



Wanslea's Innovate Reconciliation Action Plan

JAN 2023 – DEC 2024



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We acknowledge the First Nations people as the traditional custodians of this beautiful land we live and love. We pay our respects to their elders past, present and those who are emerging.



Our RAP Artwork

To celebrate NAIDOC 2019, all Wanslea staff participated in an artwork activity as an interactive and fun way to learn and understand more about the six Nyungar seasons; Birak, Bunuru, Djeran, Makuru, Djilba and Kambarang.

The resulting painting is now proudly displayed in Wanslea's Cloverdale office, which is home to the majority of our Out-of-Home Care team.

Elements of the artwork continue to be used on branding and promotional materials, including, but not limited to, staff lanyards, business cards, document templates, powerpoint presentations and other branded stationary.



Wanslea CEO Statement



I'm so incredibly proud to be Wanslea's Chief Executive Officer at such an exciting time.

As an organisation, we exist to support children and young people to grow and develop, safely. To assist us in delivering this, we have a strong foundation of relationships with Aboriginal and Torres Strait Islander people as clients, staff and key partners in the community. Moving forward, we must continue to build and strengthen these relationships and grow our understanding of history and culture to ensure we are a culturally safe and inclusive organisation.

At Wanslea, we know that the process of true reconciliation is a journey, and our Innovate RAP is one very important piece of our whole organisation's commitment to achieving positive outcomes for Aboriginal people. The development of this RAP has been an important process for us to reflect on what we have learned, what has changed since our first RAP and also lay the foundations of what is ahead of us. In implementing our RAP, we very

much look forward to deepening our learning and our relationships with Aboriginal and Torres Strait Islander people. Our 2022 -2024 Innovate RAP will provide a framework to keep us accountable to the priorities we are committed to achieving.

As a provider of services for children and families, Wanslea strives to be inclusive of everyone, particularly our First Nations People; Aboriginal and Torres Strait Islander Peoples. Wanslea respects and pays tribute to our First Nations people, the custodians of this beautiful land in which we live and love. Through acknowledgement and learning, together, we can heal Country, and we are excited to put our Innovate Reconciliation Action Plan into motion.

Jo Sadler
Chief Executive Officer
Wanslea

Statement from CEO of Reconciliation Australia



Reconciliation Australia commends Wanslea Limited on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Wanslea Limited to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Wanslea Limited will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and

opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Wanslea Limited is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Wanslea Limited's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Wanslea Limited on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Vision for Reconciliation

Acknowledging the wrongs of the past, the deep knowledge and expertise of Aboriginal and/or Torres Strait Islander peoples, we walk alongside and learn from the leadership, guidance and wisdom of Aboriginal and/or Torres Strait Islander peoples on our journey towards a reconciled Australia.

Our vision is a journey of engagement and reconciliation with Aboriginal and/or Torres Strait Islander peoples. Wanslea acknowledges the damage caused by past laws, policies, and practices. Wanslea acknowledges its historical practices and their impact on Aboriginal and/or Torres Strait Islander peoples.

We recognise that we need to play our part in repairing and learning from the wrongs of the past. We endorse the Uluru Statement from the Heart and wish to play our role in the healing process and moving Australian society towards a better future. We support Aboriginal and/or Torres Strait Islander

peoples to have control over their lives and to build their capacity through our services and opportunities for new skills, employment and business.

Walking alongside Aboriginal and/or Torres Strait Islander peoples, we embrace the cultural knowledge of Aboriginal and/or Torres Strait Islander peoples and seek their leadership to embed effective, culturally safe practices within our services through co-design, Elder guidance and developing Aboriginal and/or Torres Strait Islander leaders within Wanslea. Through our vision, we want to recognise and celebrate the multitude of individual stories and experiences, integrating them into Wanslea's everyday culture and ways of working. We will all thrive as a society if we are connected through strong families and relationships with organisations and communities that are respectful and embracing of diverse knowledge and perspectives.

Our vision is for a future where:

- Aboriginal and/or Torres Strait Islander staff feel safe, nurtured, and able to be themselves, therefore enabling them to engage at their highest level
- Young Aboriginal and/or Torres Strait Islander peoples can build relevant skills and experiences for a better society through priority student, volunteering, and work experience placements
- Cultural knowledge, life skills and experiences are respected and valued in the same way as qualifications
- Wanslea offices, physically and through staff members, reflect the cultural diversity of their regions
- We have local cultural leaders in each region
- Aboriginal and/or Torres Strait Islander communities and organisations are actively involved in co-designing the services offered to their communities and included in the design of our strategic direction and practices
- Aboriginal and/or Torres Strait Islander practitioners, leaders and academics shape our services and work practices
- Wanslea's early childhood education and care services promote greater understanding of Aboriginal and/or Torres Strait Islander ways of knowing, being and child rearing
- Aboriginal and/or Torres Strait Islander communities feel safe to seek support from Wanslea, seeing us as approachable and genuine
- Aboriginal and/or Torres Strait Islander partners strongly value our relationship and where Aboriginal organisations seek to work more closely with Wanslea.





Our Business

Florence Hummerston founded Wanslea in 1943 to care for the children of mothers who were ill, and whose fathers were at war. The need for a compassionate, caring organisation focused on the welfare of children did not stop at the end of the war and Wanslea continued to grow. The goodwill and respect that has been earned by Wanslea continues to be committed to the care of families and children through the many programs now offered across Western Australia, Northern Territory and Tasmania. Within Western Australia, our services are delivered across metropolitan Perth and the Mandurah, Great Southern, Wheatbelt and Goldfields/Esperance regions, with a small number of services in the Pilbara and Kimberley regions.

Our purpose is to promote community, family and individual development through partnerships and services. Wanslea works with families to achieve better outcomes and build strength, resilience, and connection. We facilitate the individualised development of children by building the capacity within families and carers to deliver culturally secure strategies, practical activities and connection with community, resources and services.

What we do:

- Support families in their parenting journey
- Provide a range of out-of-home care services
- Offer a broad spectrum of flexible early education and care services
- Provide specialist services in mental health, disability, and housing
- Community capacity building.

Wanslea's services provide support for:

- Families where there are children
- Children and young people through to early adulthood
- Family Day Care, In Home Care educators and early childhood education and care organisations
- Communities
- Students and volunteers.

Aboriginal and/or Torres Strait Islander peoples make up a considerable proportion of our service groups, in particular fifty percent of the children in foster care, twenty-five percent of families receiving parenting support services and a majority of families in the regional areas are Aboriginal and/or Torres Strait Islander peoples. We acknowledge the negative impacts of our practices that reflected past and present laws and policies and support Aboriginal leadership in changing our services to build strong, culturally secure families, create greater opportunities for Aboriginal and/or Torres Strait Islander peoples and to deepen relationships with Aboriginal and/or Torres Strait Islander Corporations and communities.

At present, Wanslea employs over three hundred and eighty staff and there are two hundred volunteers, including 14 Aboriginal and/or Torres Strait Islander employees and two Aboriginal and/or Torres Strait Islander Board directors. There is a commitment to employing Aboriginal and/or Torres Strait Islander staff across all facets of the organisation and particularly where the services are working with Aboriginal and/or Torres Strait Islander peoples.

In 2021-2022, Wanslea staff worked with 4,077 families and 6,522 children and young people across thirty-one physical sites (32 sites in Western Australia and one in Tasmania) and virtually in the Northern Territory.

Wanslea has a long history of influencing national and local agendas in areas of child wellbeing, education, and safety. All senior staff are members of state and national committees, and boards of other organisations that contribute to the development of policy in key areas of community services including education and care, families, mental health and out-of-home care. Wanslea's staff are provided opportunities to participate in reconciliation and are kept up to date on progress. At a local level, staff are active in their local communities with a number on committees of management and boards of schools, not-for-profits, sports associations, and councils. More broadly, we work in partnership with children, families, carers, our funders, other community services organisations, schools, health services, charitable groups, local TAFEs, and universities.



Our RAP Journey

Reconciliation is a shared journey, with a shared responsibility to recognise the status of Aboriginal and/or Torres Strait Islander peoples in Australia and to actively work towards improving outcomes for children, families, and communities. Wanslea has worked with Aboriginal and/or Torres Strait Islander partner agencies to progress our reconciliation journey. Each step of the process has been checked with our consultants, both internal and external, and their advice taken to inform the activities and directions contained herein.

The development of our first Reconciliation Action Plan came from a recommendation of a staff-initiated Cultural Working Group in 2016 that saw the need for a formal document to hold the organisation to account across all areas of services. This first plan was endorsed by Reconciliation Australia. Our Cultural Working Group has worked actively to improve cultural competence and cultural security. This has resulted in greater acknowledgment and inclusion of Aboriginal and/or Torres Strait Islander people in service planning, development and steering the organisation in understanding and incorporating Aboriginal and/or Torres Strait Islander ways of knowing, being and doing into work practices.

Some key achievements include:

- The development and implementation of the Wanslea Aboriginal Cultural Education Program. All staff and volunteers are required to attend the one-day experiential program. Additional training is offered throughout the year that grows competency and understanding
- A General Manager Cultural Safety and Partnerships appointed who reports to the CEO
- Two Aboriginal and/or Torres Strait Islander Board directors appointed. One completed a term as the Deputy Chair of Wanslea Ltd and remains a director and the other sits on the WELD Limited Board
- Annual workshops for managers of Aboriginal and/or Torres Strait Islander staff
- An organisational induction that includes an introduction to Aboriginal and/or Torres Strait Islander history, influence, and culture
- Contribution of a scholarship to the Westerman Jilya Institute to support Aboriginal and/or Torres Strait Islander Psychology students
- A workshop facilitated by Jonathan Ford and Hannah McGlade on the impacts of racism and white privilege was delivered to senior leaders
- Cultural supervision and mediation for Aboriginal and/or Torres Strait Islander staff
- An Aboriginal Practice Lead for Out-of-Home Care appointed
- Wanslea's branding changed to incorporate original in-house-designed Aboriginal and/or Torres Strait Islander artwork and motifs on its website, social media, publications, and uniforms
- Workshops were held with staff to collaboratively create cultural pieces for each office
- Early childhood education and care centres include language in their curriculum and open each day with an Acknowledgement of Country. The centres included Aboriginal and/or Torres Strait Islander community members to share their cultural knowledge with the children and staff over a 10-week period

- A partnership has been entered into with the Foundation for Indigenous Sustainable Health (FISH) to supply books by Aboriginal and/or Torres Strait Islander peoples on a quarterly basis to the early childhood education and care services
- Smoking ceremonies have been held at several Wanslea buildings
- The Early Childhood Approach has implemented a Community Capacity Building Officer – Aboriginal Cultural Liaison role to remove barriers for Aboriginal and/or Torres Strait Islander children accessing this service
- Welcome packs for Aboriginal and/or Torres Strait Islander children in care were created
- MOUs were signed with Aboriginal organisations to deliver services
- Actively connecting to and establishing purchase agreements with external Aboriginal and/or Torres Strait Islander businesses to assist in building workplace capacity, delivering extended cultural competency training and provision of services and supplies to Wanslea including stationery, catering, and office supplies
- Wanslea has a formal partnership with Kaata-Koorliny Employment and Enterprise Development Aboriginal Corporation (Keedac) to jointly deliver the THRIVE (tenancy support) program in the Wheatbelt
- The Yorgas Yannin Yirak event was held with 150 attendees in 2021 to support NAIDOC week.





The introduction of the Wanslea Aboriginal Cultural Education Program (WACEP) that commenced in 2019 has made a profound impact on cultural learning within the organisation. The one-day program that balances imparting a theoretical understanding of Aboriginal and/or Torres Strait Islander histories, cultures and key cultural reference points with experiential exercises and practical discussions on reconciliation. The General Manager Cultural Safety and Partnerships, Robyn Collard, a Whadjuk Nyungar Elder highly respected across Perth and within Wanslea, leads the program and works in partnership with Yelakitj Moort Nyungar Association Inc to deliver the program. Robyn coaches other Wanslea Aboriginal and/or Torres Strait Islander staff to deliver the program. This has supported Wanslea in becoming a workplace that is active and safe in culturally supporting Aboriginal and/or Torres Strait Islander staff and improving retention rates amongst Aboriginal and/or Torres Strait Islander employees. This improves relationships with internal and external stakeholders and builds respectful working relationships with staff within the organisation. Wanslea is becoming a workplace of choice for Aboriginal and/or Torres Strait Islander peoples.

Engaging in partnerships with Aboriginal Community Controlled Organisations (ACCOs) has been a major focus. The partnership model

includes delivering services, joint professional learning and using our partner ACCOs' facilities to build strong and healthy partnerships. Our partnership with Keedac is an example of the work we have undertaken in this area.

Keedac is an ACCO based in Narrogin WA that provides family support services, cultural events, a Centrelink agency, and housing support. We began our relationship in 2016 as Wanslea was successful in a tender to provide a parenting program and Inclusion Support in Northam where Keedac had a presence. We approached Keedac to partner with us to tender for services to support kinship carers and a family support service in Northam and were successful. The partnership involved locating the services in the Keedac building, purchasing cultural support and joint training opportunities. We then jointly tendered to offer the THRIVE program, housing support for Aboriginal families in public housing, in Narrogin and Northam. Keedac is the lead provider of the service in Narrogin and Wanslea in Northam, with both sites effectively operating as one team. This partnership has resulted in financial security for Keedac, confidence in looking at different options for new services, sharing resources and facilities, an upgrade of the Keedac building, mutual support at management and CEO level.





The development of our second RAP seeks to solidify our commitment to cultural security, building partnerships with Aboriginal ACCOs, increasing Wanslea's employment of Aboriginal and/or Torres Strait Islander staff, growing our business connections with Aboriginal and/or Torres Strait Islander companies, and appropriately providing our services to promote empowerment and self-determination.

It builds on the outcomes achieved and advances the organisation to grow its cultural competency. The intent is for our RAP to keep us focused and aware of the journey we are on.

It provides milestones, direction, opportunities for feedback and sets a clear pathway for the whole organisation that holds everyone accountable.

Our Innovate RAP

Wanslea CEO is Wanslea's RAP Champion who will lead the implementation of the RAP, set up the monitoring and governance arrangements through the RAP and engage broadly internally and externally to further reconciliation throughout Wanslea, its services and the children and families it serves. The RAP is monitored and governed at Executive meetings ensuring it has visibility, momentum and Wanslea's strategic priorities remain aligned to its reconciliation journey.

The RAP was developed by the RAP Working Group made up of a broad range of 21 employees including: CEO, CFO, General Managers, Operational Managers for Early Years, Regional Services, Moorditj Koorlangka Moort, Coordinators for Inclusion Support, Centre Based Childcare, Outside School Hours Care, Mental Health Programs, Early Childhood Approach (Disability Services), Practice Lead-Culture, Social Workers, Family Support Workers, Peer Support Workers, Early Childhood Practitioners and Community Capacity Building Officers. The RAP Working Group described above includes ten Aboriginal and/or

Torres Strait Islander people, including our General Manager Cultural Safety and Partnerships, Robyn Collard. Having senior people from the community on staff has been the preferred option, as Wanslea operates on the lands of many groups, and local knowledge and connections are paramount. Today our Aboriginal and/or Torres Strait Islander employees remain involved in the Committee and have provided advice and guidance in the development of the RAP. Workshops were held across Wanslea's regions via online technology. The initial RAP development was coordinated and facilitated by Kambarang Services. In March 2022, all Wanslea staff, including the original members of the RAP Working Group, were invited to an online RAP working group forum aimed at refreshing the plan, building a greater diversity of views and engagement in the reconciliation process. This was followed by a series of workshops with Wanslea Early Learning and Development staff who had been unable to attend the online meeting. Keedac CEO Leanne Kickett and local community Elders Marie Taylor and Gerrard Shaw provided guidance and feedback on our refreshed RAP.



RELATIONSHIPS



Building strong relationships between Aboriginal and/or Torres Strait Islander peoples and other Australians is vital in being able to meet Wanslea's purpose of promoting community, family and individual development through partnership and services. Supporting Aboriginal and/or Torres Strait Islander families to reconnect and grow stronger is key to delivering on the purpose. To achieve this, children, families and communities need to be included in Wanslea's services, decision-making and in the design of our programs. Therefore, it is important to build genuine relationships to get a deeper understanding of Australia's Aboriginal and/or Torres Strait Islander peoples through taking the time to yarn, being more flexible, making interactions as comfortable as possible and asking for feedback.

We connect across the local communities, networks, organisations, government departments, councils where our services operate and at a national level to learn and to influence for reconciliation.

These relationships create a circle of connection to share experiences and knowledge that enrich our view of the world and help create more culturally aligned services.

Relationships are also about partnerships and Wanslea's core value of collaboration. We seek to build genuine, value-adding partnerships with local Aboriginal and/or Torres Strait Islander communities, leaders, practitioners, and organisations as well as like-minded organisations to create an Australian community that is more inclusive, safe, child and family-focused. Wanslea is committed to building the capacity and capability for ACCOs to take care of their own children in the Out-of-Home Care sector.

Our greatest spheres of influence include Wanslea's staff, the local families, communities, and organisations we work with, peak bodies, and Government (local, state and national).

Focus area (alignment to Strategic Objectives):

Sustainability and Growth, Staff Well-being and Flexibility, Influence and Leadership

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and/or Torres Strait Islander stakeholders and organisations.	• Develop a list of Aboriginal and/or Torres Strait Islander peoples, communities, and organisations within Wanslea's local areas with whom we can connect on our reconciliation journey	January 2023	GM Cultural Safety and Partnerships
	• Develop and implement an engagement plan to work with Aboriginal and/or Torres Strait Islander stakeholders and organisations	January 2023	GM Cultural Safety and Partnerships
	• Implement the Aboriginal Community Controlled Organisations partnership project	February 2023	GM Cultural Safety and Partnerships
	• Create a remunerated Aboriginal and/or Torres Strait Islander representative group of Wanslea and community Elders to develop guiding principles for future engagement	March 2023	Lead: CEO Support: Executive Team

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and/or Torres Strait Islander stakeholders and organisations. (Continued)	<ul style="list-style-type: none"> Build formal and informal partnerships with Aboriginal and/or Torres Strait Islander peoples and organisations to support children and families 	Review February 2023	COO
	<ul style="list-style-type: none"> Build relationships with local Aboriginal and/or Torres Strait Islander Elders to support visits to Wanslea offices/centres and share cultural learning (e.g. lunchbox sessions) 	From February 2023 Review August 2023, August 2024	Lead: CEO, Support: Executive Team
	<ul style="list-style-type: none"> Build local teams' relationships with Aboriginal and/or Torres Strait Islander communities through family events (e.g. BBQs, art workshops) 	From January 2023 Review July, 2023, July 2024	Lead: COO, Support: Executive Team
	<ul style="list-style-type: none"> Initiate informal connections and learning opportunities between local teams and similar Aboriginal and/or Torres Strait Islander organisations (e.g. Coolabaroo, Pineview Kindy) 	From March 2023 Review September 2023 September 2024	Lead: CEO, Support: Executive Team
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Ensure Wanslea staff have access to Reconciliation Australia's NRW resources and materials 	May 2023, May 2024	GM People and Culture, Diversity and Inclusion Group
	<ul style="list-style-type: none"> Wanslea to register its NRW events on the Reconciliation Australia's NRW website 	May 2023 May 2024	GM People and Culture
	<ul style="list-style-type: none"> RAP Working Group members to participate in at least one external event to recognise and celebrate NRW 	May, June 2023 May, June 2024	GM People and Culture
	<ul style="list-style-type: none"> Encourage and support staff, senior leaders, to participate in at least one external event to recognise and celebrate NRW 	May 2023, May 2024	CEO
	<ul style="list-style-type: none"> Wanslea to hold at least one external NRW event per year 	May, June 2023 May, June 2024	GM People and Culture
	<ul style="list-style-type: none"> Have Wanslea stands at NRW events and community events throughout the year with Wanslea Aboriginal and/or Torres Strait Islander branding, t-shirts and materials 	May, June 2023 May, June 2024	GM People and Culture

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement strategies to engage staff in and educate them on reconciliation across Wanslea's workforce (e.g. communications, cultural team-building activities, yarning sessions) 	February 2023	CEO
	<ul style="list-style-type: none"> Develop Wanslea's advocacy positions and strategies to drive reconciliation outcomes and positively influence our external stakeholders 	June 2023	CEO
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation and the Uluru Statement from the Heart publicly through the website and publications 	May 2023, May 2024	CEO
	<ul style="list-style-type: none"> Identify opportunities to work with key Aboriginal and/or Torres Strait Islander leaders, practitioners, and academics to build cultural practices in programs for Out of Home Care, Family Support Services, Mental Health and Early Childhood Development and Care services and promote reconciliation in all operations and communication 	March 2023	COO
	<ul style="list-style-type: none"> Develop partnerships and working relationships with RAP organisations in the community sector for collaboration in Family Support Services, Out of Home Care, Tenancy Support, Community Capacity Building with which Wanslea can connect on our reconciliation journey 	Review June 2023, June 2024	COO
	<ul style="list-style-type: none"> Promote reconciliation with our local communities (e.g. local representation on RWG, involvement in family events and sharing of children's learning in early learning centres with families) 	January 2023 Review July 2023, July 2024 year	Lead: COO Support: Executive Team
	<ul style="list-style-type: none"> Develop and implement an ongoing program to educate all staff on inclusion, diversity, Truth-telling and healing for the future 	February 2023 February 2024	GM Cultural Safety and Partnerships
	<ul style="list-style-type: none"> Collaborate with Reconciliation WA and other like-minded organisations to develop ways to advance reconciliation 	Review November, 2023	CEO

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs 	February 2023	GM People and Culture
	<ul style="list-style-type: none"> Continue to educate senior leaders on the effects of racism 	March 2023	GM Cultural Safety and Partnerships
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation 	February 2023	GM People and Culture
	<ul style="list-style-type: none"> Engage with Aboriginal and/or Torres Strait Islander staff and/or Aboriginal and/or Torres Strait Islander advisors to consult on our anti-discrimination policy 	January 2023	GM People and Culture
5. Raise internal awareness of Wanslea's RAP.	<ul style="list-style-type: none"> Engage and inform key internal stakeholders of their responsibilities within Wanslea's RAP 	January 2023	CEO
	<ul style="list-style-type: none"> Regularly provide an update on progress and Wanslea's RAP commitments to all staff 	January 2023 July 2023 January 2024 July 2024	CEO
	<ul style="list-style-type: none"> Review and re-release Wanslea's Statement of Commitment in the light of a second RAP 	January 2023	Board Chairs



RESPECT



We acknowledge and show our appreciation of the longest-living cultures in the world that brings with it a vast spiritual, cultural, and physical knowledge of the land on which Wanslea and its services operate. It is essential for us to understand the histories, stories, and cultures to understand what has come before and to learn from the strengths, resilience, and achievements of Aboriginal and/or Torres Strait Islander peoples in the past and today in order to build greater understanding. Through seeking ongoing connection to culture, we will move from cultural education to embedding a deep welcoming of Aboriginal and/or Torres Strait Islander cultures that are visible in our offices, our internal and external communications, training, recruitment

and how people feel after interacting with Wanslea staff. We will explicitly acknowledge the cultural knowledge and skills of Aboriginal and/or Torres Strait Islander staff, their status and role within their community as a key component of their work at Wanslea as well as their position title.

Respect, a core Wanslea value, is fundamental to working with Aboriginal and/or Torres Strait Islander families. Without respect, we cannot build relationships, create opportunities and progress on the journey of reconciliation and healing. Respect means treating all who interact with us with respect, honouring their differences, valuing their input, and recognising what equality of opportunity means.

Focus area (alignment to Strategic Objectives):

Staff Well-being and Flexibility

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and/or Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	• Develop, implement and communicate a cultural learning strategy document for our staff	January 2023 Review January 2024	GM Cultural Safety & Partnerships
	• Scope and implement an ongoing cultural education program (formal and informal learning) for Wanslea staff	January 2023	GM Cultural Safety & Partnerships
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	Review October 2023, October 2024	GM Cultural Safety & Partnerships
	• Consult local Traditional Owners and/or Aboriginal and/or Torres Strait Islander advisors as part of the scoping and implementation of the cultural education program	January 2023	GM Cultural Safety & Partnerships
	• Involve local Traditional Owners in cultural education programs wherever possible	Review October 2023, October 2024	GM Cultural Safety & Partnerships
	• Collect data and measure Wanslea staff current level of knowledge and understanding of Aboriginal and/or Torres Strait Islander cultures, histories, and achievements	Monthly and quarterly Review January 2023, January 2024	GM People and Culture Support Executive Team

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and/or Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning. (Continued)	<ul style="list-style-type: none"> Continue to implement cultural education at both induction level, and in a more intensive form (competencies) as an ongoing training requirement for all Wanslea staff including the Board, Executive and management 	Review January 2023, January 2024	GM People and Culture
7. Demonstrate respect to Aboriginal and/or Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols 	Included in all gatherings, meetings, and events Review December 2023	Lead: CEO Support: Board members, COO General Managers
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country 	January 2023	CEO
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year 	Review October 2023, October 2024	CEO
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings 	Review October 2023, October 2024	CEO
	<ul style="list-style-type: none"> Embed Acknowledgement of Country and other appropriate protocols within daily practices for children in early childhood education and care 	Review March 2023, March 2024	GM Early Years
	<ul style="list-style-type: none"> Encourage and enable staff to provide an Acknowledgement of Country in language with permission from Traditional Custodians 	Review October 2023, October 2024	CEO, Support COO
8. Build respect for Aboriginal and/or Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other days of significance.	<ul style="list-style-type: none"> RAP Working Group and Wanslea leadership to participate in an external NAIDOC Week event 	July 2023, July 2024	CEO and Board Chairs
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week 	February 2023	GM People and Culture
	<ul style="list-style-type: none"> Develop and implement a calendar of key Aboriginal and/or Torres Strait Islander events/ histories to celebrate through events or communications 	January 2023	GM People and Culture, Diversity and Inclusion Group
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff 	July 2023, July 2024	CEO

Action	Deliverable	Timeline	Responsibility
9. Enhance the cultural safety of service delivery to Aboriginal and/or Torres Strait Islander children, young people, and families.	<ul style="list-style-type: none"> Seek opportunities to co-design new services alongside local Aboriginal and/or Torres Strait Islander communities and families 	Commence March 2023	COO
	<ul style="list-style-type: none"> Embed opportunities for children in early childhood education and care to learn about Aboriginal and/or Torres Strait Islander cultures, languages, and stories 	Review January 2023, January 2024	COO
	<ul style="list-style-type: none"> Enhance the cultural safety of Wanslea offices through artwork, flags, logos and child-friendly spaces 	February 2023	CFO
	<ul style="list-style-type: none"> Promote opportunities to educators and carers to develop culturally responsive training and resources to support children and families 	Review March 2023, December 2023, March 2024, December 2024	COO
	<ul style="list-style-type: none"> Identify and implement specific professional development opportunities for staff to develop their knowledge and understanding of Aboriginal and/or Torres Strait Islander peoples (e.g. trauma-informed practice) 	January 2023	COO





OPPORTUNITIES



Wanslea recognises the importance of building a culturally safe workforce and valuing diverse perspectives to create a greater sense of belonging and inclusion. For the children and families using our services, working closely with Aboriginal and/or Torres Strait Islander staff is often an invaluable source of inspiration, connection, and role modelling. We believe that by:

- Creating clear career pathways and more flexible opportunities to access skills, education, and employment experiences
- Providing more flexible, culturally safe work conditions, and
- Increasing the proportion of Aboriginal and/or Torres Strait Islander peoples to a minimum of 5% of our workforce;

We will contribute to better outcomes for children and their families. To this end, Wanslea will seek to offer more accessible pathways into careers/employment and increase the proportion of Aboriginal and/or Torres Strait Islander peoples in our workforce.

Wanslea will also look to increase its percentage of Aboriginal and/or Torres Strait Islander suppliers through the promotion of Aboriginal and/or Torres Strait Islander suppliers, purchasing from local suppliers and monitoring its diversification of supply. Working with Aboriginal and/or Torres Strait Islander suppliers, communities, and individuals to build local supply partnerships will enable a meaningful contribution to the communities in which we operate.

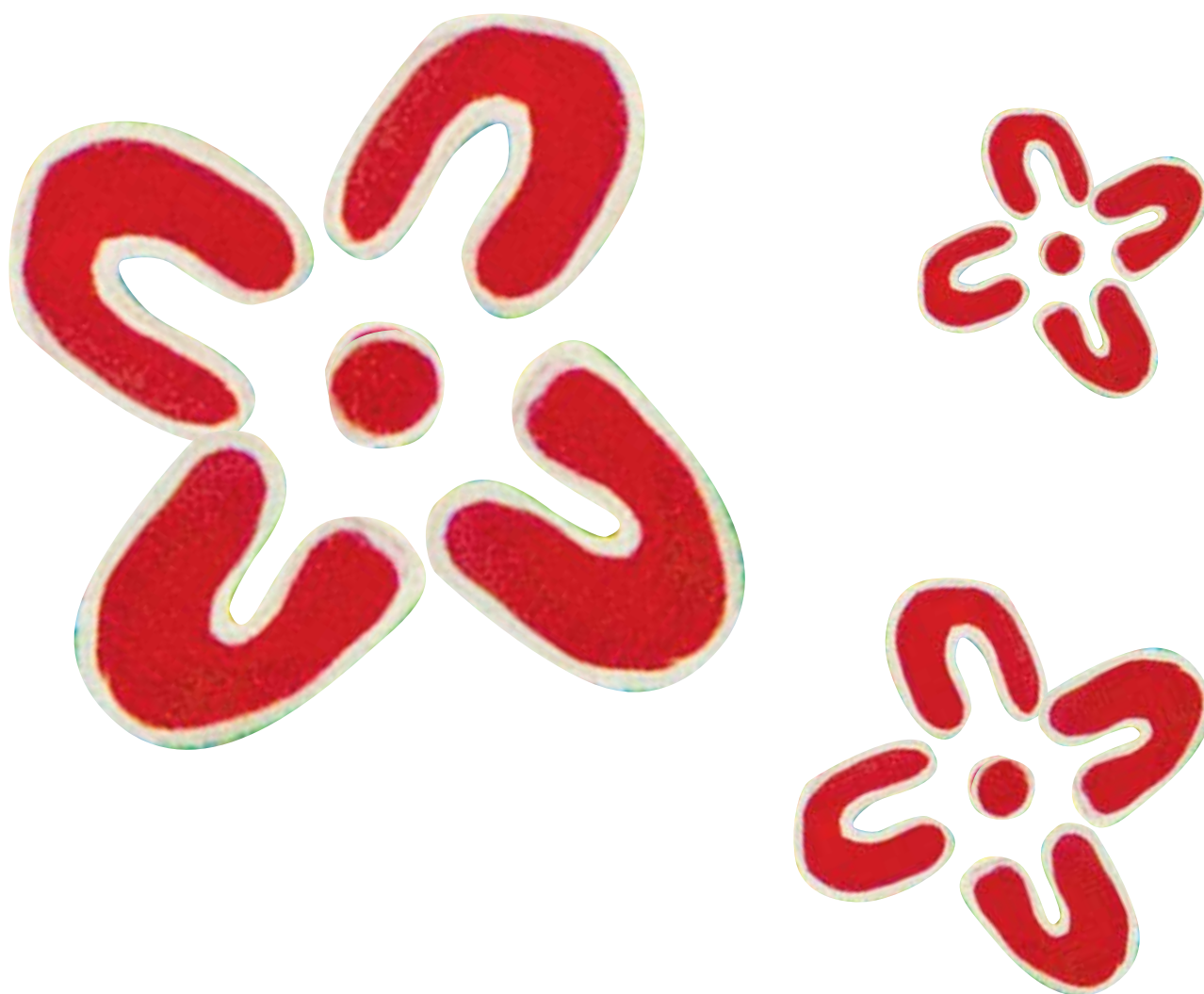
Focus area (alignment to Strategic Objectives):

Sustainability and Growth, Staff Well-being and Flexibility, Influence and Leadership

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and/or Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> • Engage with Aboriginal and/or Torres Strait Islander staff to consult on our Aboriginal and/or Torres Strait Islander Workforce Strategy (recruitment, retention, and professional development) 	January 2023	GM People and Culture
	<ul style="list-style-type: none"> • Develop an Aboriginal and/or Torres Strait Islander Workforce Strategy 	January 2023	CEO, GM People and Culture
	<ul style="list-style-type: none"> • Implement the Aboriginal and/or Torres Strait Islander Workforce Strategy 	September 2023	CEO, GM People and Culture
	<ul style="list-style-type: none"> • Build expanded pathways into paid employment and careers (e.g. volunteering, work experience, student placements, traineeships and increased value of lived experience) 	March 2023	GM People and Culture
	<ul style="list-style-type: none"> • Increase the percentage of Aboriginal and/or Torres Strait Islander staff employed in our workforce over Wanslea's minimum target of five percent 	October 2024	GM People and Culture

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and/or Torres Strait Islander recruitment, retention, and professional development. (Continued)	<ul style="list-style-type: none"> Recognise and make provision for community engagement in the design of Wanslea Elder staff member roles, with appropriate position descriptions, reporting lines and policies 	July 2023	GM People and Culture
	<ul style="list-style-type: none"> Review recruitment, onboarding and other HR procedures and policies to be inclusive of cultural practices, build confidence and remove barriers to Aboriginal and/or Torres Strait Islander peoples participation in our workplace 	March 2023	GM People and Culture
	<ul style="list-style-type: none"> Build relationships with schools and traineeship providers to prioritise Aboriginal and/or Torres Strait Islander student placements and job opportunities at Wanslea 	January 2023	GM People and Culture
11. Increase Aboriginal and/or Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and/or Torres Strait Islander procurement strategy with a specified target of purchases from Aboriginal and/or Torres Strait Islander businesses 	July 2023	CFO
	<ul style="list-style-type: none"> Investigate Supply Nation membership 	July 2023	CFO
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods/consumables and services from Aboriginal and/or Torres Strait Islander businesses to staff 	Commence August 2023 Review March 2024	CFO
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses 	July 2023	CFO
	<ul style="list-style-type: none"> Develop regular opportunities to highlight Aboriginal and/or Torres Strait Islander businesses at local events (e.g. catering, shirts, water bottles) 	Review February 2023, November 2023, October 2024	CFO
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses 	October 2024	CFO, COO and General Managers

Action	Deliverable	Timeline	Responsibility
12. Build and support culturally appropriate child care services for Aboriginal and/or Torres Strait Islander children.	<ul style="list-style-type: none"> Grow the Practice Lead team to include a Cultural Practice Lead position for Early Years programs to ensure early childhood learning and development programs are appropriate and engage Aboriginal and/or Torres Strait Islander children 	July 2023	COO
	<ul style="list-style-type: none"> Build awareness and support for more Aboriginal and/or Torres Strait Islander peoples to start their own Family Day Care and In-Home Care businesses with Wanslea 	July 2023	COO







GOVERNANCE



Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Implement a revised RAP Working Group (RWG) including Aboriginal and/or Torres Strait Islander members, with local community representation 	February 2023	CEO
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG 	June 2023	CEO
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation 	March 2023, June 2023, October 2023, December 2023, March 2024, June 2024, October 2024, December 2024	CEO
14. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs and allocate resources for RAP implementation 	January 2023	CEO
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments 	February 2023	Lead: CEO Support: Executive Team
	<ul style="list-style-type: none"> Maintain an internal RAP Champion from senior management 	Review November 2023, 2024	CEO
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments 	January 2023	CEO
15. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia 	September 2023, September 2024, (Deadline 30 September annually)	CEO
	<ul style="list-style-type: none"> Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence 	June 2023 June 2024	CEO
	<ul style="list-style-type: none"> Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire 	August 2023 August 2024	CEO



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP 	December 2024	CEO
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly 	January 2023, March 2023, June 2023, October 2023, December 2023, March 2024, June 2024, October 2024, December 2024	CEO
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges, and learnings, annually on website and Annual General Meeting 	October 2023, October 2024	CEO
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer 	March 2024	CEO
16. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP 	December 2024	CEO





Contact information

For public enquiries about our RAP, contact:

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