



**WE
LIFE WITHOUT BARRIERS
VE**

Supporting Aboriginal and
Torres Strait Islander peoples



**Reconciliation
ACTION PLAN
STRETCH RAP**

LIFE WITHOUT BARRIERS

STRETCH RECONCILIATION ACTION PLAN | JANUARY 2016 – JANUARY 2019

LIFE WITHOUT BARRIERS: RETURN TO COUNTRY – LAND, SEA AND SKY

Return to Country – Land, Sea and Sky tells the story of the birth, life and migration of the sea turtle. And also in turn parallels an individual's story of self-discovery and also the role Life Without Barriers plays in this journey.

The journey begins from the turtle nest located in the centre. Hatchlings emerge and navigate their way to the open ocean. Navigation by sun, stars and moon direct and guide the baby turtles throughout their lives, reaching maturity to eventually return them to country.

The heavily coloured panels on each side of the nest represent both Torres Strait Islander as indicated by the green and blue tones, Aboriginal culture indicated by the rich red earth tones, and the balance and importance of land and sea.

The stars indicate constellations important to both cultures. Baidam the shark constellation for the Torres Straits, and the Seven Sisters constellation for Aboriginal Australia. Orientated in the night sky at certain times of the year, these constellations guide people and let them know when the best times are to hunt and gather, sew and harvest, and to collect various types of medicines, plants and foods.

A mature turtle guides the viewer to the morning star, where a pathway begins back to country. Bringing culture knowledge, identity and reuniting family.

The rainbow serpent or creation spirit leads us all to a brighter future, which is represented by the father or sun symbol. The sun symbol is balanced by the crescent or waxing mother moon symbol, which represents new beginnings.

The diversity of Aboriginal Australia is represented in both cultural markings and the animals found in different countries: freshwater, saltwater, bush and desert.

Artist Riki Salam

Born and raised in Cairns, Riki's father is a Torres Strait man from Moa Island and his mother was a Ngai Tahu (Maori) woman from Kai Poi, near Christchurch in New Zealand. After studying in Brisbane, Riki honed his craft at renowned Indigenous art studio Balarinji under the guidance of artists and owners John and Ros Moriarty. During his career, Riki has worked on many high-profile projects including the QANTAS painted 747, Yananyi Dreaming. Riki joined Gilimbaa as Creative Director at the start of 2010. He works in pen and ink, gouache on paper, and with acrylic paints, exploring concepts of traditional culture in a contemporary format.

The work of Life Without Barriers is focussed on supporting each individual to realise their goals and live the life of their choosing. Just as each person is different, so too is the support they seek.

"We are honoured to provide a letter of support to Life Without Barriers' Stretch Reconciliation Action Plan 2016-2019... Wherever possible we will support Life Without Barriers to achieve its commitment and actions, which consequently empower Aboriginal people in South Australia."

- **Taoundi College**



CONTENTS

Chair's message	4	APPENDIX	24
Chief Executive's introduction	5	LWBs Reconciliation Action Plan Journey	25
Our vision for reconciliation	6	<i>Key learnings</i>	25
<i>About Life Without Barriers</i>	6	<i>Partners during our Journey</i>	26
<i>Our Locations</i>	9	<i>Key achievements</i>	27
<i>Our Values</i>	10	<i>Key services</i>	28
Our Reconciliation Action Plan	11	<i>Key challenges</i>	29
Why Life Without Barriers developed a RAP	11		
<i>Developing our Life Without Barriers RAP</i>	12		
<i>Our RAP Champions</i>	13		
<i>Our RAP Working Group</i>	13		
Life Without Barriers' 2016-2019 Stretch Reconciliation Action Plan	14		
<i>Relationships</i>	14		
<i>Respect</i>	18		
<i>Opportunities</i>	21		
<i>Tracking Progress and Reporting</i>	23		



CHAIR'S MESSAGE

TERRY LAWLER
CHAIR OF THE BOARD

Life Without Barriers is committed to increasing opportunities and improving outcomes for Aboriginal and Torres Strait Islander peoples.

Since our formation, the Board has maintained our commitment to redress the wrongs committed against Aboriginal and Torres Strait Islander peoples. Since 2009, we have formalised our commitment and position via the development and implementation of two Reconciliation Action Plans.

In addition to these outcomes, Life Without Barriers has been continuing to build its capacity to hear and incorporate the voices of Aboriginal and Torres Strait Islander peoples (clients, carers, community and staff) in all its work, and ensure that Aboriginal and Torres Strait Islander clients have an ability to maintain connections to language, cultures, cultural identity and Country. We recognise that more needs to be done.

This Stretch Reconciliation Action Plan will forge a new future for Life Without Barriers. A future that will grow our capacity and capability, and built on our shared hope and the achievements to date. To do this in an organisation as geographically diverse as ours takes strong leadership, commitment and governance from the Board, and strength of action from our Executive team and staff.

Our Stretch Reconciliation Action Plan is a call to action identifying key actions, timeframes and targets to ensure that Life Without Barriers engages with and delivers client services that will result in increased opportunities and improved outcomes for Aboriginal and Torres Strait Islander peoples, communities and organisations. It has been developed in partnership with Aboriginal and Torres Strait Islander staff, and influenced by the voice of carers, families and communities with whom we work.

I commend the Chief Executive and all Directors for their commitment to reconciliation and achieving targeted outcomes while endeavouring to influence the opinion of leaders.



Terry Lawler
Chair

CHIEF EXECUTIVE'S INTRODUCTION

CLAIRE ROBBS
CHIEF EXECUTIVE



Life Without Barriers is committed to reconciliation and improving outcomes and opportunities for Aboriginal and Torres Strait Islander peoples. It is important that we make conscious, cooperative and determined action within a program of reconciliation to ensure our work is founded on a keystone of justice for all Aboriginal and Torres Strait Islander peoples.

As a leader in the social services sector, we must play our part in shaping the future and forging a way forward in partnership with Aboriginal and Torres Strait Islander peoples, so distinctive cultural identities are respected and self-determination is supported along with the sharing of economic benefits and opportunity. We want to action our social and moral responsibility that comes with such leadership and authority within a model of respect.

To achieve this, reconciliation must live in the hearts and minds of our staff and volunteers. We must 'walk and talk' the plan together to achieve clearly defined actions, timeframes and targets for the next stage of our reconciliation journey.

While much has been achieved through the implementation of our earlier Reconciliation Action Plans, there is still much more to be done. In our model of client-directed care we strive to ensure all services are developed with our Aboriginal and Torres Strait Islander clients, families and communities but know there is more work needed before these services are owned by the communities they seek to support.

This Stretch Reconciliation Action Plan further challenges and supports staff and carers in their efforts to make a difference to the lives of Aboriginal and Torres Strait Islander people every day. It prioritises what to focus on, what is next and how to get there in a logical, deliberate and conscious whole-of-organisation way and includes an action plan for change.

This work is too important to be left to chance. I encourage you to read our Stretch Reconciliation Action Plan and join with us to make a purposeful difference and deeper engagement with Aboriginal and Torres Strait Islander peoples and communities.

Claire Robbs
Chief Executive





OUR VISION FOR RECONCILIATION

At Life Without Barriers, we believe that reconciliation must live in the hearts and minds of all Australians. As a nation we need to work together to close the gap in life expectancy between Aboriginal and Torres Strait Islander peoples and the rest of the population. This will be achieved, in part, by ensuring all people in Australia understand and respect the importance of cultural, spiritual and physical connection to emotional wellbeing and commit to addressing issues of equity and justice. This is our vision for Aboriginal and Torres Strait Islander children in our care and for adults and families we support, underpinned by a strategy embedded in our governance and structure and all actions.

OUR VISION IS REALISED THROUGH:

- ensuring we work collaboratively to enable the children, adults and families we support to achieve what they want for their lives
- committing to increased workforce participation of Aboriginal and Torres Strait Islander peoples
- promoting a culture of diversity and respect across the workforce
- reflecting the views of our people and the people we support
- advancing the cultural competence of our employees, managers and leaders, as well as our volunteer carers in foster care, kinship care and our services

ABOUT LIFE WITHOUT BARRIERS

Life Without Barriers was established in 1994 through the determination of local community members in Newcastle, New South Wales, to ensure people with disability were given the opportunity of choice and respect to make the decision affecting their care and support.

Today, we work with over 11,500 clients, 924 of whom are Aboriginal and Torres Strait Islander peoples, to provide care and support services across Australia in urban, rural and remote locations. We employ more than 4,000 staff and 2,500 volunteers, 360 of whom (200 staff and 160 carers) identify as Aboriginal and Torres Strait Islander peoples.

We work in more than 300 communities, supporting people living in their own homes or in residential houses that we manage.

We support children, young people and families, people with disability, older people and people with mental illness. We work with people who are homeless and refugees and asylum seekers.

Our services are predominantly funded by Commonwealth and State or Territory grants but we also receive funding or in-kind support from independent trusts and corporate partners.



Our beginnings were simple but clear – create services where the decisions around the type of care or support being received are made by the people requesting it. Today, we are one of the largest providers of social services in Australia, with a reputation for supporting clients with complex needs and delivering in challenging and new environments.

We work with individuals, their carers and others in the community to ensure the best care and support are developed for each individual's needs. This includes working in partnership with the community, elders, government and private sector to improve the lives of the people we support. As a national provider of social services, all changes in Australia's demographic profile requires us to review our services and models of support. However, our approach of putting people first never changes.

We believe in the rights of people and the importance of relationships, and these foundations shape our approach to care and support, and are reflected in our commitment to reconciliation. We bring respect and sensitivity to cultural, linguistic and religious diversity through our Reconciliation Action Plan and Cultural Respect Framework. These foundations shape our unique approach to care and underpin the values of Life Without Barriers.

OUR SERVICES INCLUDE:

- **caring for children, young people and working with families**

Life Without Barriers operates several programs within this portfolio, the largest being home-based foster care as part of our Out of Home Care programs. Out of Home Care also includes residential care, aftercare, mentoring, family contact, Early Learning Centres and our Youth Advocacy Program. Other family-centred services are Domestic Violence counselling services and family-based therapy.

- **supporting people with disability**

Life Without Barriers originally formed to support people with disability. We now work with over 2,000 people across Australia in private homes, residential accommodation and community-based day programs, and work with people both within and outside of the pilot sites for the National Disability Insurance Scheme (NDIS).

- **caring for older people**

Our aged care programs grew during the year due to the demand in all communities for flexible home and community-based programs. We currently offer a range of flexible programs to assist older people. Services include home-based services such as domestic work and socialisation, personal and clinical care support, and transport and home maintenance. We also offer community-based activities and recreation programs, and carer support and counselling. Services are delivered through Veteran's Home Care, Home Care Packages, Home and Community Care (now known as the Commonwealth Home Support Program) and Queensland Community Care, and we also offer fee-for-service opportunities in some areas. Services are available for people aged 65 years and over, or 50 years and over for Aboriginal and Torres Strait Islander peoples.



- **supporting Aboriginal and Torres Strait Islander peoples**

In supporting Aboriginal and Torres Strait Islander peoples, we strive to add value to our many other programs by linking individuals' care goals and aspirations to their participation in community and culturally-important events and activities.

- **supporting people with mental health issues or addictions**

Life Without Barriers has been supporting people living with mental illness for over 10 years through both outpatient and community-based programs. We provide psychosocial rehabilitation support and community outreach services, as well as self-referral residential service that supports people in their recovery. We also provide supported short-term, emergency and long-term accommodation in several states. Our respite services meet the needs of the individual living with a mental illness while giving carers or families planned short-term breaks that support the primary care-giving relationship.

- **helping the homeless**

Many of our clients have suffered extreme traumas and these relationships are the foundation for successful outcomes. Over 60 per cent of the program's clients are Aboriginal or Torres Strait Islander. Many have complex and high needs but we have been able to establish connections between them and primary health services, legal services and community facilities. Our homelessness services in South Australia represents a range of intervention programs, including intensive case management to people sleeping rough and to people at risk of homelessness.

- **supporting refugees and asylum seekers**

We call our program the National Immigration Support Service (NISS). Our NISS model is a combination of residential services and community centres supporting unaccompanied minors, families, adults with individualised needs and people living independently in the community. Our program has included creating housing and language support teams and cultural advisory roles, and we have formed client focus groups and run surveys to ensure the services provided are comprehensive and responsive to ever changing client needs.



OUR VALUES

Our Values underpin everything we do at Life Without Barriers. They are not just words. They guide our plans and actions, determining what we do and how we do it.

WE ARE:



- *Imaginative* in our thinking and open to new ideas and ways of doing things



- *Respectful* and caring in our dealings



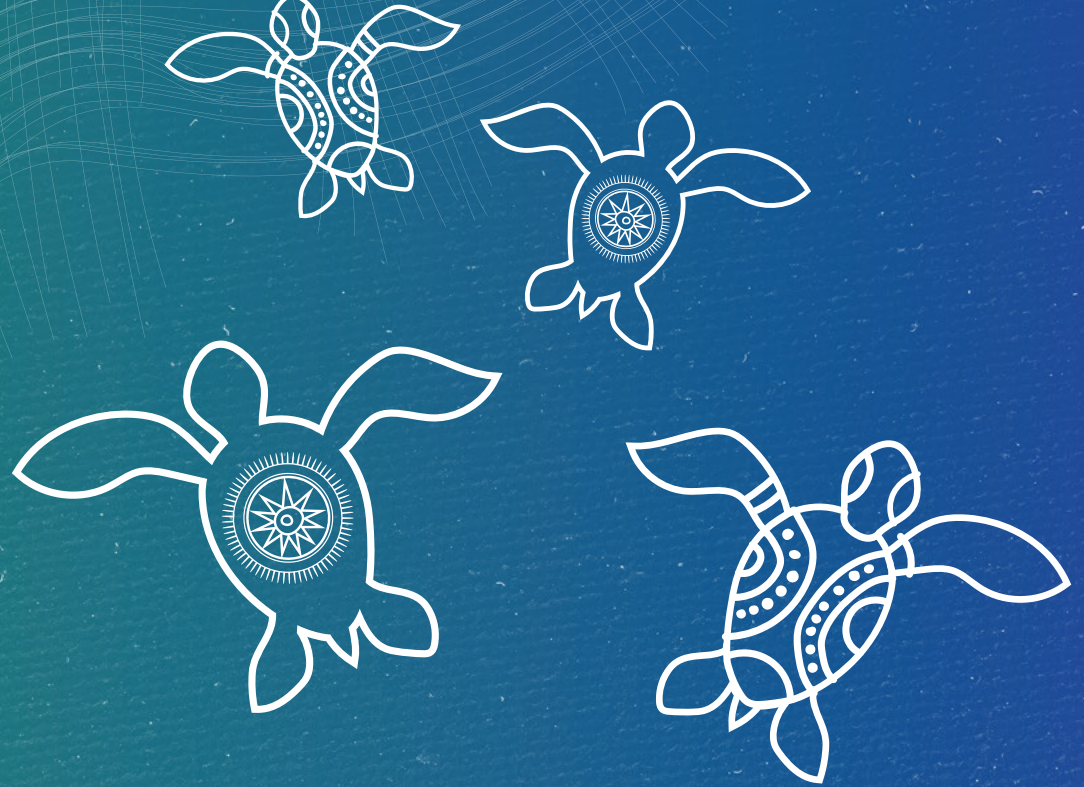
- *Responsive* to needs and determined to get things done and do them well



- *Courageous* in our convictions and stand up for what we believe in



- *Relationships* builders, as we believe that it is through strong relationships that we can transform lives.





OUR RECONCILIATION ACTION PLAN

WHY LIFE WITHOUT BARRIERS DEVELOPED A RAP

In determining to develop a Reconciliation Action Plan (RAP), we had one clear objective in mind: to have a positive impact on the lives of Aboriginal and Torres Strait Islander individuals, families and communities. This Stretch RAP, therefore, has been developed to ensure key actions, timeframes and targets are identified and documented that will ensure this objective is deeply embedded in everything we do, and real outcomes are achieved that improve the life and wellbeing of Aboriginal and Torres Strait Islander peoples and communities. Actions have been identified that support our Reconciliation vision to:

- ensure the voices of Aboriginal and Torres Strait Islander staff, carers and people we support, inform our work
- build the cultural competency of all staff and carers
- increase recognition of Aboriginal and Torres Strait Islander peoples through Welcome to Country and Acknowledgment of Traditional Owners and Custodians
- create opportunities for staff, carers and clients to participate in significant events such as National Reconciliation Week and NAIDOC Week


- improve employment outcomes for Aboriginal and Torres Strait Islander peoples through the development and implementation of a workforce strategy that includes increased professional development and assists in growing Aboriginal and Torres Strait Islander economic participation.

At Life Without Barriers we believe that reconciliation must live in the hearts and minds of all Australians. As a nation we need to work together to close the gap in life expectancy between Aboriginal and Torres Strait Islander peoples and the rest of the population by improving cultural, spiritual, physical and emotional wellbeing.

But reconciliation is more than a belief for us – it is embedded in all of our actions and activities.

To ensure we work effectively and responsibly with Aboriginal and Torres Strait Islander peoples, and that our services meet their needs, we developed a RAP.

The key objective of our RAP is cultural recognition in our workplaces, program development, and service design and delivery, and continue along our pathway towards cultural recognition for clients and communities.



Over the past nine years, our reconciliation journey has resulted in several achievements and learnings. Some of our key achievements include, establishing dedicated positions within the organisation for Aboriginal and Torres Strait Islander staff, established meaningful relationships with community partners, Aboriginal and Torres Strait Islander staff representatives on key decision-making forums. We have also created a cascading implementation model for reconciliation action plans throughout the organisation from the Board, to the National Working Group and into the states and regions using Reconciliation Implementation Planning Committees, which work with staff and communities to ensure widespread implementation as well as feedback on the RAP and other culturally appropriate actions.

There are other areas where, while we've made good progress, we still have more we want to achieve. We've included key targets in our Stretch RAP to address these areas, most specifically increasing opportunities for clients to have more meaningful cultural support and a larger, more diverse Aboriginal and Torres Strait Islander workforce.

Our Stretch RAP will continue to provide direction for real actions that have a positive impact on communities and individuals, and achieving measurable outcomes for the people and communities we work with. It also ensures the voices of Aboriginal and Torres Strait Islander peoples are heard throughout our organisation.

We ask that you read more about our Reconciliation Journey and that of our clients in the appendices at the end of our action and target tables, and visit our website to share in the journey of our clients at www.lwb.org.au.

DEVELOPING OUR LIFE WITHOUT BARRIERS RAP

Development of our Stretch RAP has involved consultation with staff, carers and clients across our organisation, guided by the Aboriginal and Torres Strait Islander National and State Leadership teams. Life Without Barriers would like to thank the organisations and agencies who provided input and support for our 2016-2019 Stretch Reconciliation Action Plan:

Lajamanu Traditional Owners, Northern Territory
Ninti-One, Northern Territory
Orange Aboriginal Medical Service, New South Wales
Raukkan Community Council, South Australia
Tauondi Aboriginal College, South Australia
Yorgum Aboriginal Corporation, Western Australia

Each aspect of Life Without Barriers' business and services has been reviewed in line with our reconciliation vision and cascaded throughout the organisation at all levels.

OUR RAP CHAMPIONS

Governance of the reconciliation portfolio sits within the highest level of our organisation structure, with the Board. Life Without Barriers' Chief Executive is the Chair of our RAP Working Group; and the Director of Values, Culture and Diversity is the Champion responsible for the implementation and reporting of the 2016-2019 Stretch RAP and has committed to being accountable to the Board, staff, volunteers, communities and clients for its implementation.

OUR RAP WORKING GROUP

The progress of the 2016-2019 Stretch RAP will be undertaken by an internal RAP Working Group comprised of senior directors with portfolios covering cultural development, service delivery, recruitment and financial management and staff with dedicated cultural and project roles, which combined ensure that the RAP Working Group includes a representative from each state and territory. The RAP Working Group has a minimum of six representatives who identify as an Aboriginal or Torres Strait Islander person.

State Lead Reconciliation and Aboriginal and Torres Strait Islander Initiatives, is the title given to the dedicated cultural positions in the organisation that provide advice, guidance and lead the cultural development work of the organisation in specific locations. These roles can only be filled by Aboriginal or Torres Strait Islander persons.

STRETCH RAP WORKING GROUP:

Chief Executive

Director Values, Culture and Diversity

North Western Director of Operations

NSW/ACT Director of Operations

South Eastern Director of Operations

National Manager Reconciliation and Aboriginal and Torres Strait Islander Initiatives State Lead Reconciliation and Aboriginal and Torres Strait Islander Initiatives, NSW/ACT

State Lead Reconciliation and Aboriginal and Torres Strait Islander Initiatives, Queensland

State Lead Reconciliation and Aboriginal and Torres Strait Islander Initiatives, South Australia

State Lead Reconciliation and Aboriginal and Torres Strait Islander Initiatives, Western Australia

National Manager, Communications



LIFE WITHOUT BARRIERS' 2016–2019 STRETCH RECONCILIATION ACTION PLAN

The following outlines the key actions, targets, responsibilities and the time line for delivery of Life Without Barriers 2016-2019 Stretch Reconciliation Action Plan. These have been ordered against the four areas of: relationships, respect, opportunities, and tracking progress and reporting.

RELATIONSHIPS

Life Without Barriers remains committed to building long term relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities and together, with other Australians, foster positive outcomes. Life Without Barriers has found that collaboration and developing partnerships have opened new opportunities for effective progress and recognises that by working more closely with Aboriginal and Torres Strait Islander staff, carers and community partners, we continue to share expertise and build capacity through governance structures that improve outcomes for all Aboriginal and Torres Strait Islander peoples.

Focus area: *Reflecting our values in everything we do; delivering client centred community based services; and inventing new ways of working with people and communities to create more opportunities.*



ACTION	TARGET	RESPONSIBILITY ¹	TIMELINE
1. RAP Working Group actively monitors RAP development and implementation	The RAP Working Group will develop, endorse and launch the RAP.	Director, Values, Culture and Diversity	January 2016
	Director, Values, Culture and Diversity to be appointed as the RAP Champion.	Director, Values, Culture and Diversity	January 2016
	Establish a Terms of Reference for the RAP Working Group.	Director, Values, Culture and Diversity	January 2016
	RAP Working Group monitors and reports on RAP implementation four times a year.	National Manager, Reconciliation ²	March, June, September, December 2016, 2017, 2018
2. Celebrate National Reconciliation Week to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff	Organise a minimum of 15 internal National Reconciliation Week (NRW) events across LWB. These will include internal and community-based events that see participation by staff and senior leaders to recognise and celebrate NRW.	State Leads	27 May to 3 June 2016, 2017, 2018
	All NRW events will be registered on Reconciliation Australia's NRW website.	National Manager, Reconciliation	May 2016, 2017, 2018
3. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Develop and implement an engagement plan for working with our Aboriginal and Torres Strait Islander stakeholders.	Director Values, Culture and Diversity	June 2017
	Organise to meet with 10 local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	National Manager, Reconciliation	June 2018

¹The position responsible for the delivery of the action may not undertake the work themselves but must ensure the action is completed.

²The full title of this position is National Manager Aboriginal and Torres Strait Islander Initiatives.

³State Leads Reconciliation is the title of LWBs dedicated senior cultural workers.

	Establish eight formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our geographic reach.	National Manager, Reconciliation	December 2018
	Develop a Memorandum of Understanding with one organisation in each state and territory as well as a national partner to collaborate on initiatives to improve client outcomes. LWB will approach partners that represent Aboriginal and Torres Strait Islander communities within the social services sector and that share LWBs values.	National Manager, Reconciliation; and State Leads	December 2018
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	National Manager, Communications	February 2016
	Promote reconciliation through ongoing active engagement with all stakeholders.	National Manager, Communications	February, December 2016, 2017, 2018
	Engage senior leaders within LWB in the delivery of RAP outcomes.	Director, Values, Culture and Diversity	January, December 2016, 2017, 2018
	Communicate RAP updates to staff every three months through a dedicated internal Yammer group ⁴ , and in each published issue of LWBs newsletter We Live Life ⁵ .	National Manager, Reconciliation; and National Manager, Communications	March, June, August, November 2016, 2017, 2018
	Establish a Reconciliation Industry Network Group (RING) for providers of Out of Home Care services across Australia, to: connect industry partners and agencies to improve reconciliation outcomes for children and young people in care; share learnings; identify opportunities for kinship care and family support; and communicate outcomes to stakeholders.	Director, Values, Culture and Diversity; and State Leads	August, 2016
	Include a Reconciliation Achievement award category in the annual Employee Recognition Awards.	Director, Values, Culture and Diversity	August 2016, 2017, 2018

⁴ Yammer is an internal social media platform that Life Without Barriers uses for internal communication. We have a dedicated group established to share information, articles, and activities relating to understanding and improving reconciliation outcomes within this platform.

⁵ We Live Life is published a minimum of three times a year or as required.

5. Identify opportunities to increase active engagement between staff and local Aboriginal or Torres Strait Islander communities to support shared values and objectives	Meet with local community groups that have shared values to form stronger relationships and partnerships that will support positive outcomes for Aboriginal and Torres Strait Islander clients.	National Manager, Reconciliation; and State Leads	February, December 2016, 2017, 2018
	Support the <i>Recognise</i> campaign by incorporating the aims of Recognise on LWBs website, intranet and within the cultural training documentation.	National Manager, Reconciliation	February, December 2016, 2017, 2018
	Support Reconciliation Australia's national events either through participation or cross-promotion and linking to Reconciliation Australia's website from the LWB website.	National Manager, Reconciliation; and State Leads	February, December 2016, 2017, 2018
	Engage with the community annually, by attending a community event in each state and territory, to recognise and celebrate: <ul style="list-style-type: none"> • Harmony Day • Sorry Day • Mabo Day • National Aboriginal and Torres Strait Islander Children's Day. 	Director, Values, Culture and Diversity	21 March, 26 May, 3 June, 4 August 2016, 2017, 2018
	Hold a forum for staff and partners with the community each year to raise awareness of reconciliation and share learnings and experiences.	National Manager, Reconciliation	July 2016, 2017, 2018



RESPECT

Life Without Barriers is committed to reconciliation and improving outcomes and opportunities for Aboriginal and Torres Strait Islander peoples. It is important to us that we make conscious, cooperative and determined action within a program of reconciliation to ensure our work is founded on a keystone of justice for all Aboriginal and Torres Strait Islander peoples. We will continue to publically celebrate shared pride in Aboriginal and Torres Strait Islander peoples and cultures with our workforce, our community partners and government agencies; and work alongside Aboriginal and Torres Strait Islander peoples and leaders so that a shared understanding underpins everything we do.

Focus area: *Reflecting our values in everything we do; delivering client-centred community-based services; and developing our people and our leadership capability.*

ACTION	TARGET	RESPONSIBILITY	TIMELINE
6. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop and implement the Aboriginal and Torres Strait Islander cultural awareness learning and development plan that will include: <ul style="list-style-type: none"> • online cultural learning • cultural awareness activities • face-to-face cultural workshops • cultural immersion activities. 	Director, Human Resources	March 2016
	All RAP Working Group members to undertake cultural learning activities.	Director, Values, Culture and Diversity	May 2016
	Deliver a High Impact Cross Cultural Leadership Program to 30 Staff from across all programs and all states, including members of the Board and Executive to develop a core group of champions to progress reconciliation.	Director, Values, Culture and Diversity	June 2016
	All senior staff to undertake cultural learning activities.	Director, Values, Culture and Diversity	September 2016
	Arrange for 30 LWB leaders to visit a remote community to develop a deeper appreciation of Aboriginal and/or Torres Strait Islander cultures.	Director, Values, Culture and Diversity; and National Manager, Reconciliation	January 2017

	100% of staff ⁷ and carers at induction to undertake online cultural learning activities as part of their role.	Director, Human Resources	December 2018
	40% staff ⁸ (1,688 staff) and carers (1,028 carers) to participate in face-to-face cultural workshop learning activities as part of their role.	Director, Human Resources	December 2018
	5% staff (211 staff) and carers (129 carers) to participate in cultural immersion activities.	Director, Human Resources	December 2018
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	Develop and implement a cultural protocols document for Welcome to Country and Acknowledgement of Traditional Owners and Custodians for each State and Territory specific to local communities.	Director, Values, Culture and Diversity	January 2016
	Invite a local Traditional Owner to provide a Welcome to Country at six events each year including NAIDOC Week and National Reconciliation Week events.	State Leads	May, July 2016, 2017, 2018
	Review and maintain a list of contacts for organising a Welcome to Country for each LWB location.	State Leads	February 2016
	Update meeting agenda templates to include an Acknowledgement of Traditional Owners of the Land.	National Manager, Reconciliation	September 2016
	Review all LWB policies to reflect cultural competency and develop and implement a communications plan to ensure staff are informed and understand these policies and how they relate to their work.	Director, Human Resources	December 2016
	All staff and Senior Leadership to provide an Acknowledgement of the Traditional Owners of the Land at all other public events.	Chief Executive	December 2016, 2017, 2018

⁷ The number of staff and clients that will be recruited between January 2016 and 2019 cannot be quantified.

⁸ This number is based on figures as at 30 June 2015. As staff and volunteer numbers are strongly influenced by external contracts, the actual numbers set in these targets may differ by January 2019.

	Organise an Acknowledgement of Traditional Owners plaque for display at no less than 150 office and service centre sites.	Director, Values, Culture and Diversity	November 2017
	Investigate opportunities to feature an Acknowledgement of Traditional Owners of the Land plaque in the traditional language of the local area in a minimum of 20 LWB offices.	State Leads	December 2018
8. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	Director, Human Resources	July 2016, 2017, 2018
	Provide opportunities for 100% attendance at local NAIDOC Week events by Aboriginal and Torres Strait Islander staff, and 50% attendance by other LWB staff.	Director, Values, Culture and Diversity	July 2016, 2017, 2018
	LWB to organise a minimum of 15 local simultaneous events to be held during NAIDOC Week.	Director, Values, Culture and Diversity	July 2016, 2017, 2018
	Support the National NAIDOC Ball through attendance and promotion.	Director, Values, Culture and Diversity	July 2016, 2017, 2018

- Some of the actions belong to national manager



OPPORTUNITIES

Life Without Barriers is committed to creating sustainable economic growth in collaboration with Aboriginal and Torres Strait Islander agencies, businesses and communities. These opportunities will be created and developed through consultation with staff, carers, volunteers, businesses and community leaders to ensure roles and partnerships result in growth and employment opportunities for Aboriginal and Torres Strait Islander peoples and LWB clients.

Focus area: *Reflecting our values in everything we do; delivering client centred community based services; inventing new ways of working with people and communities to create more opportunities; developing our people and leadership capability; improving our efficiency to make resources go further; and diversifying and growing to reach and connect more people together.*

ACTION	TARGET	RESPONSIBILITY	TIMELINE
9. Increase Aboriginal and Torres Strait Islander recruitment and retention within LWB	Increase Aboriginal and Torres Strait Islander staff to 10% ⁹ (422 staff).	Director, Human Resources	October 2018
	Review update and implement the Aboriginal and Torres Strait Islander employment and retention strategy, which includes professional development, coaching and mentoring opportunities.	Director, Human Resources	October 2018
	Engage annually with Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development, coaching and mentoring opportunities that includes a specific strategy on accessibility for staff in rural and remote areas.	Director, Human Resources	October 2016, 2017, 2018
	Offer eight traineeship positions to Aboriginal or Torres Strait Islander candidates ensuring a position is offered in each year each state and territory, and one position nationally.	Director, Human Resources	December 2018
	Advertise all job vacancies in Aboriginal and Torres Strait Islander media.	Director, Human Resources	December 2016, 2017, 2018

⁹ Based on staffing numbers as at 30 June 2015.

10. Increase Aboriginal and Torres Strait Islander supplier diversity within LWB	Review and implement the Aboriginal and Torres Strait Islander procurement strategy to ensure: <ul style="list-style-type: none"> • 5% of all business partners have an Aboriginal and Torres Strait Islander Engagement/ Workforce Strategy • 10 commercial relationships established with Aboriginal and Torres Strait Islander businesses. 	Director, Finance and Commercial Services	December 2018
	Maintain annual membership with Supply Nation and purchase \$275,000 of services from Aboriginal and Torres Strait Islander businesses each year.	Director, Finance and Commercial Services	December 2016, 2017, 2018
11. Ensure LWB programs meet the needs of Aboriginal and Torres Strait Islander peoples by creating opportunities to hear the voices of Aboriginal and Torres Strait Islander staff, carers and clients	Develop practice guidelines and a cultural competency framework that relies on engagement with Aboriginal and Torres Strait Islander staff, carers, clients and community partners to inform the work of all business units in developing services and practice models.	Director, Practice and Quality	December 2017
	Ensure that 70% ¹⁰ of Aboriginal and Torres Strait Islander children and young people have a Cultural Support Plan that complies with the Aboriginal Placement for children and young people guidelines and includes opportunities for Return to Country.	Director, Practice and Quality	December 2018
12. Support Aboriginal and Torres Strait Islander communities through mentoring, leadership and employment programs	Develop and implement a professional mentoring network within LWB for all Aboriginal and Torres Strait Islander staff utilising the resources of recognised and respected community leaders from across our regions.	Director, Values, Culture and Diversity	August 2016
	Support Aboriginal and Torres Strait Islander Leadership through the development and implementation of a cross-cultural leadership program.	Director, Values, Culture and Diversity	June 2017
	Engage local Aboriginal and Torres Strait community organisations to partner with LWB in the delivery of a cultural awareness program.	Director, Values, Culture and Diversity	June 2017
	Engage local Aboriginal and Torres Strait Islander community organisations to partner with LWB to Implement a secondment program to develop the capacity of Aboriginal and Torres Strait Islander organisations and communities.	Director, Values, Culture and Diversity	September 2017

¹⁰ This number represented by this percentage will be dependent on the number of Aboriginal and Torres Strait Islander clients in Out of Home Care by December 2018.

TRACKING PROGRESS AND REPORTING

ACTION	TARGET	RESPONSIBILITY	TIMELINE
13. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	Director, Values, Culture and Diversity	September 2016, 2017, 2018
	LWB to participate in the RAP Barometer.	Director, Values, Culture and Diversity	September 2016, 2018
	Develop tracking, measurement and reporting systems for RAP activities and measure and evaluate the results of the reports quarterly each year.	Director, Values, Culture and Diversity	January, April, July, October 2016, 2017, 2018
14. Report RAP achievements, challenges and learnings internally and externally	Report on RAP achievements, challenges and learnings in the Annual Report.	National Manager, Communications	November 2016, 2017, 2018
	Updates on RAP progress to be made publicly available on LWBs website.	National Manager, Communications	January 2016 – December 2018
15. Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP for LWB-based on learnings, challenges and achievements from the 2016-2019 Stretch RAP.	Director, Values, Culture and Diversity	July 2018
	Submit LWBs 2019-2022 RAP to Reconciliation Australia for feedback and formal endorsement.	Director, Values, Culture and Diversity	November 2018
16. Report on RAP outcomes to staff, carers and communities and stakeholders as a whole	Quarterly reports to be presented to Board, Executive and relevant community groups through existing reporting mechanisms.	Director, Values, Culture and Diversity	March, June, September, December 2016, 2017, 2018

APPENDIX





LWBs RECONCILIATION ACTION PLAN JOURNEY

Our Reconciliation Action Plan provides direction for real actions that have a positive impact on communities and individuals, and achieving measurable outcomes for the people and communities we work with. It also ensures the voices of Aboriginal and Torres Strait Islander peoples are heard throughout our organisation. This includes developing a clear strategic vision for Aboriginal and Torres Strait Islander children in our care, a reporting framework within our governance, and clear aspirations for leadership through a community of practice. These goals reflect the views of our people and the people we support, and include plans to advance the cultural competence of our employees, carers, managers and leaders.

Reconciliation is an ongoing journey that requires our constant attention to what respect, relationships and opportunities mean to Aboriginal and Torres Strait Islander peoples.

Case study: *Greg* was a client of Life Without Barriers in Adelaide. He was raised in SA and knew nothing about his father. His isolation was one of several triggers that led him to our homelessness services. As with all clients, we worked with Greg to identify his goals and aspirations. His primary goal was to learn about his father. With only a name to go on, our team started doing a bit of digging and found a book of personal histories from South West Victoria – and Greg’s*

father. Although his father was no longer alive, we uncovered an entire family – siblings, aunts, cousins, who welcomed Greg into their homes and their lives. He has since enrolled and completed a tertiary qualification, and more importantly has found himself.

*not his real name.

Our first RAP was launched in July 2009 and our second RAP was published in 2012. Both outlined our clear commitment by our Board to effectively and responsibly work with Aboriginal and Torres Strait Islander peoples, organisations and communities.

The following is a summary of the key learnings, challenges and achievements gained through the development and implementation of our two previous Reconciliation Action Plans (2009-2012 and 2012-2015):

KEY LEARNINGS

- We have identified the need for a formalised stakeholder and engagement strategy to ensure we increase our engagement with, and service delivery to, Aboriginal and Torres Strait Islander peoples and communities
- We need to continue to work with Aboriginal and Torres Strait Islander peoples within LWB and externally, to ensure they inform the development of all programs and services

- We have identified the need to create a new Aboriginal and Torres Strait Islander Workforce Development Strategy that incorporates all aspects of recruitment, development, progression and retention in relation staff and volunteers
- Our State and Northern Territory Leads and Aboriginal and Torres Strait Islander Initiatives in Western Australia, Queensland, New South Wales, South Australia and Northern Territory are best placed to support all Directors and State Managers in implementation of the RAP and related projects. In addition to these, the position should provide Aboriginal and Torres Strait Islander leadership and contribute to the development of policy, procedures and practice as well as to establishing partnerships to enhance service provision to Aboriginal and Torres Strait Islander people and communities.

PARTNERS DURING OUR JOURNEY

- Aboriginal Child, Family, and Community Care State Secretariat, New South Wales
- Aboriginal Peak Organisations, Northern Territory
- Burdiya Aboriginal Corporation, Western Australia
- CCI Vocational Education Training Employment Centre, Western Australia
- Corporate Culcha, Queensland
- Dumbartung Aboriginal Corporation, Western Australia
- Esperance Nyungar Aboriginal Corporation
- Generation One, Western Australia
- Goomburrup Aboriginal Corporation, Western Australia
- Kari Aboriginal Children's Service, New South Wales
- La Djadarr Bay Aboriginal Corporation, Broome, Western Australia
- Lajamanu Traditional Owners, Northern Territory
- Lombadina Aboriginal Corporation, Western Australia
- Max Employment Services – Regional Community Jobs Program, Western Australia
- Max Vocational Education Training Employment Centre, Western Australia
- National Aboriginal Community Controlled Health Organisation
- Ngalang Boodja- Noongar Employment Enterprise Development Aboriginal Corporation, Western Australia
- Ninti-One, Northern Territory
- Nunkuwarrin Yunti, South Australia
- Orange Aboriginal Medical Service, New South Wales
- Piccaninny Foster and Kinship Care, Queensland
- Qantas
- Raukkan Community Council, South Australia
- Reconciliation Australia
- Reconciliation Queensland
- Secretariat of National Aboriginal and Islander Child Care
- South East Tasmania Aboriginal Corporation, Tasmania
- Strong Aboriginal Families Together, Northern Territory
- Supply Nation
- Taoundi College Employment Services, South Australia
- Tharawal Aboriginal Medical Service, New South Wales
- Victorian Aboriginal Child Care Association, Victoria
- Walgenup Aboriginal Corporation, Western Australia
- Yorgum Aboriginal Corporation, Western Australia.

KEY ACHIEVEMENTS

Reconciliation Australia formed in 2001, and Life Without Barriers launched its first Reconciliation Action Plan in 2009.

OUR KEY ACHIEVEMENTS OVER THE PAST SIX YEARS INCLUDE:

- Increasing the number of employees who identify as an Aboriginal and/or Torres Strait Islander employee from 14 in 2009 to 195 staff in 2015 (being 4.6% of our total workforce)
- An increase in Aboriginal and Torres Strait Islander children and young people in Out of Home Care placed with carers who identify as an Aboriginal and/or Torres Strait Islander person
- Each Aboriginal and Torres Strait Islander child or young person in Out of Home Care is supported by a Cultural Support Plan which aims to provide the opportunity to maintain family, community and cultural connections
- Partner with Waltja, through the national Indigenous Governance Awards, that will see both organisations work together to build their individual and combined capacity in a range of areas including recruitment and retention of Aboriginal and Torres Strait Islander workers, promotion of services, and community support
- Aboriginal and Torres Strait Islander staff representation in key decision making teams and forums:
 - o Board and Executive meetings
 - o Out of Home Care Communities of Practice
 - o Human Resources Communities of Practice
 - o State Management team meetings.
- Aboriginal and Torres Strait Islander staff lead the development of:
 - o Stretch Reconciliation Action Plan activities at national, state and territory, and regional levels, and implementation plans
 - o Policies, Practices and Programs in relation to service delivery to Aboriginal and Torres Strait Islander peoples
 - o Onboarding of Aboriginal and Torres Strait Islander staff and carers
- Agreement to adhere to the 'Principles for a partnership-centred approach for non-government organisations working with Aboriginal and Torres Strait Islander organisations and communities' on 28 October 2014. Through adherence to these principles, which were supported by the Australian Council of Social Service, Life Without Barriers can look forward to developing new partnerships and strengthening existing partnerships with Aboriginal and Torres Strait Islander organisations and communities
- Partnering with the then Department of Education, Employment and Workplace Relations to establish an Indigenous Employment Program to support the career development of Aboriginal and Torres Strait Islander staff
- Established dedicated positions to direct services and influence programs including Cultural Support Planners, Aboriginal Programs Manager
- Supporting the *Recognise* campaign, for recognition of Aboriginal and Torres Strait Islander peoples in the Australian Constitution
- Commitment to the *Racism. It Stops with Me* campaign by the Chief Executive, Claire Robbs
- Invited to represent the community sector at Parliament House, Canberra, by Reconciliation Australia, as a leader of reconciliation activities
- Developing a Driver Training Program in Kalgoorlie, Broome and Dampier Peninsula, Western Australia for Aboriginal and Torres Strait Islander young adults

- Formation of a monthly Reconciliation Action Plan meeting with South Perth Local Council with client membership
- The signing of a Memorandum of Understanding with the Thalngarr Ngarriny Aboriginal Corporation in Halls Creek to use an area for the extension of services within the Remote Area Strategy Program
- Establishing our membership with Supply Nation in December 2013
- Funded as the Facilitating Partner for the Stronger Community for Children Lajamanu. Stronger Communities For Children is a place-based initiative for children, young people and families in their local communities to improve school readiness, which recognises the importance of local community ownership and aims to support the community vision of a Strong and safe community. Furthermore SCFC works with local Aboriginal organisations to create employment for local people and to build the capacity of local Aboriginal organisations
- Established area Reconciliation Implementation Plans and supporting committees
- Established work experience program for Aboriginal students in our residential care.

KEY SERVICES

2009:

- Established the annual Back to Country program for residents of the Aboriginal Men's Home in Port Augusta. The program involves supporting the men to travel to their Country around Coober Pedy and the Anangu Pitjantjatjara Yankunytjatjara Lands.

2010:

- Established the Therapeutic Residential Service in Rockhampton supporting Aboriginal and Torres Strait Islander young people with a strong focus on cultural support and community engagement
- Opened Warmun Community Disability House, supporting male clients in partnership with the Warmun community in Western Australia.

2011:

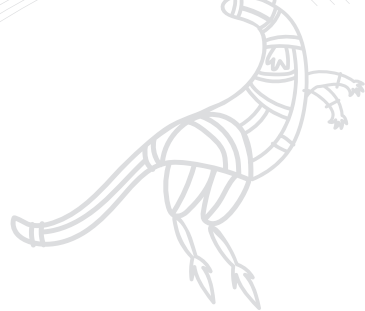
- Established the Men's Woodcarving Project in the Riverlands in South Australia, in partnership with the Riverland Aboriginal Men's Support Group and the Personal Helpers and Mentors Scheme.

2012:

- Partnered with the then Department of Education, Employment and Workplace Relations to establish career development support for Aboriginal and Torres Strait Islander staff to, in turn, improve our service delivery with clients.

2013:

- Established an Aboriginal Driver Training and Education Program for people in Broome, Kalgoorlie and the Dampier Peninsula. The program was established with the Department of the Attorney General to provide driving training to clients leaving the criminal justice system. It aims to reduce involvement in the criminal justice system for driver related issues including driving without a license, and management of fines
- Opened two child care centres in the Northern Territory communities of Minjilang and Lajamanu. The centres were established by Life Without Barriers in strong partnership with the two communities using a capacity building model. The child care centres provide high-quality and culturally sensitive services for up to 30 children, aged from six weeks to five years old. Life Without Barriers also delivers educational workshops for parents, as well as age-appropriate activities, nutrition, health and hygiene to complement what the children learn while in child care. The centres have been supported by a local Community Advisory Group in each community, with all developments and decisions being discussed with the groups prior to implementation, and we have successfully secured ongoing funding to ensure the sustainability of these services
- Opened Ngaanthu-ngay-wi Bayan, a women's shelter in Cooktown, Far North Queensland. This service supports women and their families who are impacted by domestic and family violence.



2014:

- Established a Coming Home project to support Aboriginal and Torres Strait Islander clients with disability to make the journey home to reconnect with family in Kowanyama in far north Queensland
- Formed a relationship between the Royal Botanical Garden's Cranbourne Annex in Victoria and Hartwell Primary School. In this year 100 Grade 1 and Grade 2 students were introduced to the Boon Wurrung Land and its importance in Aboriginal culture
- Hosted a joint sports clinic with HEARING Inc known as Live Longer! for 200 local Aboriginal and Torres Strait Islander children and their parents, at five sporting clinics across the Riverland region. The project involved ongoing support and involvement from the Department of Education and Child Development, ACCARE, Flinders University, Riverland Community Health, Life Without Barriers and Country Health SA. The Live Longer! campaign was funded by the South Australian Government's Department of Health and Ageing and was part of the \$805.5 million Indigenous Chronic Disease Package.

2015:

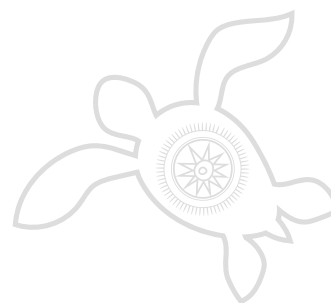
- Hosted three cultural awareness camps for staff and volunteers working in Out of Home Care services in NSW: South Coast, Couridjah and Barrington Tops; and ran an additional 15 introductory sessions for teams across the state
- Awarded a Commonwealth contract to provide HIPPY (Home Interaction Program for Parents and Youngsters) services in two locations across Australia. HIPPY is a two-year home-based parenting and early childhood program that supports parents and carers to be their child's first teacher. HIPPY builds the skills of parents and carers to help prepare their child for school. LWBs services is designed to accelerate the pre-school development of Aboriginal and Torres Strait Islander children and provide training opportunities for parents
- Established partners with Ngalang Boodja-Noongar Employment Enterprise Development Aboriginal Corporation, Goomburrup Aboriginal Corporation, Walgenup Aboriginal Corporation that supports our efforts in engaging new carers and Support Workers able to work with Aboriginal and Torres Strait Islander clients
- Enrolments at Minjilang and Lajamanu rose to over 130 children.

KEY CHALLENGES

- Ensuring full integration and ownership of our RAP due to the geographic breadth of the organisation and the diversity of programs, staff, volunteers and clients
- Developing audience-specific tools to assist staff and volunteers in implementing the RAP that are easy to use and understand yet detailed enough to ensure quality outcomes for clients
- Identifying clearly the activities and opportunities for staff and volunteers at each step of the journey to maintain understanding and through that commitment and motivation in implementing a range of strategies to ensure positive outcomes for Aboriginal and Torres Strait Islander people.

Artwork: *Return to Country – Land, Sea and Sky* is an original artwork created for Life Without Barriers by Riki Salam, Gilimbaa.

Design and Print: Dreamtime Creative.



WE LIFE WITHOUT BARRIERS VE

Supporting Aboriginal and
Torres Strait Islander peoples


National Office:

PO BOX 2226
Dangar 2309


352 King Street
Newcastle
NSW 2300


P: (02) 4033 4500
E: info@lwb.org.au
W: www.lwb.org.au

 [@lwbaustralia](https://twitter.com/lwbaustralia)

 [/company/life-without-barriers/](https://www.linkedin.com/company/life-without-barriers/)

 [LWBAustralia](https://www.facebook.com/LWBAustralia)

 [lwbaustralia](https://www.youtube.com/lwbaustralia)

 [@lifewithoutbarriers](https://www.instagram.com/lifewithoutbarriers)

