



womens health
& family services

Womens Health & Family Services

Innovate

Reconciliation Action Plan

DECEMBER 2017 - DECEMBER 2019



**RECONCILIATION
ACTION PLAN**

INNOVATE

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Our CEO

I would first like to acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners of country throughout Australia and the continuing connection to land, water and communities. In particular, Womens Health & Family Services acknowledges and pay respect to the local Nyoongar Whadjak people who are the Traditional Owners of the land where Womens Health & Family Services is located.

We pay our respect to Aboriginal and Torres Strait Islander Peoples culture and Elders both past and present.

On behalf of the Board, Management and staff of Womens Health & Family Services, I am delighted to present the organisation's Reconciliation Action Plan for 2017 to 2018.

Womens Health & Family Services has been working and engaging with Aboriginal communities and services across the Perth metropolitan area since 1977. Nyoongar cultural practices, language, customs and ceremonies are encouraged and supported as part of our business operations, when possible. The commitment to our Reconciliation Action Plan presents a transparent and accountable means to examine the organisation's progress.

Womens Health & Family Services commenced the development of the Reconciliation Action Plan in 2011 following discussion with Aboriginal staff. A Reconciliation Action Plan Working Group was established, Terms of Reference and a Statement of Commitment agreed to in August 2013. The Working Group is made up of Womens Health & Family Services staff members, both Aboriginal and Torres Strait Islander and non-Aboriginal, external community representative, all levels of management as well as endorsement from the Board of Womens Health & Family Services board members.

My thanks to those who have assisted in the development of this Plan.

I and staff look forward to progressing Reconciliation Action Plan to the next stage.

Ann Deanus

CEO

Womens Health & Family Services

About Womens Health & Family Services

Womens Health & Family Services delivers a comprehensive suite of programs that are established through the organisation's philosophy to meet the needs of women, children and families in three metropolitan offices and remotely in regional Western Australia. These programs address the complexity of service users' lives and needs and include:

- Medical and Clinical Service
- Counselling
- Perinatal Services
- Mental Health Services including Partners in Recovery
- Alcohol and Other Drug Services to Women, Children and Families
- Aboriginal Grandparent and Family Support Service
- Health Promotion
- Education and Employment Services
- Nutrition Programs
- Physical Activity Programs
- Family and Domestic Violence Advocacy Service
- Children's Services
- Rural In-reach Services
- Improved Services for families experiencing complex unmet needs.

Products and services are provided from three different locations across metropolitan, and accessible remotely (teleconferencing) in sixty rural and regional areas, to women in their homes and in the community. Womens Health & Family Services averages 16,000 direct contacts per year with women and families from diverse backgrounds. Many of these families experience disadvantage and marginalisation.

Collaborative partnerships are fundamental to the community based focus of the organisation. These partnerships enhance the depth and diversity of the products and services provided and assists in the continuum of care.

Womens Health & Family Services employs nearly 100 staff including 4 Aboriginal staff members. The organisation is managed through a corporate governance structure incorporating a Board, Chief Executive Officer and a hierarchy of highly experienced and qualified management.

Our RAP Working Group

Womens Health & Family Services thanks the RAP Working Group for their commitment to Reconciliation and their contribution, time and effort into developing this RAP. The RAP Working Group is comprised of:

Ann Deanus - CEO WHFS

Averil B. Scott - RAP Champion, Aboriginal Client Service Manager

Dianne Rickman - Counselling Service Manager

Fiona Reid - Executive Manager - Client Services

Ingrid Stotesbury - Art Therapist/Children's Counsellor

Jo-Anne Hodson - Partners in Recovery Coordinator

Marye Wade - Art Therapist/Children's Counsellor

Mandy Stringer - Executive Manager - Corporate

Susan Lee - Coordinator Health Promotions

Kiara Eades - Community Member/Aboriginal Consumer representative

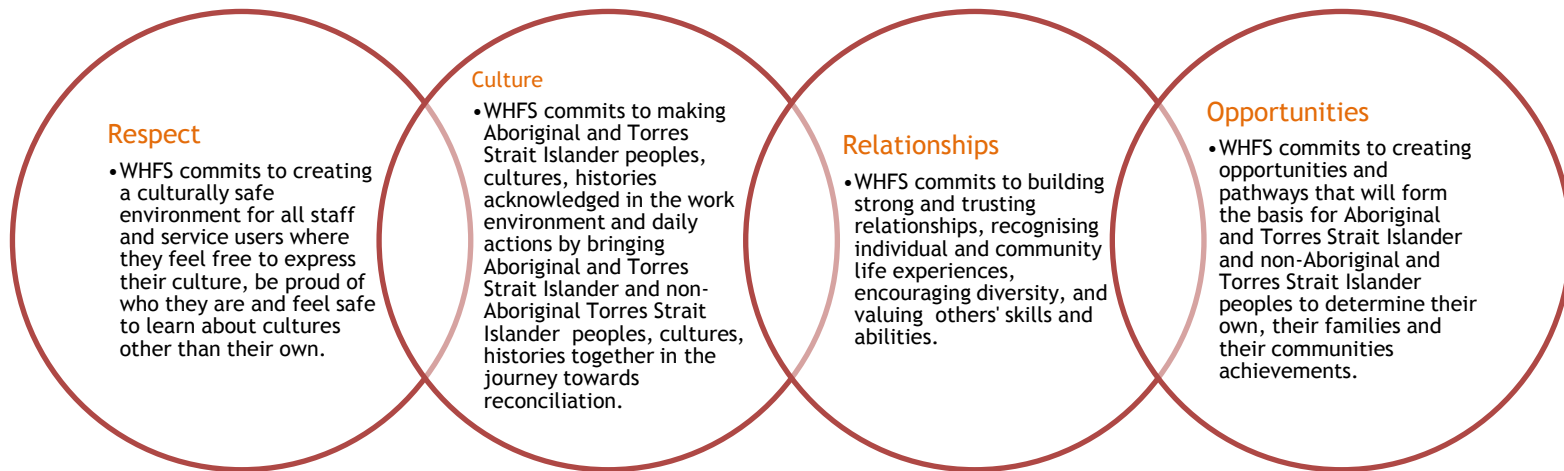
Stacey Hensgen - Community Member/Aboriginal Consumer representative

Pamela Thorley - Life Without Barriers Aboriginal Representative (External Member)

Our Vision for Reconciliation

Reconciliation is about unity and respect between Aboriginal, Torres Strait Islanders and non-Aboriginal Australians. It is about respect for Aboriginal and Torres Strait Islander heritage and valuing justice and equity for all Australians. Womens Health & Family Services would like to take this opportunity to pledge our commitment and ongoing efforts to offer services that are culturally sensitive and appropriate. Womens Health & Family Services programs and services are open to all Western Australian women and their families with special consideration made for the specific needs of the Aboriginal Community. Improving Aboriginal and Torres Strait Islander health is not just about improving the physical wellbeing of an individual. It is about working toward the social, emotional and cultural wellbeing of the whole community in which each individual is able to achieve their full potential.

The principles of Respect, Cultures, Relationships and Opportunities are the basis of our RAP.



Womens Health & Family Services has existing informal community partnerships with the following Aboriginal and Torres Strait Islander organisations and programs

- Jacaranda Community Centre
- Yorgum
- Life Without Barriers
- Aboriginal Alcohol and other Drug Service (AADS)
- Yokai and WA Stolen Generation Aboriginal Corporation WASGAC

Current Internal Activities/Initiatives include:

- NAIDOC Community Celebrations
- Aboriginal Art Group
- Aboriginal Playgroup
- Sorry Day awareness and activities
- Formal meeting acknowledgement/welcome to country
- Reconciliation week

Cultural Security and the Womens Health & Family Services Reconciliation Action Plan

Australian Aboriginal and Torres Strait Islander

Cultural Heritage

Aboriginal and Torres Strait Islander cultures are complex and diverse. These cultures of Australia are the oldest living cultural history in the world - they go back at least 65,000 years. One of the reasons Aboriginal and Torres Strait Islander cultures have survived for so long is their ability to adapt and change over time. It was this affinity with their surroundings that goes a long way to explaining how Aboriginal and Torres Strait Islander peoples survived for so many millennia.

Cultural heritage is seen as 'the total ways of living built up by a group of human beings which is passed from one generation to the next', given to them by reason of their birth.

In Australia, Aboriginal and Torres Strait Islander communities keep their cultural heritage alive by passing their knowledge, arts, rituals and performances from one generation to another, speaking and teaching languages, protecting cultural materials, sacred and significant sites and objects.

Averil B. Scott, Service Manager, Aboriginal Family Support

Cultural Security is about making certain that the delivery of health services is such that no person is afforded an adverse outcome because they embrace a different cultural outlook.

Womens Health & Family Services is committed to implementing this standard into all aspects of its organisational governance, planning, service delivery and relationships.

Womens Health & Family Services has been working with Aboriginal and Torres Strait Islander people and community groups since 1977 and its services are focused on programs that reduce health risks for the entire community by providing a broad range of health services.

This Reconciliation Action Plan aims to bring about change by creating an environment that recognises that reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians is an important element of our health delivery and health care services.

Womens Health & Family Services acknowledges that this first plan will commence what the organisation can seek to advance beyond 2017 and reviewed annually.

Averil B. Scott, Service Manager, Aboriginal Family Services is the RAP Champion and a list of those involved in the organisation's RAP Working Group is on page 6 of this document.

What Reconciliation Means To Me...

I think Reconciliation is a very important step in building better relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community for the benefit of all Australians it is not an easy or straightforward process.

Reconciliation recognises and respects the culture, rights and contribution of Aboriginal and Torres Strait Islander peoples and good relationships between First Australians and other Australians are strengthened and improves our national wellbeing.

Project Officer WHFS

'For me Reconciliation is a deeply personal respect for the Traditional Custodians of Australia and acknowledgement of the grief and loss Aboriginal people/cultures/histories have experienced as a result of colonialisation. It is a privilege to live in this beautiful country and be part of such a proud and strong heritage. Through reconciliation our country, side by side with its first people can begin to heal and truly prosper as a nation'

Manager WHFS

Understanding of the culture, history and events that have contributed to how Aboriginal and non-Aboriginal Australians interact with each other.

Removing barriers which prevent respectful acknowledgement of cultural differences.

Being aware of the depth of grief and loss that is experienced by Aboriginal people.

Providing services which meet the needs of the clients in a way which suits the person, not the agency/funding body/health professional.

Manager WHFS

Knowledge of the history, tolerance of what history has caused, empowerment to move past the pain, making small adjustments in my daily work and life practices that make big differences for the future.

Looking for the sameness of us all and reaching out.

Nurses WHFS

Reconciliation means a lot to me. Mainly it's a national symbolic gesture that the first people of Australia are respected without any discrimination or violation of human rights or life opportunities. Personally reconciliation is about an acknowledgement of our nations shared history & a conscious collaboration for all Australians, regardless of cultural background to work on healing & strengthening our ties.

Coordinator WHFS

My statement: Reconciliation has a couple of dimensions for me.

As a citizen, I want to live in a nation that recognises the true history behind the society we live in and the cost of that history for the Aboriginal people we share the country with today.

At a personal level, I want to be able to meet Nyoongar or other Aboriginal (and Torres Strait Islander) people with knowledge of their history and appreciation of the White privilege that I enjoy, because of the cost of that history. Reconciliation is about all of us recognizing history and facing the current effects of that history, in both the privileges some enjoy and the suffering and hardships experienced by others.

Receptionist WHFS

Womens Health & Family Services, RAP is but one strategy on the journey to Reconciliation and creates the right environment for a culturally diverse organisation.

CEO WHFS

Reconciliation means the rebuilding of relationships between people and communities. In Australia this is most important in the reconciliation between Aboriginal, Torres Strait Islander and non-Indigenous Australians. Reconciliation requires addressing the issues that cause division and inequality, and then working together in partnership to overcome these issues and move forward for a better future for all.

Dietitian WHFS

Reconciliation comes from the Latin word "conciliare" which means to harmonize, to make friends, to make one view or belief compatible with another, to make financial accounts consistent. The "re" in the word reconciliation means repetition, to "conciliare" again.

To me means that there was a relation between two parties that needs to make peace, to make amends, to be even.

Administration Support Officer WHFS

1. Relationships

Since 1977, Womens Health & Family Services has been delivering health related services to Aboriginal and Torres Strait Islander peoples, Cultures/histories in the metropolitan area of Perth. Strengthening our relationships with the Aboriginal and Torres Strait Islander communities will allow for better collaboration and understanding that will result in the delivery of appropriate and beneficial healthcare.

Womens Health & Family Services commits to meaningful relationships that can only be built on a foundation of mutual respect and as such the employees of the organisation demonstrate respect for Aboriginal and Torres Strait Islander people, their cultures, histories and vision for the future.

The organisation looks forward to strengthening those relationships through its RAP and working together on ways to provide an improved health service that improves the health status, social and cultural wellbeing and quality of life expectancy of those communities.

Action	Responsibility	Timeline	Deliverables
The RAP Working Group (RWG) continues to actively monitor RAP development, including implementation of actions, tracking progress and reporting.	RAP Chairperson	August 2018 Monthly Meetings RAP Working Group meetings - 3 rd Monday of each TOR reviewed December 2018	RWG oversees the development, endorsement and launch of the RAP Meet monthly on the third Monday of each month to monitor and report on RAP implementation. Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. Aboriginal and Torres Strait Islander representatives invited to participate in the RAP Working Group Review Terms of Reference (TOR) for the RWG.
Recognise and celebrate National Reconciliation Week (NRW) as an opportunity to build relationships	RAP Chairperson	NRW Planning March 2018 Register and promote NRW event April 2018 NRW Event to be held between - 27 th May - 3 rd June	Support an external NRW event. Organises an event by our RAP Working Group to recognise and celebrate National Reconciliation Week (NRW) Register all NRW events via Reconciliation Australia's NRW website. Encourage our staff to attend a NRW event. Ensure our Working Group participates in an external event to recognise and celebrate NRW and promote attendance at NRW event by WHFS staff to attend.

<p>Womens Health & Family Services will raise internal and external awareness of the RAP</p>	<p>RAP Chairperson</p>	<p>Internal Reporting on implementation of RAP by RWG and at Monthly Operational meetings, held on 3rd Tuesday of each month.</p> <p>Launch of RAP December 2017 and RAP emailed following the launch as well as published to the website -December 2017</p> <p>Implementation strategy to be completed - February 2018</p>	<p>Develop and execute a plan to raise awareness across the organisation about the RAP commitment, particularly with key internal stakeholders.</p> <p>Undertake presentations of the RAP progress to all relevant areas of our business to ensure they have an understanding of how their area can contribute to our RAP, for example, by reporting on progress at each Service Managers Meeting</p> <p>Invite Funders, key stakeholders, community members and consumers to the October launch (see previous)</p> <p>Send a copy of the endorsed RAP to all funders and a copy to published on the WHFS Website</p> <p>Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.</p> <p>Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.</p> <p>Promote reconciliation through ongoing active engagement with all stakeholders.</p>
<p>Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</p>	<p>CEO</p>	<p>Endorsement of Engagement Plan by RAP Working Group (RWG) - May 2018</p>	<p>Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders</p> <p>Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.</p>
<p>Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</p>	<p>CEO</p>	<p>Formal Partnership December 2018</p> <p>Appointment of Board Member - June 2019</p>	<p>Develop formal partnership agreements with Aboriginal and Torres Strait Islander organisations and services.</p> <p>Actively recruit an Aboriginal and or Torres Strait Islander Board member.</p>

2. Respect

Respectful relationships support all the service delivery and community work Womens Health & Family Services engages in.

Womens Health & Family Services acknowledges the cultural heritage of Aboriginal and Torres Strait Islander peoples and their connection to land and waters. The organisation values the views of Aboriginal and Torres Strait Islander peoples and seeks their advice on all aspects of the work that is relevant to them.

Action	Responsibility	Timeline	Deliverables
Engage employees in cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander peoples, cultures and histories, to better enable them to provide a service that is culturally appropriate, welcoming and engaging for Aboriginal and Torres Strait Islander peoples.	HR Coordinator	Strategy to be completed by May 2019 to coincide with NRW Activities	<p>Develop and implement an Aboriginal and Torres Strait Islander 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 cultural immersion).</p> <p>Ensure cultural competency/safety training to be available to staff, students and volunteers and is mandatory for all staff.</p> <p>Ensure Cultural Competency/Safety Training is a mandatory requirement for all existing staff.</p> <p>Ensure all staff, students and volunteers engage in minimum one full day Competency/Safety Training every three years</p> <p>Investigate whether Annual Competency/Safety Training can be specific to service area.</p> <p>Ensure students and volunteers are not mandated to complete training if based at WHFS for a short period, but are encouraged to undertake online Cultural Awareness/Safety Training.</p>

			<p>Ensure Program Managers are informed of staff, students and volunteers who need to comply with mandatory training</p> <p>Ensure staff, students and volunteers informed of available trainings through emails and internal WHFS intranet.</p> <p>Ensure all completed training by staff, students and volunteers recorded on internal database.</p> <p>Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training</p>
<p>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 there is a shared meaning.</p>	<p>Corporate Services & Quality Assurance Manager</p>	<p>Completed April 2018</p>	<p>Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.</p> <p>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</p> <p>Invite a Traditional Owner to provide a Welcome to Country at significant events, including the WHFS 40th event</p> <p>Include an Acknowledgement of Country at the commencement of all important internal and external meetings.</p> <p>Encourage Board and staff to include an Acknowledgement of Country at the commencement of all meetings.</p> <p>Communicate cultural protocols and resources for Welcome to Country and Acknowledgement of Country to WHFS employees, students and volunteers through email and internal WHFS intranet</p> <p>Ensure RAP file on WHFS shared file is available to all staff, students and volunteers.</p>

<p>Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.</p>	<p>RAP Chairperson</p>	<p>Calendar to be completed and distributed January 2018 and January 2019</p>	<p>Raise internal awareness and celebrate, promote and participate in significant dates on the Aboriginal and Torres Strait Islander Calendar to ensure there is shared understanding of the meaning behind significant dates, including Survival Day, National Reconciliation Week, National Sorry Day, Mabo Day, NAIDOC week and National Aboriginal and Islander Children's Day</p> <p>Develop and promote a Calendar and background information of significant dates of events throughout the organisation.</p> <p>Post calendar of Events on Website, RAP Shared file and Intranet.</p> <p>Publish Calendar of Events and invite staff and clients to activities.</p> <p>Raise awareness, organisational displays in recognition of and share information amongst our staff (and clients) of the meaning of Aboriginal and Torres Strait Islander peoples day of significance, including information about the local Aboriginal and Torres Strait Islander peoples and communities.</p>
<p>Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.</p>	<p>HR Coordinator</p>	<p>Review completed and recommendations implemented - June 2018</p>	<p>Ensure one day Aboriginal and Torres Strait Islander cultural leave during NAIDOC Week is available and acknowledged in WHFS Employment Practices</p> <p>Ensure the WHFS Policy of an additional 1 day leave for Aboriginal and Torres Strait Islander staff during NAIDOC week is available</p> <p>Ensure flexible workplace arrangements continue to support Aboriginal and Torres Strait Islander workers' cultural obligations and wellbeing.</p>

			<p>Review HR policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander staff participating in NAIDOC week.</p> <p>Provide opportunities for Aboriginal and Torres Strait Islander employees to participate in local NAIDOC Week events, such as organizational staff participating in NAIDOC celebrations within the community.</p> <p>Publish Calendar of Events, including NAIDOC Week events, and invite staff and clients to activities.</p> <p>Raise awareness, organizational displays in recognition of and share information amongst our staff (and clients) of the meaning of NAIDOC Week.</p> <p>Introduce our staff to NAIDOC Week by promoting community events in our local area.</p> <p>Ensure our Working Group participates in an external NAIDOC Week event.</p>
<p>Womens Health & Family Services encourages a culturally safe and welcoming environment for service users, staff members and visitors.</p>	<p>Manager Clinical Services</p>	<p>Displays and resources in place - July 2018</p>	<p>Acknowledge Aboriginal and Torres Strait Islander service users and visitors on arrival.</p> <p>Create a friendly and safe waiting room by displaying the Aboriginal and Torres Strait Islander flags in the reception/waiting room on display boards (as well as the board room and group rooms).</p> <p>Provide reconciliation information and publications available in reception area and Kevin Rudd's Sorry Apology displayed</p> <p>Provide reading materials and health information that is relevant to Aboriginal and Torres Strait Islander clients.</p>

			<p>Subscribe to Koori Mail and make available in waiting area and staff lunch room.</p> <p>Inform WHFS staff of links to National Indigenous Times and Koori Mail newspapers through shared electronic RAP file.</p> <p>Display Aboriginal and Torres Strait Islander art work in the waiting room.</p>
<p>Promote and value the contribution of Aboriginal and Torres Straits Islander peoples, cultures and histories in the organisation to celebrate Aboriginal and Torres Strait Islander success.</p>	<p>CEO</p>	<p>Annual Report completed October 2018 and October 2019 for presentation at AGM</p>	<p>Celebrate the success and contribution of Aboriginal and Torres Strait Islander staff by publishing an article in the organisation's Annual Report that outlines community events promotion, training and education achieved and staff profiles.</p> <p>Publish successes on WHFS Intra and internet sites.</p>

3. Opportunities

Our organisation recognises the value of WHFS Aboriginal and Torres Strait Islander employees across all areas of our workplace. Increasing the numbers of Aboriginal and Torres Strait Islander staff will assist in strengthening our Reconciliation effort and continuing to build a culturally secure and inclusive work environment.

Action	Responsibility	Timeline	Deliverables
Increase Aboriginal and Torres Strait Islander employment and volunteer positions at the same time providing support in these positions.	Corporate Services & Quality Assurance Manager	Review to be completed and recommendations implemented - March 2019	<p>Employment and retention of minimum of 3.5 % of staff at all levels from Aboriginal and Torres Strait Islander heritage including 50(D) positions.</p> <p>Review and update baseline data on current Aboriginal and Torres Strait Islander employees to inform future employment opportunities</p> <p>Develop and implement an Aboriginal and Torres Strait Islander Recruitment and Retention Strategy.</p> <p>Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace</p> <p>Review Policy for Workplace Diversity in place.</p> <p>Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.</p> <p>Advertise all vacancies in Aboriginal and Torres Strait Islander media.</p>
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	Executive Manager - Corporate Services	Review to be completed and recommendations implemented - June 2018	<p>Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p> <p>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</p> <p>Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.</p> <p>Investigate Supply Nation membership.</p>

4. Tracking Progress

Action	Responsibility	Timeline	Deliverables
Support for the RAP	RAP Champion	<p>Identification of funding resources and investigation of RAP Barometer to be completed - September 2019</p> <p>RAP Impact Measurement Questionnaire to be completed and submit to Reconciliation Australia - December 2019</p>	<p>Identify funding resources for the organisation's RAP.</p> <p>Investigate participating in the RAP Barometer.</p> <p>Define systems and capability needs to track, measure and report on RAP activities.</p> <p>Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.</p>
Womens Health & Family Services to report annually on the progress of the action plan.	RAP Chairperson	RAP Annual Report to be completed - October 2018, October 2019	<p>Ensure RAP Working Group develops the RAP Annual Report</p> <p>Ensure an update of the Reconciliation Action Plan in the Womens Health & Family Services Annual Report is undertaken.</p> <p>Provide feedback to key Aboriginal and Torres Strait Islander stakeholders and/or other Key stakeholders partners/community groups through WHFS Annual Report and RAP Annual Report.</p> <p>Provide Annual Report on our achievements to Reconciliation Australia.</p>
Report RAP achievements, challenges and learnings internally and externally	RAP Chairperson	RAP Annual Report published - November 2018 and November 2019	Highlights our RAP achievements, challenges and learnings on WHFS website and internal intranet

<p>Womens Health & Family Services review the Reconciliation Action Plan</p>	<p>RAP Chairperson</p>	<p>Commence RAP Action Plan review - February 2019</p> <p>Complete and submitted to Reconciliation Australia - November 2019</p>	<p>Ensure the RAP Action Plan is reviewed by the RAP Working Group with input from Aboriginal and Torres Strait Islander stakeholders.</p> <p>Ensure input is collected through survey evaluations and program reporting</p> <p>Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements</p> <p>Send and submit reviewed Plan to Reconciliation Australia for formal review, feedback and endorsement.</p>
<p>Consider the positive impact of Reconciliation activities on service delivery.</p>	<p>RAP Champion</p> <p>Executive Manager - Client Services (management meetings)</p> <p>CEO (Board meetings)</p>	<p>Commence development and identification of tools - February 2018</p> <p>Implement tools and report on outcomes - August 2019</p> <p>Monthly Management Meetings</p> <p>Board meetings every second month</p>	<p>Develop and or identify tools to monitor, review, analyze and report on the impact of the RAP action on service delivery and cultural awareness, and include impact in performance management reviews.</p> <p>Submit reports to Service Managers Meetings.</p> <p>Ensure CEO reports to Board on RAP</p>

Footnote | the words “Aboriginal and Torres Strait Islander” includes Aboriginal and Torres Strait Islander peoples, cultures and histories, although WHFS does not have Torres Strait Islander representation on the WHFS RAP committee at present .

Contact details

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