

Communities@Work

# Reflect

## RECONCILIATION ACTION PLAN

June 2020 to  
December 2021



RECONCILIATION  
ACTION PLAN

REFLECT

## Message from our CEO

Communities@Work acknowledges the traditional custodians of ACT Lands and the continuing contributions of their culture to the community.

Our 2020-2021 Reconciliation Action Plan (RAP) is Communities@Work's fourth RAP. It signals our continued commitment to supporting Australia's First Peoples through our actions. This plan details practical actions we will take to build strong relationships, create opportunities through our corporate action and build ongoing respect between cultures.

I thank all the stakeholders and the RAP Committee for the development of the RAP and Reconciliation Australia for their leadership in helping us develop our Reconciliation Action Plan.

*Lee Maiden, CEO*

## Our Business

Communities@Work is Canberra's largest not-for-profit community organisation with a Board of Directors, working with our community to support positive educational outcomes, and build resilient, sustainable and socially inclusive communities in the ACT and capital region.

We provide a wide range of early education and care services and community services that deliver high quality services to support positive educational outcomes, assist in alleviating hardship, enhance quality of life and lead to positive social change.

Communities@Work has 600 employees with seven who identify as Aboriginal and Torres Strait Islander peoples. We engage nearly 100 self-employed Family Day Care educators and more than 130 volunteers. We have three main office sites and 31 sites and centres across Canberra for our child care and community support services and secondary school.

## Our Reconciliation Action Plan

Communities@Work is developing its fourth workplace Reconciliation Action Plan (RAP) to continue to embed our commitment to reconciliation. We have chosen to return to a Reflect RAP to revisit our achievements and strengthen/consolidate our commitments before continuing the journey.

### As an organisation, we wish to capture the spirit of reconciliation by:

- walking beside Aboriginal and/or Torres Strait Islander peoples
- learning more and reflecting on the importance of culture and beliefs of Aboriginal and/or Torres Strait Islander peoples, and
- acknowledging past, present and emerging contributions made by Aboriginal and/or Torres Strait Islander peoples.

### We will aim to promote and support reconciliation through our RAP by:

- engaging and consulting with Aboriginal and Torres Strait Islander peoples and cultures as part of our core business
- developing mutual relationships with Aboriginal and Torres Strait Islander peoples
- embedding Aboriginal and Torres Strait Islander cultural protocols in our policies and procedures as part of our practice
- making our programs and services accessible to Aboriginal and Torres Strait Islander peoples, and
- improving employment opportunities for Aboriginal and Torres Strait Islander peoples.

### To date, Communities@Work has progressed one Reflect and two Innovate RAPs.

#### Since the development of our first RAP in April 2011, Communities@Work has:

- developed a RAP Working Group made up of staff from various programs within the organisation
- developed a policy for Welcome to Country and Acknowledgement of Country, and performed these where relevant at meetings, activities and events
- purchased learning resources for staff and service users to acknowledge and promote reconciliation
- contracted a RAP Liaison Officer to assist with the development and implementation of former RAPs and in house cross cultural training
- provided cross cultural training to staff and volunteers, and cultural competencies training to staff at seven Early Education and Care Centres
- supported staff to attend National Reconciliation Week events
- established an internal Indigenous Training Program in partnership with Habitat Indigenous Personnel that was launched in February 2014
- developed strong relationships with Aboriginal organisations/individuals and community groups
- participated in key Aboriginal and Torres Strait Islander events, and
- promoted Aboriginal and Torres Strait Islander programs, activities and events through our networks.



# RESPECT

Communities@Work believes that by deepening knowledge and understanding of Aboriginal and Torres Strait Islander peoples, their cultures, histories and contributions, staff will respectfully work towards better connections and inclusive communities.

ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	Welcome to Country ceremonies performed by traditional owners at significant external events and activities.	All staff	Dec 2021
	An Acknowledgement of Country presented at relevant internal and all external events, activities and meetings.	All staff	Dec 2021
	An Acknowledgement of Country included in Annual Reports, relevant publications, email signature blocks and on the intranet and website.	Marketing and Communications Manager	Dec 2021
	Review Welcome to Country and Acknowledgement of Country Policy.	Executive Team	May 2021
	Maintain a visual presence of Aboriginal and/or Torres Strait Islander cultures within the organisation including flags, maps and artwork.	CEO, Executive Team, Senior Managers	Dec 2021
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Program Managers	Dec 2021
<b>Provide Aboriginal and/or Torres Strait Islander Cultural Awareness training</b>	Board members, staff and volunteers, particularly those newly recruited, to participate in some form of training, taking into account individual levels of training needs, blended training ways and Recognition of Prior Learning.	All board members, staff and volunteers	Dec 2021
	Record all training in a register.	Head of Human Resources	Dec 2021
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Executive Team	Dec 2020
	Conduct a review of cultural learning needs within our organisation.	Head of Human Resources	Dec 2020

<b>Incorporate Aboriginal and/or Torres Strait Islander inspired initiatives into programs</b>	<p>Encourage staff to incorporate Aboriginal and/or Torres Strait Islander inspired initiatives into various client based activities and practices, in consultation with Aboriginal and Torres Strait Islander stakeholders where possible, to embed reconciliation within the organisation.</p>	<p>Program Managers</p>	<p>Dec 2021</p>
	<p>Include initiatives into Program Business Plans.</p>	<p>Program Managers</p>	<p>Jun 2020</p>
			<p>Jun 2021</p>
<b>Share organisational initiatives, progress, learnings and achievements towards reconciliation and the implementation of the RAP.</b>	<p>Develop and apply a Communications Strategy to share organisational initiatives, progress, learnings and achievements towards overall reconciliation and the implementation of the Reconciliation Action Plan.</p>	<p>Marketing and Communications Manager</p>	<p>Dec 2020</p>
	<p>Capture engagement in stories.</p>	<p>Marketing and Communications Manager</p>	<p>Dec 2021</p>
<b>Share organisational initiatives, progress, learnings and achievements towards reconciliation and the implementation of the RAP.</b>	<p>Develop and apply a Communications Strategy to share organisational initiatives, progress, learnings and achievements towards overall reconciliation and the implementation of the Reconciliation Action Plan.</p>	<p>Marketing and Communications Manager</p>	<p>Dec 2020</p>
	<p>Capture engagement in stories.</p>	<p>Marketing and Communications Manager</p>	<p>Dec 2021</p>
<b>Provide accessible Aboriginal and/or Torres Strait Islander cultural resources across the organisation</b>	<p>Each Program to have suitable resources to reinforce training and to support staff in understanding the importance of Aboriginal and/or Torres Strait Islander cultures.</p>	<p>Program Managers</p>	<p>Dec 2021</p>
	<p>Children's Services and Galilee School to have suitable teaching resources.</p>	<p>Director of Children's Services, Assistant Director of Children's Services and Principal of Galilee School</p>	<p>Dec 2020</p>
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	<p>Raise awareness and share information amongst staff about the meaning of NAIDOC Week.</p>	<p>Marketing and Communications Manager</p>	<p>Jul 2020 Jul 2021</p>
	<p>Staff to be supported to participate in an external NAIDOC Week event.</p>	<p>Executive Team</p>	<p>Jul 2020 Jul 2021</p>



# RELATIONSHIPS

Communities@Work believes in supporting reconciliation and hearing the voices of Aboriginal and Torres Strait Islander peoples as a significant step towards building mutually beneficial relationships to move forward together.

ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
Draw on expertise, knowledge and perspectives of Aboriginal and/or Torres Strait Islander peoples	Seek input from Aboriginal and/or Torres Strait Islander Elders, leaders and professionals as part of the process in developing new or reviewing existing programs and activities.	Program Managers	Dec 2021
	Consult Aboriginal and/or Torres Strait Islander staff (where appropriate) as part of the process in developing new or reviewing existing programs and activities	Program Managers	Dec 2021
	Develop and maintain networking data within service programs.	Program Managers	Dec 2021
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Establish partnerships with suitable professionals and agencies as part of best practice when working with Aboriginal and/or Torres Strait Islander clients	All staff	Dec 2021
	Engage appropriate professionals and agencies for information and referral	All staff	Dec 2021
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Programs Managers	Dec 2021
Embrace and celebrate Aboriginal and Torres Strait Islander cultures	Support staff to participate in internal Aboriginal and/or Torres Strait Islander events, activities and projects.	CEO and Executive Team	Dec 2021
	Acknowledge and celebrate dates of significance for Aboriginal and/or Torres Strait Islander peoples.	All staff	Dec 2021

<b>Promote reconciliation through internal and external connections</b>	Post RAP on the intranet and suitable websites.	Marketing and Communications Manager	Jun 2020
	Include RAP in recruitment information.	Head of Human Resources	Dec 2020
	Include RAP in external networking opportunities.	All staff	Dec 2021
	Include RAP in induction processes for new Board members, staff and volunteers.	CEO, Head of Human Resources, Program Managers, Volunteer Coordinator	Dec 2021
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	All staff	Dec 2021
<b>Promote Aboriginal and Torres Strait Islander events</b>	Where appropriate, support external Aboriginal and/or Torres Strait Islander events by sharing upcoming events on the organisational website and social media.	Marketing and Communications Manager	Dec 2021
<b>Build relationships through celebrating National Reconciliation Week (NRW)</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	Program Managers	Dec 2020
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Program Managers	Dec 2020
<b>Develop anti discrimination strategies to encourage positive race relations</b>	Research best practice and policies in areas of race relations and anti-discrimination.	Head of Human Resources	Dec 2020
	Conduct a review of Human Resource policies and procedures to identify existing anti-discrimination provisions and future needs.	Head of Human Resources	Dec 2021



# OPPORTUNITIES

Communities@Work believes in actively engaging and employing Aboriginal and Torres Strait Islander peoples to encourage diversity within the organisation.

ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
Ensure programs and services are accessible to Aboriginal and Torres Strait Islander peoples	Advertise programs and services through Aboriginal and/or Torres Strait Islander networks.	Program Managers	Dec 2021
Increase employment and volunteering opportunities for Aboriginal and/or Torres Strait Islander peoples	Identify Aboriginal and/or Torres Strait Islander positions.	Head of Human Resources	Dec 2021
	Encourage Aboriginal and/or Torres Strait Islander peoples to apply for mainstream positions.	Head of Human Resources	Dec 2021
	Advertise employment opportunities through Aboriginal and/or Torres Strait Islander networks.	Head of Human Resources	Dec 2021
	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Head of Human Resources	Dec 2020
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Head of Human Resources	Dec 2021
Consider Aboriginal and/or Torres Strait Islander cultures in any review or updates of internal policies, practices and procedures	Recognise Aboriginal and/or Torres Strait Islander peoples in organisational policies, practices and procedures.	Senior Managers	Dec 2021
	Reflect any reviews and updates of policies, practices and procedures in Program Business Plans.	Program Managers	Jun 2020
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Incorporate procurement from Aboriginal and Torres Strait Islander owned businesses into the Purchasing Policy and Contract Management Procedure	Contracts Manager	Dec 2021
	Investigate Supply Nation membership.	Finance Executive	Jun 2020



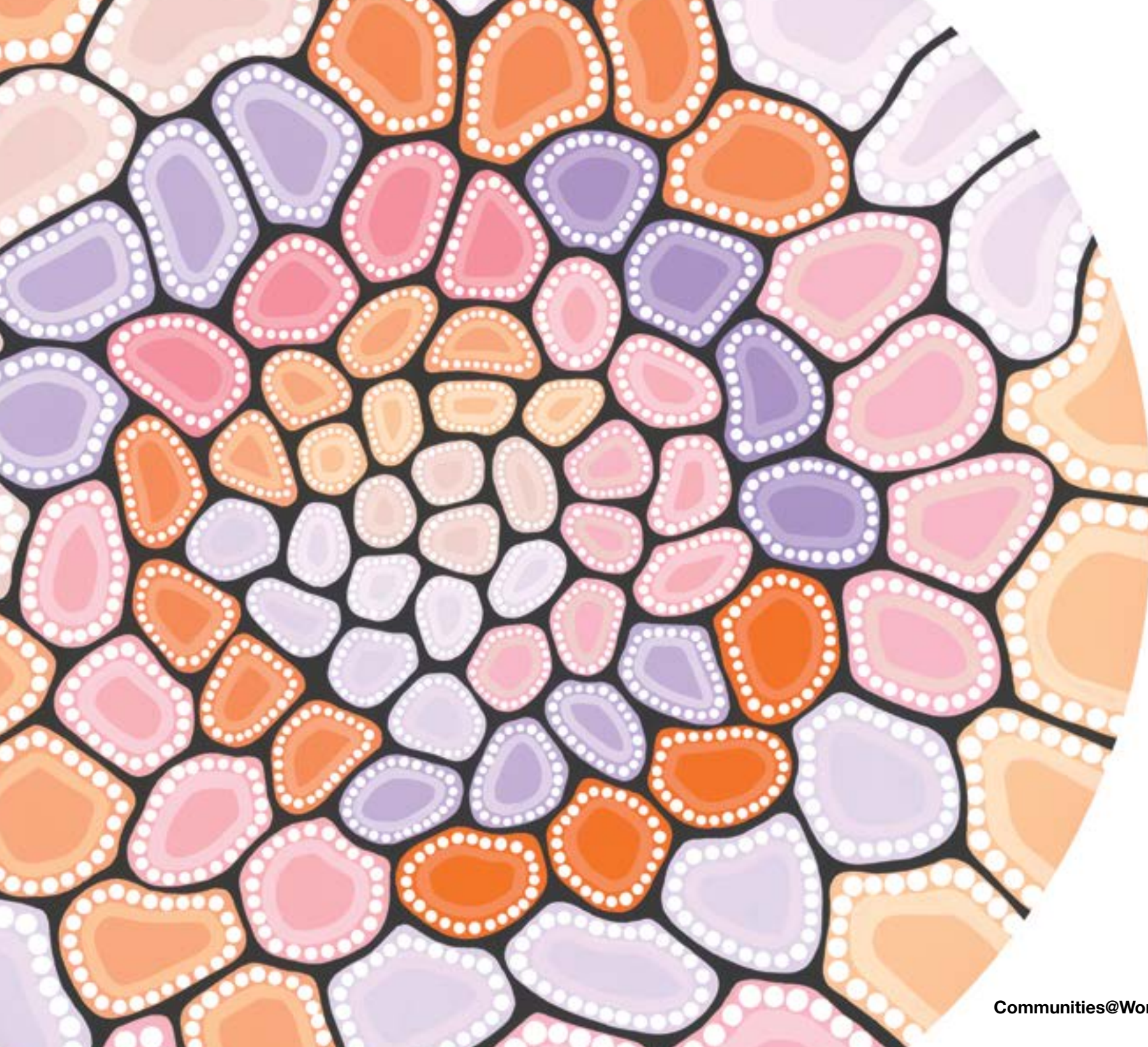


# TRACKING & PROGRESS

Communities@Work will determine progress by monitoring engagement in the deliverables, including our response to challenges and celebration of achievements, in its commitment towards reconciliation.

ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
<b>Internal quarterly reporting on the Reconciliation Action Plan 2020-2021</b>	Programs to report any initiatives, engagements and achievements that have occurred in the previous quarter to relevant Managers.	Program Managers	Sep 2020 Dec 2020 Mar 2021 Jun 2021 Sep 2021 Dec 2021
	Discuss and write up quarterly reports and monitor progress against the Actions and Deliverables based on information received from service programs.	RAP Working Group	Sep 2020 Dec 2020 Mar 2021 Jun 2021 Sep 2021 Dec 2021
	Present quarterly reports to the CEO and discuss progress by inviting the CEO to a RAP Working Group meeting.	RAP Working Group	Sep 2020 Dec 2020 Mar 2021 Jun 2021 Sep 2021 Dec 2021
	Present quarterly reports to the Board and inform of initiatives, engagements and achievements.	Chief Executive Officer	Sep 2020 Dec 2020 Mar 2021 Jun 2021 Sep 2021 Dec 2021
	Programs to receive feedback from the Board regarding progress towards the RAP.	Chief Executive Officer	Aug 2020 Nov 2020 Feb 2021 May 2021 Aug 2021 Nov 2021
	Incorporate initiatives in Annual Reports and funding reports.	Program Managers and Executive Team	Sep 2020 Mar 2021

<b>Report on the progress of the Reconciliation Action Plan to Reconciliation Australia</b>	Quarterly progress reports to Reconciliation Australia.	RAP Working Group	Dec 2020 Dec 2021
	Organisation to receive and incorporate any feedback from Reconciliation Australia regarding progress towards the RAP.	Program Managers	Sep 2020 Sep 2021
	Quarterly progress reports to be distributed internally to share initiatives and progress.	Program Managers and Executive Team	Oct 2020 Jan 2021 Apr 2021 Jul 2021 Oct 2021
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	RAP Working Group	Oct 2020 Oct 2021
<b>Continue our reconciliation journey by developing our next RAP</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	RAP Working Group	Jun 2021
<b>Establish and maintain an effective RAP Working Group to drive governance of the RAP</b>	Review RAP Working Group to govern RAP implementation.	RAP Working Group	Jun 2020
	Review Terms of Reference for the RAP Working Group.	RAP Working Group	Jun 2020
	Review Aboriginal and Torres Strait Islander representation on the RAP Working Group.	RAP Working Group	Jun 2020
<b>Provide appropriate support for effective implementation of RAP commitments</b>	Define resource needs for RAP implementation.	RAP Working Group	Jun 2020
	Engage senior leaders in the delivery of RAP commitments.	RAP Working Group	Dec 2021



### About the Artwork

Burrul-gi-gi, Wuuri, meaning 'grow' and 'give' in Gamilaraay language is about coming together in the journey of education, learning, growing with knowledge and passing the knowledge on.

The landscape of this piece, the cracked earth, pays respect to the traditional custodians, the importance of their connection to country and their eternal care and passing on of such vital knowledge of country.

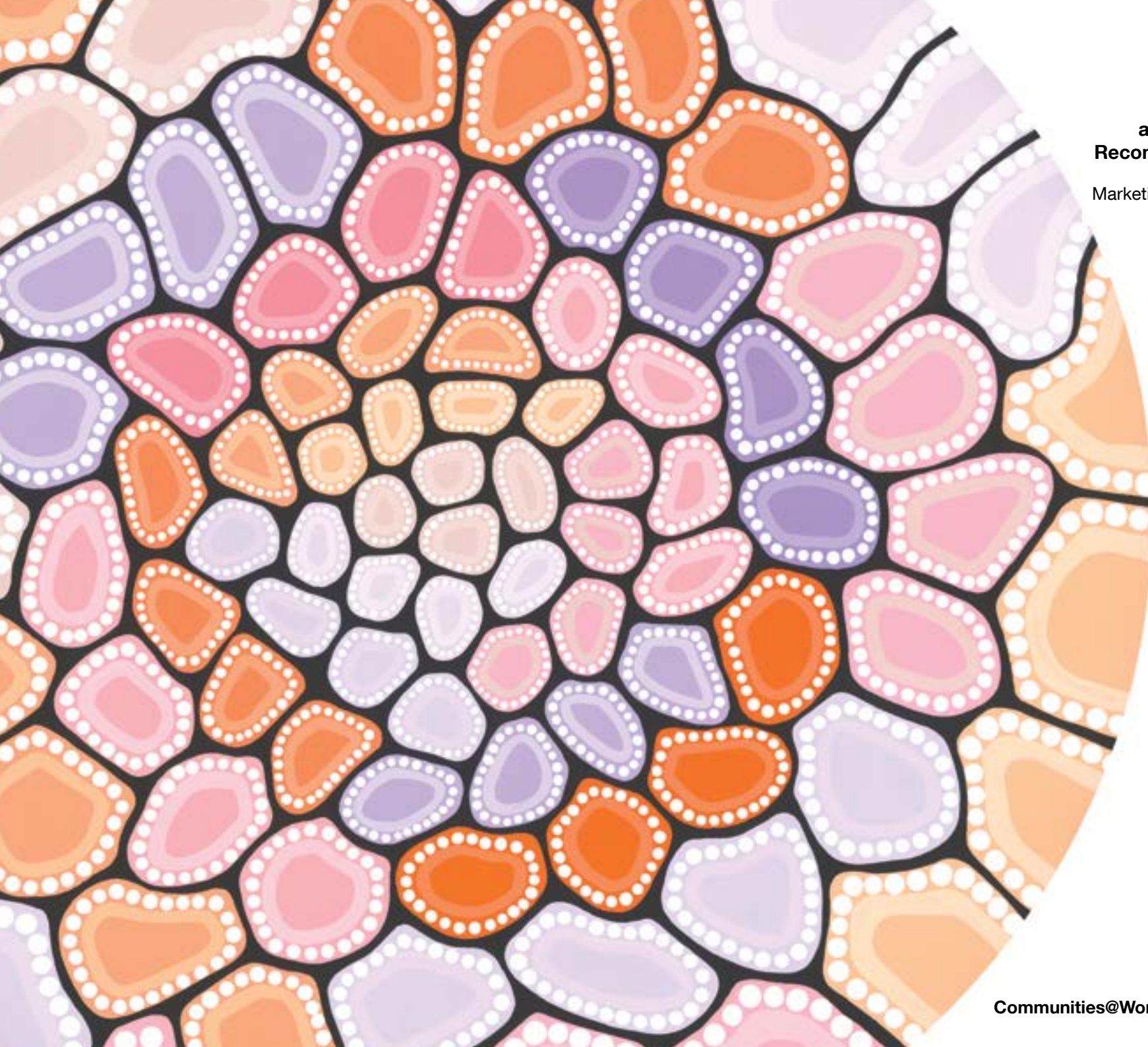
The circular shape of the artwork illustrates the cycle of learning, reflecting and growing. Learning to reflect.

Reflecting to grow.

Growing by continuing the learning journey as it strengthens through time.

The entire piece embodies the gift of time: being together and sharing the growth of each other's personal and collective journeys.

The artwork is by Canberra-based Aboriginal artist Leah Brideson, a descendent of the Kamilaroi people from the Gunnedah region.



**For public enquiries  
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Reconciliation Action Plan contact:**

Marketing and Communications Manager

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Communities@Work acknowledges the Traditional Custodians of the Land on which we work and live. We recognise their continuing connection to land, water and community and pay respect to Elders past, present and emerging.

We are committed to inclusiveness in all communities and endorse diversity, support equal rights and reject discrimination of all kinds.