



CYRENIAN HOUSE

STRETCH RECONCILIATION ACTION PLAN

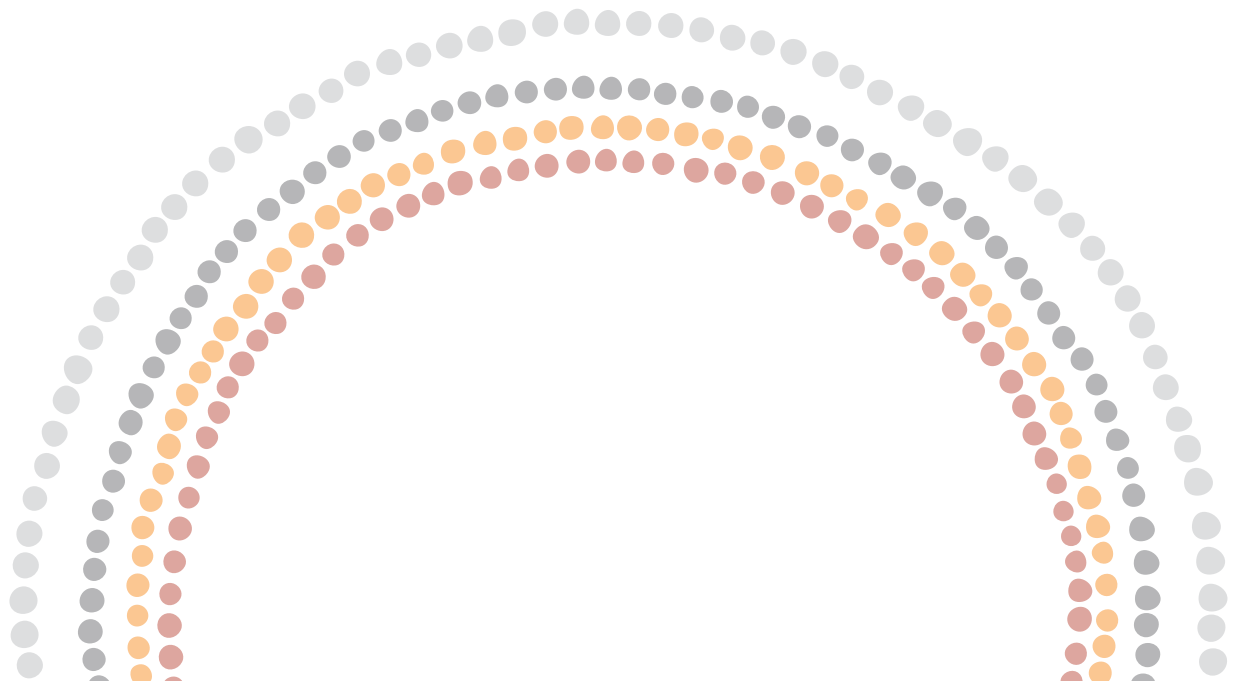
MAY 2020 – MAY 2023



Acknowledgement of Country

Cyrenian House would like to acknowledge the Traditional Owners of the land on which we work and play, the Whadjuk people of the Noongar nation and pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging.

IMPORTANT NOTE: The Capital 'A' in Australian Aboriginal distinguishes them from other First Nations Peoples. Cyrenian House acknowledges the considerable cultural diversity throughout Western Australia and the term Aboriginal is not intended to imply cultural homogeneity.





Our Vision for Reconciliation

Our Vision for Reconciliation is ensuring that the delivery of our services is such that all people are afforded equally positive outcomes regardless of their cultural outlook.

Cyrenian House is committed to applying this vision in practice across all aspects of organisational governance and planning, service delivery and all relationships with Aboriginal and Torres Strait Islander individuals and organisations. Through the Cyrenian House Reconciliation Action Plan, we aim to further develop positive relationships and ways of working that will contribute to improving the health, wellbeing and dignity of all Australians.

Cyrenian House aims to:

- Deliver a service that provides consumer focussed, culturally competent practice and targeted interventions that meet consumer needs.
- Work towards reducing the 8 year life expectancy gap between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander people through equitable access to culturally appropriate treatment for alcohol and other drug use and co-occurring mental health issues.
- Provide and promote opportunities for Aboriginal and Torres Strait Islander participation and employment.
- Ensure equal access to our facilities, services and information is afforded to all Aboriginal and Torres Strait Islander peoples within the community.

We recognise and value:


- The unique status of Aboriginal and Torres Strait Islander peoples as the original Custodians of Australia's lands and waters.
- Aboriginal and Torres Strait Islander spirituality, cultures, languages and heritage.
- The great diversity of cultural values, backgrounds, living situations and aspirations of Aboriginal and Torres Strait Islander peoples.
- The rights of Aboriginal and Torres Strait Islander Australians to self-determination and equitable participation in the community.

We acknowledge:

- The significant gap in health, well-being and overall life expectancy between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander people.

- The social and economic challenges experienced by Aboriginal and Torres Strait Islander peoples.
- The significant commitment necessary to address the disadvantage faced by Aboriginal and Torres Strait Islander peoples.

We commit to:

- Actively seeking and listening to the voices of Aboriginal and Torres Strait Islander peoples and continuing to make a meaningful contribution to reconciliation.
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Our organisation

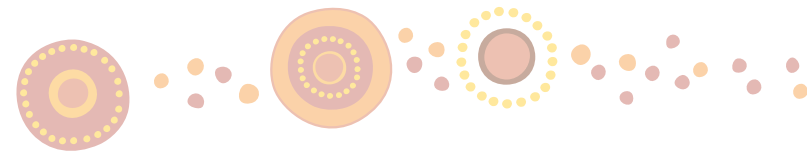
Cyrenian House, a not for profit organisation founded in 1981, is one of the premier alcohol and other drug treatment service providers in Australia. With over 37 years of experience of successfully operating residential rehabilitation services and other treatment services for adults across the entire spectrum of the community, Cyrenian House has demonstrated innovative responses to service delivery which include:

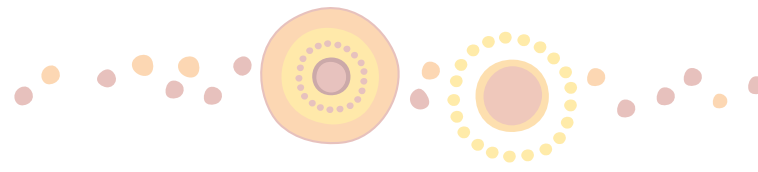
- Non-residential Treatment (NRS)
- Residential Services (Therapeutic Communities) including the new services in Nannup and at the Wandoo Women's Prison facility
- Saranna Women's and Children's Program (Including the Saranna Early Childhood Education Care Centre)
- North Metro Community Alcohol and Drug Service (NMCADS)
- the Cyrenian House Milliia Rumurra (CHMR) Outreach Team servicing Bidydanga and the Dampier Peninsula.

Working across eight sites, and outreach into the community, Cyrenian House provides a continuum of care to people affected by alcohol and other drugs, and those with co-occurring mental health issues, using a variety of methods in an endeavour to meet individual consumer needs.

Our workers include Aboriginal and Torres Strait Islander people and we are committed to the representation of Aboriginal and Torres Strait Islander people on our Committee of Management. As at February 2020, Cyrenian House has six Aboriginal employees from a staff of approximately 180.

Cyrenian House is accredited against The Alcohol and other Drug and Human Services Standard. Registered with the Joint Accreditation System of Australia and New Zealand (JAS-ANZ), the Standard is a quality management system standard with a strong focus on culturally responsive and evidence informed ways of working.





The Cyrenian House Reconciliation Action Plan (RAP)

The RAP directly influences our organisational planning processes, our relationships, the way we communicate, and who we are in the community. It is our intention that this RAP is incorporated in all aspects of Cyrenian House operations, policies, practices and procedures, governance and continuous quality improvement systems. The RAP Pillars and Deliverables are owned and actioned by the service Managers in site specific and appropriate ways for their services. Cyrenian House workers are actively engaged in the reconciliation efforts of the organisation through continuous quality improvement processes, ongoing professional development and relationship building.

This Stretch RAP 2020 – 2023 signals our continued public commitment to the reconciliation process. The RAP is a dynamic document and has been developed, and will continue to be refreshed, in consultation with Cyrenian House workers, consumers and partners. It provides us with a framework for the future, detailing steps and priorities to make a difference and achieve respectful partnerships between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples.

The development of the initial 2013-2014 Innovate RAP began in 2011 and was facilitated by the

establishment of an internal working group that consulted closely with the Aboriginal Alcohol and Drug Service (now Wungening Aboriginal Corporation) and Milliya Rumurra Aboriginal Corporation. A RAP Implementation Committee comprising Aboriginal representatives from our partner organisations and key Cyrenian House staff oversaw the RAP development, including implementation of actions and tracking progress.

The 2015-2017 Stretch RAP was then developed by the re-formed RAP Implementation Committee. The development process commenced in October 2014 for the period July 2015 to June 2017 and was focussed on expanding and embedding tested and proven strategies to meet realistic targets in the areas of participation, cultural awareness, recruitment, retention, promotion and procurement.

This first Stretch RAP was developed using a collaborative approach. We reviewed the progress made with our Innovate RAP, and the feedback received from stakeholders, to ensure that the Stretch RAP was informed by lessons learnt. It retained many of the elements of the original RAP to inform continuous quality improvement and consolidate what we had achieved while also seeking to extend the work we were doing.





A similar approach was taken in October 2018, when work began on the development of this second Stretch RAP for the period June 2020 – June 2023. An internal RAP Review and Development Working Group was formed and, consistent with previous RAP development, an inclusive and collaborative approach was undertaken to review the previous RAP and further develop the Actions and Deliverables for inclusion in the new document.

This review highlighted a number of achievements from the 2015-2017 RAP

- The development and ongoing implementation of a calendar of Aboriginal events. This calendar of events is included in the Annual Report and is recognised and celebrated or acknowledged at every site across the organisation. Activities on site may include the sharing of food, performances by Aboriginal dancers or smoking ceremonies as is appropriate for the occasion. Occasions included on the calendar include NAIDOC week, National Reconciliation Week, Anniversary of the National Apology to the Stolen Generations and National Aboriginal and Torres Strait Islander Children's Day
- The development of partnerships with Aboriginal organisations and successfully tendering for projects in partnership. Some examples include
 - Cyrenian House and Milliya Rumurra Aboriginal Corporation overcame changes and challenges in the funding environment

to continue working in partnership to deliver AOD treatment and prevention services to communities in the west Kimberley.

- Successfully partnering with Nyoongar Outreach Services for the provision of culturally secure transport services as part of the tender, and subsequent delivery of, the Nannup residential service. These transport services can assist Aboriginal and Torres Strait Islander people to access the service and return to country when they leave the service.
- Successfully partnering with the South West Aboriginal Medical Service for the provision of culturally secure services to Aboriginal and Torres Strait Islander residents of our Nannup facility.
- The development of cultural security and celebration of Aboriginal and Torres Strait Islander peoples' culture at the Saranna Early Childhood Education Care Centre. Providing care to the children of both Saranna residents and the public, the centre embraces local Aboriginal language, imagery, stories and artwork
- An increase in the number of Aboriginal and Torres Strait Islander consumers accessing our services from 900 in 2015 – 2017 to 1169 in 2017 - 2019.
- Development, implementation and ongoing functioning of our Consumer Advisory Group (CAG) , inclusive of Aboriginal participation.

The purpose of the CAG is to ensure that users of Cyrenian House services are represented in continuous quality monitoring and improvement processes. Its feedback helps to inform service, policy and procedure development and review.

- Consistent Aboriginal representation on the Committee of Management.
- All the Aboriginal staff interviewed as part of the RAP review process reported feeling safe and supported in their roles and in the cultural security of the organisation.

Similarly, some challenges and learnings were identified and considered during the development of the 2020 – 2023 RAP

- Deliverables need to be ambitious yet achievable.
- Actions and Deliverables need to be clear and firm commitments while allowing for some flexibility of interpretation across the 8 sites.
- As a not-for-profit organisation some Deliverables can be impacted by financial constraints
- More could be done to develop the organisation's capacity to recruit and retain Aboriginal and Torres Strait Islander workers.

The participants in the RAP Review and Development Working Group were:

Carol Daws	<i>CEO</i>
James Hunter	<i>Chief Operating Officer</i>
Natalie Prowse	<i>Compliance and Communications Manager</i>
Nicola Iannatuoni	<i>General Manager Non-residential Services</i>
David Lonnie	<i>General Manager Residential Services</i>
Eric Nordberg	<i>Manager, North Metro Community Alcohol and Drug Service. (NMCADS)</i>
Peter Duncan	<i>Manager, Non-residential Services</i>
Tom Hopkins	<i>Prison Programs Manager</i>

Deborah McManus	<i>Manager, Serenity Lodge Therapeutic Community</i>
Peta Hughes	<i>Manager, Wandoo Prison Therapeutic Community</i>
Elise Copland	<i>Manager, Rick Hammersley Therapeutic Community</i>
Renna Gayde	<i>Consumer Advisory Group Aboriginal Representative</i>
Keira Gentle	<i>Consumer Advisory Group Aboriginal Representative</i>
Aimee Raymond	<i>Executive Support</i>

In addition to the four facilitated workshops held with Working Group participants, one on one interviews were undertaken by an external independent consultant with three Aboriginal workers from three different sites and a group consultation conducted with five current Aboriginal residential consumers and one Aboriginal staff member. This review process revealed a desire from management to make the Deliverables, and the RAP itself, a more embedded, operational and living component of service delivery at Cyrenian House.

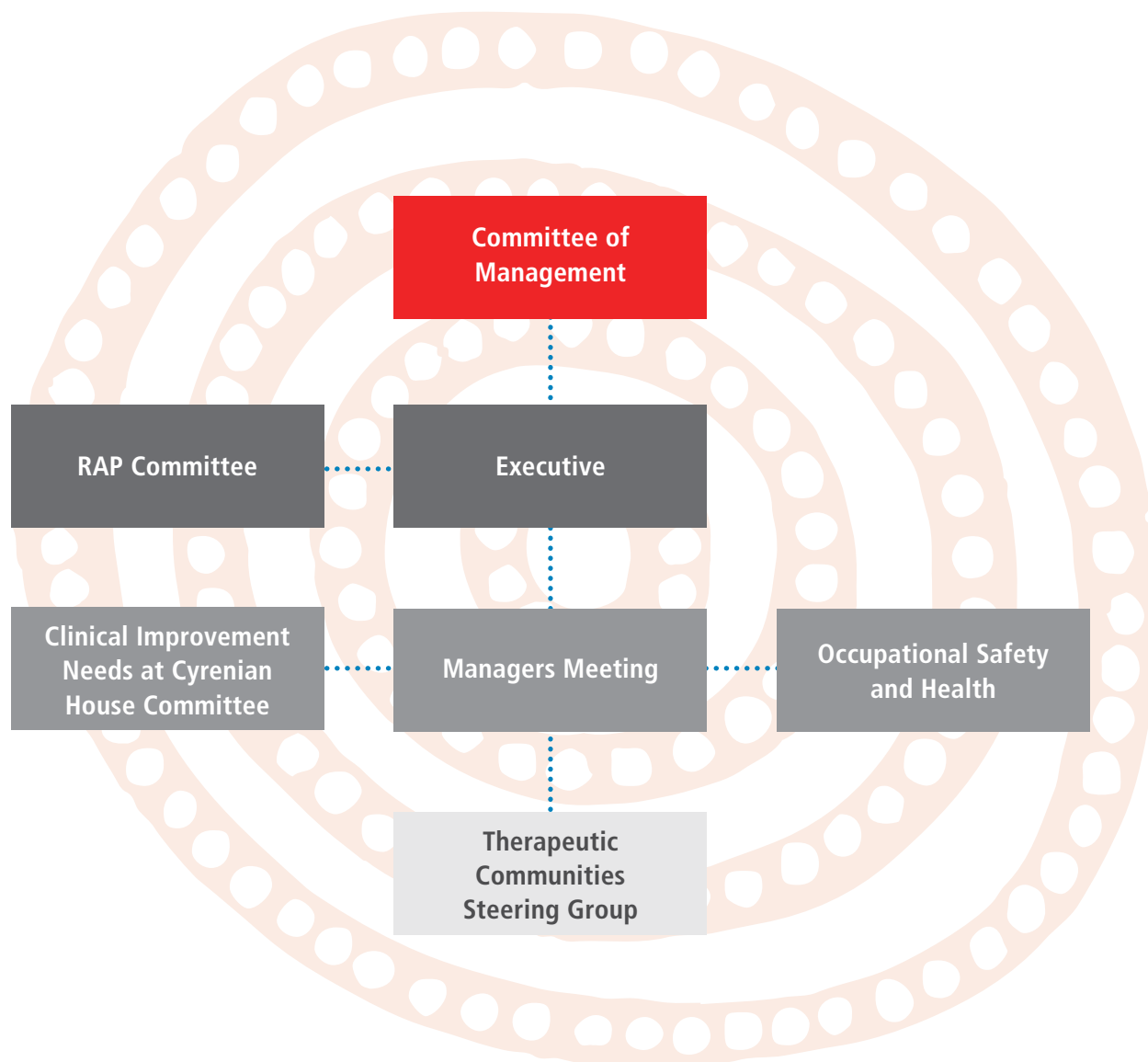
We sought advice on our RAP from Reconciliation Australia, and our Aboriginal colleagues and partners, and made changes and additions as suggested based on their feedback.

The RAP Review and Development Working Group were responsible for review of the previous RAP and development of the current 2020-2023 Stretch RAP.

Ongoing RAP development and implementation is championed internally by the CEO. As the operational leader of the organisation, the CEO is responsible for driving the internal engagement with, and awareness of, the RAP.

This role is supported by the RAP Committee. Membership of the RAP committee comprises Managers and workers from across the sites and maintains Aboriginal representation. The RAP Committee holds an important role on the organisational structure of Cyrenian House, reporting directly to the Executive.

Cyrenian House would like to acknowledge the support and expertise of all participants involved in the ongoing development and implementation of our RAP. We would like to thank our stakeholders, especially acknowledging the support provided by Aboriginal people. Many thanks also to Reconciliation Australia for their comprehensive feedback and expert guidance throughout the Stretch RAP development process.





PILLAR: RELATIONSHIPS

People and relationships are at the core of all Cyrenian House services and form part of our governance structures and strategic direction for the future. We develop and nurture genuine and honest relationships with our workers, consumers, partners and community. These relationships improve accessibility for consumers and community and provide Cyrenian House opportunities to seek guidance and support from our partners and leaders both internal and external.

Building strong relationships with Aboriginal and Torres Strait Islander peoples, Elders and communities will provide an inclusive and informed environment in which we can learn and healing can take place.

Focus area: Cyrenian House Strategic Plan 2018-2021 Strategic Objective 2 Foster relationships that improve services and community engagement

Action	Deliverables	Timeline	Responsibility
1. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	a. Formalise the RAP Committee further and embed in the culture and structure of Cyrenian House.	July 2020	CEO
	b. Increase the internal profile of the RAP through regular circulation and promotion amongst workers and consumers.	November 2020	CEO
	c. Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	September 2020	CEO
	d. Invite local community and external stakeholders to all of our cultural celebrations and days of recognition across the sites.	October 2020, 2021, 2022	CEO
	e. Engage our senior leaders in the delivery of RAP outcomes.	August 2020	CEO
	f. Distribute copies of the RAP to all our workers.	June 2020	Compliance and Communications Manager
	g. Provide all our new workers with a copy of the RAP as part of their induction.	July 2020	Compliance and Communications Manager
	h. Distribute electronic versions of the RAP to our partners and stakeholders.	July 2020	Compliance and Communications Manager
	i. Make the RAP available to the community via our website.	June 2020	Compliance and Communications Manager
	j. Promote the cultural security of Cyrenian House services, sites and programs when communicating with external stakeholders.	October 2020, 2021, 2022	Compliance and Communications Manager

Action	Deliverables	Timeline	Responsibility
2. The RAP Committee continues to actively monitor and report on RAP implementation, including tracking progress of deliverables and impact on outcomes	a. Develop a RAP Committee Terms of Reference	June 2020	CEO
	b. RAP Committee will meet every two months to discuss RAP implementation, review deliverables, identify and address barriers and develop reports.	August, October, December, February, April, June 2020, 2021, 2022, 2023	CEO
	c. Ensure there are Aboriginal and Torres Strait Islander peoples on the RAP Committee.	July 2020	CEO
	d. Review appropriate RAP deliverables at site specific workers meetings. Successes and barriers to meeting the deliverables identified through this process to be reported to the RAP Committee.	Monthly from June 2020	General Managers
	e. Identify an internal RAP Champion(s) from senior management.	July 2020	CEO
3. Promote positive race relations through anti-discrimination strategies	a. Continuously improve HR policies and procedures concerned with anti-discrimination.	November 2020, 2021, 2022	Compliance and Communications Manager
	b. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	July 2020 November 2020, 2021, 2022	Compliance and Communications Manager
	c. Implement and communicate an anti-discrimination policy for our organisation.	July 2020	CEO
	d. Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	November 2020	CEO
	e. Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	November 2020	CEO

Action	Deliverables	Timeline	Responsibility
4. Develop and maintain sustained and mutually beneficial relationships with Aboriginal and Torres Strait Islander Elders	a. Prioritise developing our relationships with existing groups of Elders with consistent values to those of Cyrenian House.	November 2020	CEO
	b. Collaborate with, and learn from, our partner organisations in developing these relationships	November 2020	CEO
	c. Actively engage with the Looking Forward Project and its collaborative learning and sharing model.	November 2020	CEO
5. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff	a. Organise a minimum of 2 internal NRW events each year.	May 2021, 2022, 2023	CEO
	b. Register all NRW events via Reconciliation Australia's NRW website.	May 2021, 2022, 2023	
	c. Encourage staff and senior leaders to participate in external events to recognise and celebrate NRW.	May 2020, 2021, 2022, 2023	
	d. Ensure our RAP Committee members participate in 3 external NRW events each year.	May 2021, 2022, 2023	
6. Provide Opportunities for Aboriginal and Torres Strait Islander workers, and other workers, to build relationships with the local community by coming together for Aboriginal and Torres Strait Islander cultural events	a. Invite and support consumers, workers and community to participate in Aboriginal and Torres Strait Islander cultural events.	March 2021	CEO
	b. Implement site specific, culturally appropriate, recognition and engagement strategies across all sites, across the organisation.	March 2021	General Managers

Action	Deliverables	Timeline	Responsibility
7. Continue to develop positive relationships with Aboriginal and Torres Strait Islander organisations, peoples and communities to create opportunities for joint projects and mutually beneficial outcomes	a. Actively identify new opportunities to work in partnership with Aboriginal and Torres Strait Islander organisations and continue to grow existing partnerships such as those with Wungening Aboriginal Corporation, Nyoongar Outreach Services and Milliya Rumurra Aboriginal Corporation	March 2021	CEO
	b. Submit combined tenders for joint service provision as opportunities present.	March 2021	CEO
	c. Develop relationships and streamline referral pathways with Aboriginal and Torres Strait Islander organisations and other mainstream services who refer Aboriginal and Torres Strait Islander people.	March 2021	General Managers
	d. Maintain consideration and inclusion of potential partnerships with Aboriginal organisations and providers at all levels of planning.	June 2020	General Managers
	e. Meet with a minimum of 4 local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	March 2021	CEO
	f. Commit to establishing 3 formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence.	March 2021	CEO

Action	Deliverables	Timeline	Responsibility
8. Consult Aboriginal and Torres Strait Islander consumers and workers for support and advice in the continual improvement of the cultural competency of our service	a. Consult directly with Aboriginal and Torres Strait Islander representatives on the Committee of Management, RAP Committee or workers as per standard Cyrenian House practice.	March 2021	CEO
	b. Review and adapt the Consumer Feedback processes to allow feedback from Aboriginal and Torres Strait Islander peoples, and other consumers, regarding the cultural competency of our services and possible opportunities for improvement.	August 2020	General Managers
	c. Utilising existing procedures, proactively consult the Consumer Advisory Group (CAG), and its Aboriginal and Torres Strait Islander members as required.	March 2021	General Managers
9. Utilise culturally competent communication skills and practices at an individual, program and organisational level	a. Develop and/or review agency promotional materials and presentations to ensure clear, culturally competent, communication of the services we offer.	August 2020	Compliance and Communications Manager
	b. Ensure our literature and website adequately responds to the diversity of Aboriginal and Torres Strait Islander peoples, communities and organisations through direct consultation.	May 2021	CEO
	c. Seek out culturally appropriate tools and resources for application in treatment settings. For example (but not limited to) the Strong Spirit Strong Mind resources available from the Mental Health Commission. <i>https://www.mhc.wa.gov.au/about-us/our-services/campaigns-and-programs/strong-spirit-strong-mind-aboriginal-programs/</i>	May 2021	General Managers



PILLAR: RESPECT

The pillar of respect is central to our philosophy at Cyrenian House and reflected in our Values of Empowerment, Integrity, Diversity, Compassion and Hope.

We strive to create a welcoming and supportive culture of respect and are committed to empowering, supporting and developing our people by respecting individuality and diversity, both internal and external to the organisation.

Developing an understanding and appreciation of the histories, lands and cultures of Aboriginal and Torres Strait Islander peoples will further cultivate recognition and respect and facilitate reconciliation.

Focus Area: Cyrenian House Strategic Plan 2018-2021 Strategic Objective 1 Deliver professional, responsive and innovative services

Action	Deliverables	Timeline	Responsibility
10. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	a. Review and formalise the existing Cultural Security Protocols with the aim of ensuring consistent application across the organisation. Policy and protocols should provide guidance to all staff and include: <ul style="list-style-type: none"> • Welcome to Country • Acknowledgement of Country • Key contacts for provision of Welcome to Country • Flag and Acknowledgment of Country plaque display requirements • Smoking Ceremonies • Indicative costs and budget for cultural events and ceremonies. The development of this document should include a review of current protocols ensuring relevance to State and specific local communities,	August 2020	Compliance and Communications Manager
	b. Continue to conduct an Acknowledgement of Country at all community events and workers meetings as directed in the Cultural Security Protocols	June 2020	CEO
	c. Continue to arrange a Traditional Owner to give a Welcome to Country address at significant community events.	June 2020	CEO
	d. Conduct smoking ceremonies at all Cyrenian House sites as appropriate and as needed – i.e. at the opening of all new buildings and as directed by cultural advisors or requested by Aboriginal and/or Torres Strait Islander consumers and/or staff.	June 2020	CEO
	e. Display an Acknowledgment of Country plaque in the reception offices and group rooms in all eight of our sites.	June 2020	CEO

Action	Deliverables	Timeline	Responsibility
11. Consult Aboriginal and Torres Strait Islander mentors and partners for support and advice in the continual improvement of the cultural competency of our service	a. Undertake direct consultation with, and seek guidance from, Aboriginal and Torres Strait Islander communities and partners when determined appropriate by the RAP Committee.	June 2020	CEO
	b. Utilise the annual Stakeholder Feedback process to consult Aboriginal and Torres Strait Islander stakeholders regarding the cultural competency of our services and possible opportunities for improvement.	November 2020	CEO
	c. Review and update the Stakeholder Feedback forms to explicitly request stakeholder views of the organisation's cultural security.	September 2020	Compliance and Communications Manager
	d. Collate feedback to, and suggestions from, the RAP Committee and include in bi-monthly reporting. Collated data should also be used to inform ongoing development of the Strategic Plan, RAP and service provision	July, September, November 2020 January, March, May, July, September, November 2021, 2022, 2023	Compliance and Communications Manager
12. Respectfully acknowledge Important dates and events for Aboriginal and Torres Strait Islander communities	a. Include important dates for celebration in agency calendars. These dates will be identified by the RAP Committee in consultation with staff and management and reflected in the Cultural Protocols.	November 2020	Compliance and Communications Manager
	b. Develop or source culturally appropriate promotional material (regarding these important dates and events) and provide to workers.	January 2021	Compliance and Communications Manager
	c. Invite workers to participate in recognised Aboriginal and Torres Strait Islander cultural celebrations, as identified by the RAP committee, and noted on the internal calendar of events.	June 2020	General Managers
	d. Support workers to attend by endorsing identified events as legitimate work time activities and providing transport where appropriate.		

Action	Deliverables	Timeline	Responsibility
13. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	a. Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	August 2020	Compliance and Communications Manager
	b. Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in community NAIDOC Week events.	August 2020,	General Managers
	c. Support all staff to participate in NAIDOC Week events in the local community.	August 2020,	General Managers
	d. In consultation with Aboriginal and Torres Strait Islander peoples, hold an internal or public NAIDOC Week event.	August 2020,	CEO
	e. Liaise with local groups such as the local NAIDOC Week Committee to identify opportunities to collaborate in NAIDOC celebrations.	August 2020,	CEO
14. Support Our Aboriginal and Torres Strait Islander workers to engage with their cultures and community	a. Ensure that, as per the EBA, Aboriginal and Torres Strait Islander workers are able to use Personal Leave entitlements to take up to 3 days of paid Cultural Leave per financial year.	August 2020,	General Managers
	b. Raise awareness amongst Staff of the Cultural Leave policy through the EBA, regular supervision processes and internal communications.	August 2020,	General Managers
	c. Support Aboriginal and Torres Strait Islander workers by giving consideration to other applications made to attend culturally obligated events and celebrations; appropriately utilising the other leave entitlements and decision making processes that are in place at Cyrenian House to facilitate this.	August 2020,	General Managers

Action	Deliverables	Timeline	Responsibility
15. Actively demonstrate and model Our respect for Aboriginal and Torres Strait Islander peoples, cultures, lands and histories	a. Display the Aboriginal and Torres Strait Islander flag at all eight sites.	June 2020	Compliance and Communications Manager
	b. Display and appropriately acknowledge Aboriginal and Torres Strait Islander art at all eight Cyrenian House sites.	June 2020	Compliance and Communications Manager
	c. Enhance the cultural security of our website through the display and acknowledgement of Aboriginal art and images and the appropriate use of language.	January 2021	Compliance and Communications Manager
	d. Work with local Aboriginal and Torres Strait Islander people to develop visual educational displays referring to the land they are on.	May 2021	Compliance and Communications Manager
16. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	a. Within 12 months of commencement, 100% of workers participate in a full day, classroom style, cultural awareness training delivered by an accredited Aboriginal training provider.	June 2020	Compliance and Communications Manager
	b. 100% of workers to repeat the above cultural awareness training every 3 years.	June 2020	General Managers
	c. Ensure in house cultural awareness material forms part of the workers induction training, induction manual and supervision process. New workers should receive and be guided through the RAP and the Cultural Security Protocols and directed to work through the Share Our Pride online tool.	January 2021	Compliance and Communications Manager
	d. Engage the Committee of Management, and all RAP Committee members, in the above classroom style cultural awareness training.	July 2020	CEO
	e. Promote Reconciliation Australia's Share Our Pride online tool to all workers, managers and the Committee of Management http://shareourpride.reconciliation.org.au/	July 2020	Compliance and Communications Manager
	f. Annually review and update our Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines continuous 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 cultural immersion).	January 2021	General Managers

Action	Deliverables	Timeline	Responsibility
	<p>g. All staff are encouraged and supported to engage in the cultural learning opportunities available to them across the sites. This includes, but are not limited to</p> <ul style="list-style-type: none"> • Yarning sessions led by Aboriginal and Torres Strait Islander workers • Yarning sessions including Aboriginal and Torres Strait Islander consumers • Traditional cultural food preparation and sharing • Group activities held at Aboriginal meeting places . • Cultural music and dance performances • Smoking ceremonies • Days of cultural celebration and/or recognition across the sites 	September 2020, 2021, 2022	General Managers
17. Commit to consumer focused and culturally secure continuous quality improvement of services	a. Commit to a Culturally Secure accreditation framework(s) across the organisation.	June 2020	CEO
	b. Implement continuous quality improvement of services against performance indicators prescribed by the Alcohol and other Drug and Human Services Standard (Standard on Culturally Secure Practice 2nd edition)	June 2020	CEO
	c. Maintain accreditation status	June 2020	CEO



PILLAR: OPPORTUNITIES

Cyrenian House has long been committed to creating employment opportunities for Aboriginal and Torres Strait Islander people within our organisation. These opportunities benefit our workers, consumers and community and improve our service delivery outcomes by expanding the breadth of our knowledge, skills, experience and cultural security and understanding.

Similarly, the procurement of quality, cost effective, goods and services from Aboriginal and Torres Strait Islander owned businesses enables us to expand our partnerships, and increase our cultural security, while supporting the development of the Aboriginal and Torres Strait Islander business community.

Our Vision is one of healthy, inclusive and harm-free communities. Creating more opportunities for Aboriginal and Torres Strait Islander people will continue to contribute to Aboriginal and Torres Strait Islander equality, health and wellbeing.

Focus Area: Cyrenian House Strategic Plan 2018-2021 Strategic Objective 1 Deliver professional, responsive and innovative services

Action	Deliverables	Timeline	Responsibility
18. Monitor and report on relevant data in order to be clear on the status of our engagement with, and outcomes for, Aboriginal and Torres Strait Islander people	a. Maintain and further develop procedures for monitoring data relevant to Aboriginal and Torres Strait Islander consumers engagement and outcomes.	May 2021	General Managers
	b. Monitor the following data for Aboriginal and Torres Strait Islander consumers, and in comparison to total consumers. <ul style="list-style-type: none"> • Number of consumers • Completed as planned • Length of stay • Average length of stay 	May 2021	General Managers
	c. Respond accordingly to data trends, and qualitative feedback, with the aim to <ul style="list-style-type: none"> • Increase Aboriginal and Torres Strait Islander consumer retention levels in services. • Increase Aboriginal and Torres Strait Islander consumer engagement in services. 	May 2021	General Managers

Action	Deliverables	Timeline	Responsibility
19. Increase recruitment and retention of Aboriginal and Torres Strait Islander workers within our organisation	a. Review and further develop the organisation wide strategy for the recruitment and retention of Aboriginal and Torres Strait Islander people including <ul style="list-style-type: none"> • individualised, culturally appropriate supports • training and development pathways • opportunities for leadership and management roles • students and volunteers • mentoring and peer support workers. 	September 2020	Compliance and Communications Manager
	b. Commit to maintain a target of at least 5 Aboriginal and Torres Strait Islander workers at all times and actively moving toward increasing that.	June 2020	CEO
	c. Where appropriate apply Sections 50(d) or 51 of the <i>Equal Opportunity Act 1984</i>	June 2020	General Managers
	d. Positively discriminate for Aboriginal and Torres Strait Islander peoples in the Volunteer Counselling Program to provide necessary opportunities and skills for employment in the alcohol and other drug sector.	June 2020	Services Development Manager
	e. Apply the WANADA Aboriginal and Torres Strait Islander Recruitment and Retention Guide to guide Human Resources policy and practice.	June 2020	General Managers
	f. Consult existing Aboriginal and Torres Strait Islander workers on employment and development strategies.	September 2020	Compliance and Communications Manager
	g. Include a statement acknowledging our commitment to reconciliation and 'closing the gap' in all job advertisements	June 2020	Compliance and Communications Manager
	h. All positions where section 50 (d) or 51 of the <i>Equal Opportunities Act</i> is applied are to be advertised in Aboriginal and Torres Strait Islander media	August 2020	Compliance and Communications Manager
	i. Ensure All job vacancies encourage Aboriginal and Torres Strait Islander Peoples to apply.	August 2020	Compliance and Communications Manager

Action	Deliverables	Timeline	Responsibility
20. Increase employment and training opportunities for Aboriginal and Torres Strait Islander students and workers	a. Establish relationships with key Aboriginal and Torres Strait Islander employment and training groups in order to facilitate placement and/or training opportunities for Aboriginal and Torres Strait Islander students and workers.	September 2020	Services Development Manager
	b. Provide up to 2 training and placement opportunities for Aboriginal and Torres Strait Islander students and workers annually.	May 2021, 2022	Services Development Manager
21. Increase Aboriginal and Torres Strait Islander supplier diversity	a. Develop and implement, an Aboriginal and Torres Strait Islander procurement strategy. The strategy should include, but not be limited to <ul style="list-style-type: none"> Developing and maintaining a register of businesses owned by Aboriginal and Torres Strait Islander people successfully engaged by the organisation. Proactively seek quotes from business owned by Aboriginal and Torres Strait Islander people when purchasing opportunities arise. Business listings can be found at https://supplynation.org.au/ http://www.abdwa.com.au/home.asp?cmd=register&CID=	September 2020	CFO
	Set targets for procuring goods and services from Aboriginal and Torres Strait Islander owned businesses.	August 2021	CFO
	Develop at least 2 commercial relationships with Aboriginal and/or Torres Strait Islander businesses	July 2020	CFO
22. Maintain Opportunities for Aboriginal and Torres Strait Islander people to actively contribute to our organisation through representation in governance committees	a. Maintain Aboriginal and Torres Strait Islander representation on our CAG	May 2021, 2022	CEO
	b. Maintain at least one Aboriginal and Torres Strait Islander person on our Committee of Management	May 2021, 2022	CEO



PILLAR: GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverables	Timeline	Responsibility
23. Report RAP achievements, challenges and learnings internally and externally	a. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2020, 2021, 2022	Compliance and Communications Manager
	b. Investigate participation in the RAP Barometer.	July 2020, 2022	Compliance and Communications Manager
	c. Develop and implement systems and capability needs to track, measure and report on RAP activities.	August 2020	CEO
	d. Include RAP report as part of the Cyrenian House Annual Report to stakeholders	June 2020, 2021, 2022	Compliance and Communications Manager
	e. RAP deliverables reported on: <ul style="list-style-type: none"> • bi-monthly at the Management Meeting. • quarterly to Committee of Management • annually at the AGM through the Annual Report • as required by Reconciliation Australia 	September 2020 January, May, September 2020, 2021, 2022, 2023	Compliance and Communications Manager
	f. Include RAP as part of the updates section on the Metropolitan Manager's meetings	Monthly commencing July 2020	General Managers
	g. Include the RAP as part of the CEO report to the Committee of Management at the Committee's meetings	July 2020	CEO
	h. Communicate quarterly updates on RAP progress to all staff	January, May, September 2020, 2021, 2022, 2023	

Action	Deliverables	Timeline	Responsibility
24. RAP Actions and Deliverables are incorporated at all levels of planning and governance	a. Ensure that Cyrenian House Strategic Plans reflect relevant high-level RAP Actions and Deliverables in their Key Actions.	August 2021	CEO
	b. Include Cultural Security and RAP implementation as an agenda item at all planning days, both site specific and organisation wide.	July 2020	General Managers
25. Continue our reconciliation journey by developing our next RAP	a. Register via Reconciliation Australia's website to begin developing our next RAP.	October 2022	Compliance and Communications Manager

For enquiries, please contact:

Cyrenian House

Natalie Prowse

Executive Assistant, Administration, Compliance and Communications Manager

Phone: (08) 9328 9200 | **Fax:** (08) 9227 7431

Email: enquiry@cyrenianhouse.com

Mail: Cyrenian House

PO Box 149

Northbridge WA 6865



318 Fitzgerald St, Perth, Western Australia
PO Box 49 Northbridge WA 6865
P: (08) 9328 9200 | F: (08) 9227 7431
E: enquiry@cyrenianhouse.com



Artwork & Graphic Design
by Jacqueline Limb
Eclipse Design Solutions
www.eclipsedesigns.com.au