 2020 and ongoing	Aboriginal Programs Advisor
	Continue to invite a Traditional Custodian to provide a Welcome to Country a minimum of 5 times a year and at all significant events. This will include Manager Forums, NAIDOC Events, NRW events, Board meetings, Yarrabee Network Meeting.	November 2020 and ongoing	Aboriginal Programs Advisor
	Continue to include an Acknowledgement of Country at the commencement of all team meetings and learning and development training sessions.	November 2020 and ongoing	CEO
	Monitor and review process to be implemented, which will include audits of team meeting agendas and minutes.	November 2020 and ongoing	CEO

Action	Deliverable	Timeline	Responsibility
	Staff and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	November 2020 and ongoing	CEO
	Display Acknowledgment of Country plaques in all our office sites. We currently have 95% of office sites that have Acknowledgment of Country plaques and will aim for 100% by September 2023.	September 2021 2022 2023	Infrastructure Manager
3. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group members to participate in an external NAIDOC Week event.	First week in July 2021 2022 2023	RAPWG Chairperson
	Continue to promote our HR policy to support and encourage Aboriginal and Torres Strait Islander staff to be able to participate in NAIDOC Week. An email from the General Manager People and Culture to be sent to all staff and Managers in May and June of each year leading up to NAIDOC week.	May and June 2021 2022 2023	General Manager People & Culture HR Manager
	All staff to participate in at least one (1) local external NAIDOC week community event.	June 2021 2022 2023	CEO
	Senior staff to acknowledge NAIDOC Week and its importance at staff meetings where staff can identify their options for participation.	June 2021 June 2022 June 2023	CEO Operations Manager
	In consultation with Aboriginal and Torres Strait Islander stakeholders, partner and support a minimum of 20 NAIDOC Week events with a contribution from Northcott in all regions.	July 2021 2022 2023	Aboriginal Program Advisor
	Continue to promote NAIDOC Week events both external and internal through our Northcott Noise Newsletters, social media, internal Intranet and website.	2021 2022 2023	Communications Manager



Opportunities

Northcott will continue to provide, develop and strengthen mutual opportunities for Aboriginal and Torres Strait Islander people through engaging with our services. We are committed to strengthening our employment and retention of Aboriginal and Torres Strait Islander staff across Northcott by ensuring improved employment opportunities and career pathways. We will enhance our community and individual capacity building that reflect the needs of the individuals and communities we work with. We will increase our commitment to our procurement strategy by ensuring we develop new commercial business partnerships.

Focus area:

We will continue to be more proactive to enrich our vibrant and diverse organisation.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	December 2020 2021 2022	General Manager People & Culture Aboriginal Programs Advisor
	Continue to review and update our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2020 2021 2022	General Manager People & Culture Yarrabee Network Group RAPWG
	Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2020 2021 2022	General Manager People & Culture Aboriginal Programs Advisor
	Recruit an Aboriginal and/or Torres Strait Islander person to Northcott Board.	July 2021	Chairperson Northcott Board

Action	Deliverable	Timeline	Responsibility
	Continue to review and improve HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2020 2021 2022	General Manager People & Culture
	Aboriginal and Torres Strait Islander employees to take on management and senior level positions. A minimum of at least one Aboriginal and/or Torres Strait Islander staff member to be included in both the Northcott Emerging Leaders and Evolving Leaders Program annually.	September 2021 2022 2023	Aboriginal Program Advisor General Manager People & Culture
	Identify trainee opportunities within Northcott and aim to employ a minimum of three Aboriginal or Torres Strait Islander trainees by September 2023.	September 2021 2022 2023	General Manager People & Culture
	Increase the number of Aboriginal and Torres Strait Islander staff across our organisation. We currently have 77 Aboriginal and Torres Strait Islander staff. We will review this annually with a view to increasing this number each year by 10 new staff.	September 2021 2022 2023	General Manager People & Culture
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to review and monitor Northcott Aboriginal and Torres Strait Islander procurement strategy.	September 2021 2022 2023	Contract and Procurement Manager
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander business through Supply Nation or equivalent organisation.	December 2020 and ongoing	Aboriginal Programs Advisor
	Become a Supply Nation member and renew membership annually.	September 2021 2022 2023	Contract and Procurement Manager

Action	Deliverable	Timeline	Responsibility
	Review Northcott's annual usage of Supply Nation business's to ensure we are meeting our targets.	February 2021 2022 2023	Contract and Procurement Manager
	Continue to communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2021 2022 2023	Contract and Procurement Manager
	Continue to review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2021 2022 2023	Contract and Procurement Manager
	Maintain commercial relationships with a minimum of 10 Aboriginal and/or Torres Strait Islander businesses.	September 2023	Contract and Procurement Manager
	Identify, grow and develop at least 5 new commercial relationships with Aboriginal and Torres Strait Islander businesses across all our regions over the next three years.	September 2023	Contract and Procurement Manager

Action	Deliverable	Timeline	Responsibility
3. Promote capacity building opportunities in Aboriginal and Torres Strait Islander communities to improve service delivery and support community led and managed solutions.	Identify an Aboriginal and/or Torres Strait Islander community controlled organisation to build their capacity to deliver therapy assistance services by engaging with external and internal trauma response training, online support and therapy lead best practise training for identified community members.	September 2021 2022 2023	Head of Therapy
	Develop a formal two way partnership with the identified service that includes a project/business plan in partnership with the community that can present opportunities to increase quality service delivery.	September 2021 2022 2023	Head of Therapy
	Engage with TAFE and Universities to complete a Therapy Assistant course to ensure competencies not only in culturally appropriate service delivery but also a Nationally accredited certificate.	September 2021 2022 2023	Head of Therapy
	Continue to work with Aboriginal and Torres Strait Islander partners and individuals to identify and address gaps in service areas of need for therapy assistance services and have trained community Aboriginal and Torres Strait Islander therapy assistants.	September 2021 2022 2023	Head of Therapy

Action	Deliverable	Timeline	Responsibility
4. Develop a model of disability housing for Aboriginal and Torres Strait Islander communities in partnership with an Aboriginal and/or Torres Strait Islander housing provider that can be rolled out across Northcott's operational areas. The model will be an end to end process for obtaining land, building and housing Aboriginal and/or Torres Strait Islander specific participants in a culturally appropriate manner.	Identify an Aboriginal and/or Torres Strait Islander housing organisation that will be willing to partner with Northcott to provide housing options for Aboriginal and Torres Strait Islander people with disabilities.	October 2021 2022 2023	CEO
	Investigate where the greatest need is and highest probability of success in known areas of housing distress across the state and engage with Australian Institute of Health and Welfare with focus on Housing and Homelessness for Aboriginal and Torres Strait Islander People with a disability.	October 2021 2022 2023	CEO
	Hold engagement workshops with most vulnerable communities, hosted by community Elders. Workshops will focus on the needs of the community by the community, with outcomes of needs/want gap analysis applied to the project to ensure consultation and collaboration.	October 2021 2022 2023	CEO
	Feedback information obtained through the engagement workshops to AIH&W, Housing NSW and Aboriginal Housing NSW.	October 2021 2022 2023	General Manager of Operations
	Engage with an Aboriginal Community Controlled Health through NSW Health to obtain feedback from Health professionals on gaps/needs in each community we speak with.	October 2021 2022 2023	CEO



Governance

Northcott Governance is crucial to overseeing our actions and is committed to our ongoing RAP journey by ensuring its implementation and ongoing monitoring of our RAP.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Continue to maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	September 2021 2022 2023	CEO RAPWG
	Develop a formal Terms of Reference for the RAPWG.	November 2020	CEO RAPWG
	Continue to meet at least four times per year to drive and monitor RAP implementation.	December, March, June, August 2020, 2021, 2022, 2023	CEO RAPWG
2. Provide appropriate support for effective implementation of RAP commitments.	Continue to review and monitor resource needs for RAP implementation.	September 2021 2022 2023	CEO
	Embed key RAP actions in performance expectations of senior management and all staff.	December 2020	CEO Executive Team
	Continue to embed appropriate systems and capability to track, measure and report on RAP commitments.	February 2021	CEO Executive Team
	Maintain an internal RAP Champion from senior management.	November 2020	CEO RAPWG

Action	Deliverable	Timeline	Responsibility
	Include our RAP as a standing agenda item at our Executive meetings a minimum of four times per year.	December, March, June, September 2020, 2021, 2022, 2023	CEO
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021 2022 2023	Aboriginal Programs Advisor
	Report RAP progress to all staff and senior leaders quarterly, through Executive Team Meetings, Manager forums, Northcott Noise Newsletter, Intranet and our Website.	December, March, June, September 2020 2021 2022 2023	RAPWG CEO Aboriginal Programs Advisor
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	July 2021 2022 2023	CEO
	Provide a RAP update in Northcott Annual Report.	July 2021 2022 2023	CEO Aboriginal Programs Advisor
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Aboriginal Programs Advisor
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2023	Aboriginal Programs Advisor

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