



Tamworth Family Support Service Inc



Innovate Reconciliation Action Plan December 2016 to December 2018



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Our Reconciliation Action Plan

From the President of the Management Committee – Jane Kibble



I am proud to present Tamworth Family Support Service’s (TFSS) 2016-2018 Reconciliation Action Plan (RAP). This is the organisation’s second RAP and is a demonstration of our commitment to and belief in the principle of reconciliation.

Tamworth Family Support Service is an organisation that is very much a part of its community. Our services exist on Gomerroi/Kamilaroi land and we work relentlessly towards closing the social, economic and health gaps that exist between Aboriginal and Torres Strait Islander peoples and other Australians. Our policies and procedures reflect our journey towards reconciliation in our sphere of influence.

On behalf of the committee, I would like to thank all who have worked towards the implementation of this Reconciliation Action Plan and look forward to continuing the journey.

We live, love and work on Gomerroi/Kamilaroi land.

From the General Manager – Belinda Kotris



Tamworth Family Support Service (TFSS) believes that the present status of Aboriginal and Torres Strait Islander people cannot be understood without reference to the historical context. Therefore, TFSS acknowledges the impact of past welfare policies and practices of government on Aboriginal and Torres Strait Islander communities brought about in particular by the forced removal of children from their families, the planned separation of sibling groups and cultural assimilation practices. The impact of such a sustained process of dislocation from land, community, family, cultural and spiritual roots on generations of children and young people continues to reverberate within contemporary Aboriginal and Torres Strait Islander communities and families as evidenced by the well documented levels of multiple disadvantage and in the over representation of Aboriginal and Torres Strait Islander children and young people within the child protection system. In this context we understand the fundamental importance of ensuring that cultural considerations form the cornerstone of all TFSS strategic planning and service delivery.

We also recognise the diversity of what constitutes the Aboriginal and Torres Strait Islander communities within the New England / North West region. Due to the nature of the region this diversity may involve differing perspectives on cultural ties, and levels of attachment to traditional beliefs and practices. However, in all circumstances we endeavour to recognise and cater for the specific individual cultural needs of each and every client of the organisation.

I thank all those from the RAP committee who have worked to implement and develop the Reconciliation Action Plan and all those who have provided feedback at various stages throughout the process. As an organisation, we look forward to working towards achieving the targets we have set for ourselves.

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Our Reconciliation Action Plan

Our 2016 – 2018 Reconciliation Action Plan (RAP) is a reflection of Tamworth Family Support Service’s deep commitment to the process of Reconciliation. It demonstrates our journey shared by all, recognising and embracing the cultures and contributions of Aboriginal and Torres Strait Islander peoples. It instils an intense pride that inspires a sense of unity and purpose that transcends the bounds of language, culture and nationality. Our vision of ‘thriving communities, endless possibilities’ underpins our values which in turn aim to support Aboriginal and Torres Strait Islander peoples providing fair and equitable opportunities allowing all to move towards positive change.

Our Vision for Reconciliation

A reconciled Australia will be a place where Aboriginal and Torres Strait Islander values of family and community, and connections to community and Country are valued. Aboriginal and Torres Strait Islander communities will be thriving, and feel that they have endless possibilities. All Australians will hold a deep cultural understanding, and respect and value diversity. Service providers will be fair and equitable, confident and capable of providing a culturally-safe and welcoming service for all community members. All organisations will have Reconciliation Action Plans in place, be providing leadership on reconciliation and will work collaboratively to achieve better outcomes for Aboriginal and Torres Strait Islander communities.

Our Vision

As an Organisation:	Thriving Communities, Endless Possibilities
Children’s Services:	Nurturing children, enriching communities
Family Services:	Promoting opportunities for children and families
Homelessness Services:	Supporting people to build positive futures

Our Mission:

We work toward achieving our organisational and service visions through our purpose, which is to:

- Strengthen and improve social and personal well-being for individuals, families and communities;
- Promote access, equality and social justice; and
- Deliver services of quality and value.

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Our Core Values:

TFSS is supported by our core values of Diversity, Integrity, Community, Leadership and Partnerships and which guide the way we work, make decisions and provide services.

We define these values as:

Diversity	To accept and appreciate differences
Integrity	To always act with honesty and professionalism
Community	To have a sense of responsibility and contribution
Leadership	To utilise our position to drive change
Partnerships	To work collaboratively to deliver the best outcomes

Our Core Business

- To support disadvantaged children, young people, individuals and families so that they can enhance their independence, safety, self-esteem and /or quality of life within the community.
- To build strong communities and social capital/undertaking community development, so that communities are well informed, resourced and connected and equality and diversity are embraced.
- To promote education in Australia and/or the relief of poverty in Australia.
- To provide counselling for families.
- To provide practical assistance or related support to disadvantaged families to cope better with stress and crisis situations.
- To case manage and/or advocate for disadvantaged individuals and families.
- To provide community information or education to raise awareness of issues, services and activities.
- To build and maintain community service system networks, to improve the level of information exchange and service coordination and enhance the effectiveness and utilisation of services.
- To coordinate and promote the use of service facilities to the community.
- To plan, develop and support community-building events.
- To advocate on community issues and related social justice issues affecting local communities.

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Our Reconciliation Action Plan

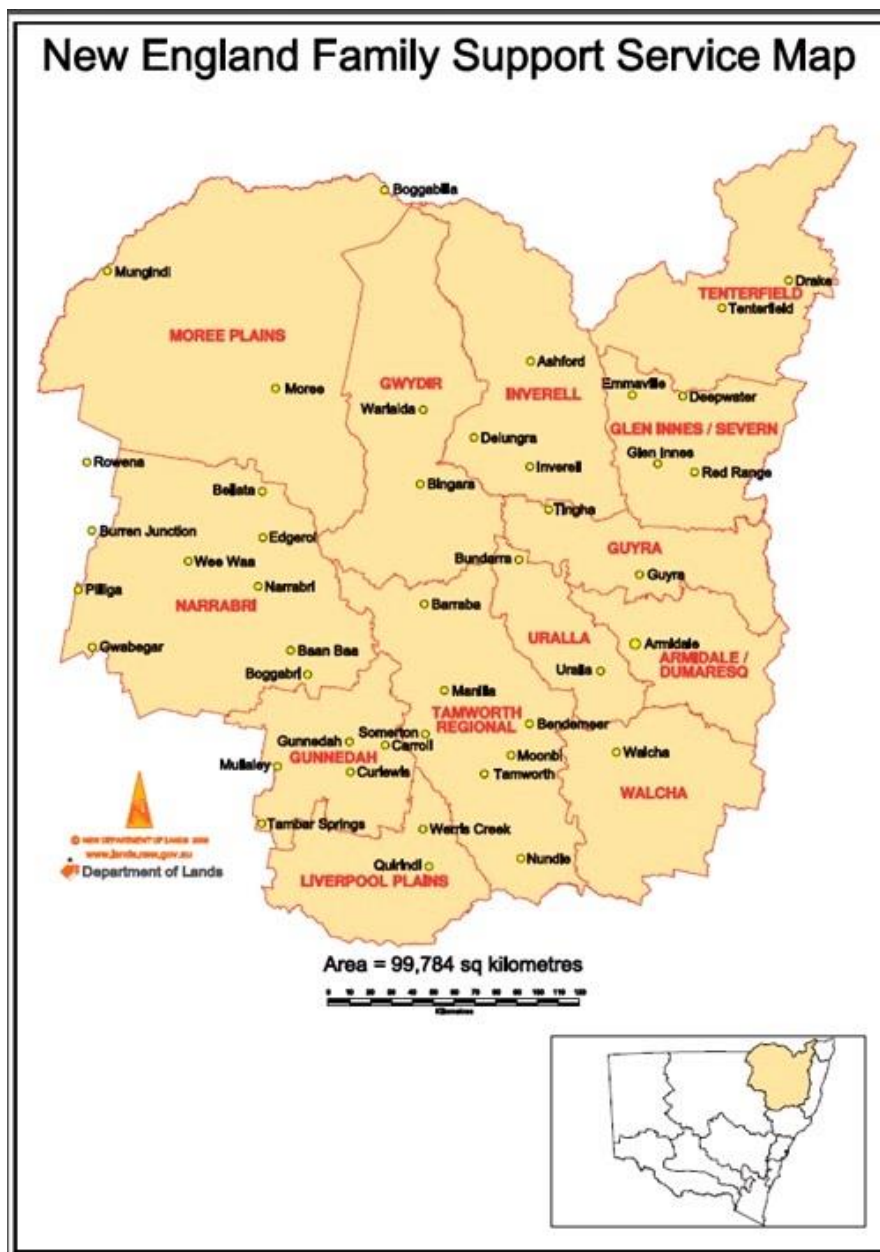
For the past 35 years, Tamworth Family Support Service has been delivering services to families in the Tamworth region. We are a non-government, not-for-profit, community based organisation with 80 staff across all programs and management committee, 7 of which identify as Aboriginal or Torres Strait Islander people. For the last three years TFSS has been delivering programs in the whole of the New England area, comprising the 13 local government areas shown on the map on the following page.

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Our Reconciliation Action Plan

Tamworth Family Support covers the following area:



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Our Reconciliation Action Plan

Why did we develop a Reconciliation Plan (RAP)?

TFSS initiated its first RAP in 2014, and over the past two years we have seen significant development across our organisation. Through a range of activities across our organisation and in the wider community we have provided a range of cultural education and learning opportunities as well as participating more strongly with community-led cultural celebrations. While we did not meet every one of our targets, we have certainly improved meaningful engagement with the Aboriginal and Torres Strait Islander communities where we work. Importantly, two significant outcomes of the work to date include that we have increased the number of Aboriginal employees across our service and have seen a greater uptake of our services by Aboriginal clients. We are rolling over the RAP for a second two-year period to build on the successes to date, to extend our organisation's commitment and further embed the knowledge within our staff to provide cultural safe service provision.

Our RAP has supported us in delivering the TFSS mission and has helped us to develop stronger relationships with the Aboriginal and Torres Strait Islander communities through:

- additional consultation,
- the development of new collaborative relationships with Aboriginal organisations,
- providing further opportunities for Aboriginal and Torres Strait Islander peoples to participate more fully in TFSS programs and services.

The two major achievements of the last two years have been the opportunity to provide internal training for our staff over a range of settings from classroom-style cultural education to site visits and participation in community activities. Secondly, the additional investment that we, as an organisation, have made in community celebrations such as NAIDOC, National Reconciliation Week and Aboriginal and Torres Strait Islander Children's Day has increased our profile and promoted positive relationships with these communities across the towns that we operate in.

Who champions our RAP?

TFSS RAP is supported and developed by TFSS General Manager, TFSS Management Committee and TFSS RAP Working Group.

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Who is involved in our RAP?

TFSS encompasses ten different sites within the Tamworth and surrounding communities. Over the lifetime of the RAP, a collection of staff and management committee members have played a part in the development and facilitation. The RWG has had a constant membership of three Aboriginal staff and one local Aboriginal Elder.

Staff members have included the following:

- Yvonne Kent Local Aboriginal Elder, Management Committee Member
- Sara Byrnes Community Development Worker
- Julie Green Children Services Manager
- Donella Urquhart Quality Assurance Coordinator
- Charmane Holm Team Leader Women and Children's Refuge
- Athol Munro Youth Worker
- Sue Snook Family Services Manager
- Katie Thompson Indigenous Locational Supported Playgroup Coordinator
- Joanne Stead Management Committee Member
- Trish Heffernan Team Leader Youth Refuge
- Dannielle Arnall Reconnect Case Worker
- Daniel Wilson Case Worker

Learnings from our 2014-2016 Innovate RAP

The RAP has provided us with an opportunity to formalise our engagement with Aboriginal and Torres Strait Islander peoples and communities in which we work. The RAP has provided an opportunity to make cultural training available to staff, circulate information on local Aboriginal and Torres Strait Islander services and encourage staff participation in local events celebrating Aboriginal and Torres Strait Islander cultures and histories. Most importantly, our self-evaluation survey and training feedback reflects that TFSS staff feel positive and are interested to learn about Aboriginal and Torres Strait Islander cultures. Overtime, staff confidence is increasing, and there is a stronger interest in gaining more cultural education.

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- Each staff member was provided a tailored Acknowledgement of Country script specific to TFSS’ role within the community and Acknowledgements or Welcome to Country (as appropriate) have been integrated into all public and internal meeting agendas.
- Employment has increased by two Aboriginal staff members
- One new recruitment of an Aboriginal staff member to a Team Leader position
- 13 opportunities were provided for staff to participate in cultural trainings or celebrations
- A range of other opportunities were provided for staff in Tamworth and Gunnedah to attend externally coordinated cultural education and celebrations
- 52 staff participated in a cultural site visit led by a local Elder
- Staff evaluations for the 2014 Aboriginal Cultural Competency Training reported that 84% of staff rated the training as Excellent/Good and 58% stated that they felt the training had better equipped them to engage with Aboriginal and Torres Strait Islander peoples and communities.
- The RWG Chair worked with a local Aboriginal community leader to visit each of the six of TFSS office sites in Tamworth and discuss with staff what we do well and what we can improve to provide more culturally-welcoming services.
- Participation of two staff on the 2014 Tamworth NAIDOC Committee
- An annual budget has been allocated to participation in community activities allowing us to become a Gold Sponsor for the annual NAIDOC Week events in 2015
- TFSS has initiated its own events as part of local calendars of events for National Reconciliation Week 2015/2016 and NAIDOC Week in 2014/5 and held an Aboriginal and Torres Strait Islander Children’s Day celebration in 2014 and 2015
- Working with community members and Elders to develop and deliver cultural education to TFSS staff
- In a client survey conducted in May 2016, 90% of Aboriginal clients were satisfied with the service provided, 88% felt culturally respected and 86% felt that they achieved their main goal
- Client participation has increased dramatically from 156 in June 2015 to 196 in June 2016
- A recent stakeholder survey stated that “TFSS is great at collaboration-community focused- needs of the community and individuals are a high priority”

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Our Reconciliation Action Plan

Developing and facilitating the Tamworth Family Support Service’s first Reconciliation Action Plan in 2014 – 2016 has been an insightful journey. Over the lifetime of our first RAP we experienced a number of challenges including embedding the RAP into our everyday practice and discovering that we were overly ambitious when developing our first Innovate RAP. As a working group we have endeavoured to overcome these challenges by developing a clear direction for the future and a more formalised framework around management of the RAP Working Group. We have developed what we believe are more achievable goals and we will on gathering more feedback from the community throughout the lifetime of our second RAP.

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Relationships

Promote respectful relationships between Aboriginal and Torres Strait Islander peoples, and other communities consistent with TFSS vision.

Tamworth Family Support Service (TFSS) has a unique culture and this is expressed through its values of Diversity, Integrity, Community, Leadership and Partnerships. A planned and coordinated approach is used when consulting and working with stakeholders and feedback gained is used to improve practice.

Over the past year staff continued to support the values of the organisation, to improve their work practices, to achieve better outcomes for clients and the community as a whole.

Current feedback from other services and agencies indicates that our organisation encourages collaboration, is professional, equitable and inclusive and makes a valued contribution to the lives of people in the community.

Tamworth Family Support Service is an equal opportunity employer and it continues to implement an effective system to recruit, develop and support staff. TFSS encourages collaboration and team work and is continually reviewing and improving how it consults with staff about matters that affect them.

Relationships are critical to the work we do. At TFSS we work intensively with families and community members who are vulnerable, struggling and looking for assistance. The effectiveness of our work is based on our ability to build trust, rapport and respect through collaborative relationships. Additionally, our relationships with other organisations, including our funding bodies and our partners in delivery, are integral to providing high-quality, holistic and timely services to our clients.

Our relationships enable us to have meaningful engagement and conversations with our clients and the communities that they belong to. A greater rapport and stronger relationship with our Aboriginal and Torres Strait Islander communities enables us to provide services that are better tailored to individual needs. Based on Central intake data over the past two years we have seen our Aboriginal and Torres Strait Islander client numbers grown from 156 in June 2015 to 196 in June 2016 and we look forward to strengthening relationships in this area over the coming years.

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Relationships

A client climate survey was conducted in May 2016. The total amount of surveys received was 125, of these 43 [or 34%] were completed by people identifying as Aboriginal. Results showed that 90% of Aboriginal clients were satisfied with the service provided, 88% felt culturally respected and 86% felt that they achieved their main goal. Over the coming two years we aim to see an increase in the number of clients responding positively in each of these areas.

Action	Responsibility	Timeline	Target
1.1 Maintain an active RAP working group (RWG) to coordinate and monitor the development and implementation of our RAP.	RWG Chair	December 2016	RWG oversees the development, endorsement and launch of the RAP.
	RWG Chair	Bimonthly 2016, 2017, 2018	Hold RWG meeting every two months.
	RWG Chair	September 2017, 2018	Conduct a minimum of two presentations to all staff and management committee on RAP progress and key issues.
	Quality Assurance Coordinator	December 2016	Ensure RWG comprises representatives from each service stream including executive level.
	Quality Assurance Coordinator	December 2016	Ensure RWG is made up of no less than three Aboriginal or Torres Strait Islander staff members or external stakeholders.

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Relationships

Action	Responsibility	Timeline	Target
	Quality Assurance Coordinator	June 2018	New staff provided orientation specific to RAP within one month of commencing employment.
1.2 Develop stronger relationships with Aboriginal and Torres Strait Islander peoples and organisations to support positive outcomes.	RWG Chair	June 2018	Establish a minimum of two partnerships with Aboriginal and Torres Strait Islander organisations or businesses that support our contribution to community celebrations and cultural education for staff.
	Community Development Worker	Monthly 2017, 2018	Continue to cross-promote Aboriginal service providers, information and events
	General Manager	June 2018	Continue working with our Aboriginal and Torres Strait Islander stakeholders and consolidate this work through the development and implementation of an engagement strategy.

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Relationships

Action	Responsibility	Timeline	Target
	Chairperson	May, September 2017, 2018	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.
	Quality Assurance Coordinator	May, November, 2017, 2018	Conduct bi annual survey with Aboriginal and Torres Strait Islander stakeholders to assess satisfaction with TFSS services.
1.3 Actively participate in National Reconciliation Week activities by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	General Manager	27 May – 3 June 2017, 2018	Encourage and support all staff to participate in at least one event during National Reconciliation Week.
	RWG Chair	27 May – 3 June 2017, 2018	Organise at least one internal event for NRW each year.
	RWG Chair	27 May – 3 June 2017, 2018	Register our NRW event via Reconciliation Australia's NRW website.
	RWG Chair	27 May – 3 June 2017, 2018	Support an external NRW event.
	RWG Chair	27 May – 3 June 2017, 2018	Ensure our Working Group participates in an external event to recognise and celebrate NRW.

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Relationships

Action	Responsibility	Timeline	Target
1.4 Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	RWG Chair	October 2016	Communicate our RAP to all internal and external stakeholders.
	Children's Services Manager Family Services Manager Homelessness Services Manager	June 2018	Promote reconciliation through active engagement with all stakeholders.
	RWG Chair	February 2017, February 2018	Meet with Aboriginal and Torres Strait Islander leaders to seek guidance on RAP implementation. Link guidance to feedback from stakeholders.

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Respect

To support the participation of Aboriginal and Torres Strait Islander peoples in decision making fundamental to reconciliation.

Over the term of TFSS's first RAP, we have provided our staff with 13 separate opportunities to build on their understanding of local Aboriginal cultures through internal cultural education, site visits and participation in community celebrations. In addition to this, staff have also been provided the opportunity to participate in externally coordinated cultural education and celebrations.

Through these opportunities and associated feedback received from staff, there has been an increased appreciation of local Aboriginal cultures and an associated increase in individuals' knowledge, experiences and interest in Aboriginal and Torres Strait Islander cultures. Participation in local celebrations is increasing over time as staff become more aware of the importance of these events. Themes from feedback evaluations include increased respect, awareness, sensitivity, acknowledgement, empathy and understanding.

Staff are provided with a self-assessment tool to provide benchmarking of cultural competency every 6 months. This information allows us to see growth trends in feelings of cultural competency amongst our staff, to identify gaps in knowledge and learning needs and guides our planning for future cultural awareness training.

Action	Responsibility	Timeline	Target
2.1 Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure	General Manager	September 2017, 2018	Further embed and reinforce the implementation of the TFSS cultural protocol for Welcome to Country and Acknowledgement of Country.

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Respect

Action	Responsibility	Timeline	Target
there is a shared meaning.	Children's Services Manager Family Services Manager Homelessness Services Manager	June 2018	Utilise our relationship with the Tamworth LALC as a resource for key contacts for organising a Welcome to Country and maintaining respectful partnerships.
	President of Management Committee General Manager	June 2018	Acknowledge Traditional Owners, Elders and Aboriginal and Torres Strait Islander peoples at internal meetings, including staff meetings and management committee meetings, and at external meetings.
	General Manager	February 2017	Display in our main offices a statement prominently acknowledging the Traditional Owners of the land our offices are based upon.

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Respect

Action	Responsibility	Timeline	Target				
	Business Development Manager	December 2016	Include Acknowledgement of Country and of Elders in our email signature.				
	RWG Chair	June 2018	Engage with Traditional Owners and Elders through the Tamworth LALC to perform Welcome to Country or Acknowledgment of Country at major events such as community Domestic Violence Forums and the Country Music Family Concert.				
2.2 Continue to expand our knowledge and understanding of Aboriginal and Torres Strait Islander histories, languages, cultures, collective identity, aspirations and successes, by engaging employees in cultural learning opportunities.	General Manager	December 2016	Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or				
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Respect

Action	Responsibility	Timeline	Target
			cultural immersion)
	General Manager	February 2017	Investigate opportunities to work with local Traditional Owners, Elders and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.
	General Manager	June 2018	Ensure all RWG members, RAP champions, HR managers and other key leadership staff participate in cultural training.
	Quality Assurance Coordinator	June 2017, 2018	All new staff complete Reconciliation Australia's Share our Pride online tool within one month of commencing employment.

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Respect

Action	Responsibility	Timeline	Target				
	Quality Assurance Coordinator	June 2018	Achieve 75 per cent staff participation in cultural competency training.				
	General Manager Children's Services Manager Family Services Manager Homelessness Services Manager	June 2018	Achieve 75 per cent staff completion of cultural competency self-assessment survey.				
2.3 Participate in and support NAIDOC Week activities .	Quality Assurance Coordinator	July 2017, 2018	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.				
	General Manager	July 2016, July 2017	Provide opportunities for all staff to engage with Aboriginal and Torres Strait Islander cultures and communities during NAIDOC Week.				
	Children's Services Manager Family Services Manager Homelessness Services Manager	July 2017	Ensure strong representation (including involvement in planning, active involvement in day and attendance) of TFSS over all				
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Action	Responsibility	Timeline	Target
			NAIDOC Week activities.
	General Manager	July 2016, July 2017	Host at least one NAIDOC Week event in partnership with Aboriginal community organisations.
	RWG Chair	July 2016, July 2017	Host a table at local NAIDOC Family Day with representation from all service streams.
2.4 Support and celebrate Aboriginal and Torres Strait Islander contributions to the community.	RWG Chair	December 2016, December 2017	Develop and communicate a calendar of key Aboriginal and Torres Strait Islander dates of significance.
	RWG Chair	September 2016, September 2017	Host two internal events for Elders in the community in our offices.

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Respect

Action	Responsibility	Timeline	Target
	RWG Chair	June 2018	Encourage and support all staff to attend external events for key Aboriginal and Torres Strait Islander dates of significance.
2.5 Visibly demonstrate respect for Aboriginal and Torres Strait Islander cultures in our workplace.	RWG Chair	February 2017	Implement the recommendations from the review of our office spaces completed in April 2016
	Business Development Manager	June 2018	Continue to regularly feature Aboriginal and Torres Strait Islander people and staff in our media and promotional material.

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Opportunities

Improving Aboriginal and Torres Strait Islander peoples' participation in work and access to our service programs.

Tamworth Family Support Service will increase the opportunities that we provide into the local Aboriginal and Torres Strait Islander communities. Over the past two years we have targeted employment and client engagement outcomes. In our new RAP we aim to build on these successes to date and further embed the vision for creating greater opportunities within all of our staff.

In line with our vision “Thriving Communities, Endless Possibilities” over the coming RAP period we will investigate what additional opportunities we might be able to provide in the areas of traineeships and work placements for Aboriginal and Torres Strait Islander high school students and tertiary students, and professional development for our existing Aboriginal staff members.

In terms of providing additional opportunities for our clients, Tamworth Family Support Service’s mission is to: Strengthen and Improve social and personal wellbeing for individuals, families and communities. Promote access, equality and social justice and deliver services of quality and value. We will continue to strive to ensure that our offices and services are a safe and welcoming environment for Aboriginal and Torres Strait Islander clients; that our service meets clients’ individual needs and that we encourage them to provide feedback which will underpin our ongoing quality improvement cycle.

Action	Responsibility	Timeline	Target
3.1 Attract, develop and retain Aboriginal and Torres Strait Islander	General Manager	June 2018	Increase our employment of Aboriginal and Torres Strait Islander peoples to 15% of all staff.

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Opportunities

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employees.	Quality Assurance Coordinator	April 2017	Review and update our HR and Recruitment Strategy to include Aboriginal and Torres Strait Islander Employment principles.
	Quality Assurance Coordinator	May 2017	Ensure an Aboriginal and/or Torres Strait Islander person sits on all recruitment panels.
	Quality Assurance Coordinator	June 2018	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.
	Business Development Manager	June 2018	Ensure Aboriginal and Torres Strait Islander staff hold management positions.
	General Manager	June 2017, June 2018	Conduct an annual review of HR policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander peoples participating in our workplace.

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Opportunities

Action	Responsibility	Timeline	Target
	Quality Assurance Coordinator	March 2017	Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.
	Business Development Manager	June 2018	Advertise all vacancies in Aboriginal and Torres Strait Islander media
	Business Development Manager	February 2017	Ensure that the way we advertise our jobs is consistent with National Employment Standards and ensure that the information is accessible to Aboriginal and Torres Strait Islander applicants.
	Business Development Manager	October 2017	Investigate opportunities to implement internship or traineeship opportunities for Aboriginal and Torres Strait Islander peoples in our organisation.
3.2 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier	Business Development Manager	June 2017	Identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.

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Opportunities

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diversity within TFSS	Business Development Manager	June 2018	Develop one commercial relationship with an Aboriginal and Torres Strait Islander business.
	Business Development Manager	March 2017	Investigate Supply Nation membership.
	RWG Chair	June 2018	Continue to maintain and update a list of local Aboriginal and Torres Strait Islander businesses.
	RWG Chair	June 2018	Ensure business and service list is available to all staff and management committee.
3.3 Increase Aboriginal and Torres Strait Islander client numbers and continue to improve the cultural appropriateness of our service delivery	Quality Assurance Coordinator	February 2017, July 2017	Utilise Results Based Accountability (RBA) scorecards to determine the number of Aboriginal and Torres Strait Islander clients that have engaged with the service.
	Quality Assurance Coordinator	May 2017, 2018 October 2017, 2018	Conduct regular client satisfaction survey of Aboriginal and Torres Strait Islander clients to assess the cultural sensitivity of our service.

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Opportunities

Action	Responsibility	Timeline	Target
	Quality Assurance Coordinator	May 2017, 2018 October 2017, 2018	Evaluate and utilise client feedback to improve service delivery

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Tracking and Progress

Action	Responsibility	Timeline	Target
4.1 Report RAP achievements, challenges and learnings to Reconciliation Australia.	RWG Chair	September 2017, 2018	Complete and submit the RAP Impact Measurement questionnaire to Reconciliation Australia annually.
	RWG Chair	May 2018	Investigate participating in the RAP Barometer.
4.2 Report RAP achievements, challenges and learnings internally and externally.	RWG Chair	March, September 2017, 2018	Provide biannual RAP implementation update to Management Committee.
	RWG Chair	September 2017, 2018	Provide an annual report on the outcomes of our RAP to the General Manager and Management Committee.
	RWG Chair	June 2017, 2018	Publicly release RAP newsletter each year outlining RAP outcomes.
	RWG Chair	March 2017, September 2017, March 2018	Regularly review achievements against the RAP target and action spreadsheet to ensure milestones are on track

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Tracking and Progress

Action	Responsibility	Timeline	Target
4.3 Review, refresh and update RAP.	RWG Chair	May 2018	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.
	RWG Chair	May 2018	Send draft RAP to Reconciliation Australia for formal feedback and endorsement

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Artwork

A group of students from McCarthy Catholic College along with local artist Jodie Herden developed the artwork that will represent our 2016-2018 RAP. The following is a description of the artwork.

The artwork is a representation of the services that TFSS provides across their footprint. It also represents all the different families and communities that TFSS supports.

The central image is the TFSS logo which represents the whole organisation. The artwork is broken down into sections and the roads leading out represent the roads travelled by the families and the pathways that TFSS offers through support and guidance.

We live in a multi-cultural society and TFSS supports all cultures and backgrounds including the Aboriginal and Torres Strait Islander cultures. This is represented in the colours we have used. We wanted to give a holistic view of how TFSS support families and communities.

We wanted the artwork to be eye catching and make people feel happy when they viewed the image.

Please contact Belinda Kotris, TFSS General Manager, for further information:

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Acronyms used within this document include:

NRW	National Reconciliation Week	RWG	RAP Working Group
RAP	Reconciliation Action Plan	TFSS	Tamworth Family Support Service
RBA	Results Based Accountability	LALC	Local Aboriginal Land Council

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