



RECONCILIATION
ACTION PLAN

STRETCH

HOLYOAKE RECONCILIATION
ACTION PLAN

July 22 – June 2025



We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Country and recognise their continuing connection to land, waters and community.

We pay our respects to Elders, past, present and emerging.

The beautiful artwork was created by Melissa Spillman (Woods), a Noongar Aboriginal Artist who operates under Maarakoorl Art.

The story behind it is:

The Journey

This painting represents hard work and persistence of the journey through life.

The campsites represent the many stops along the way.

The background represents our culture and land.

The lines and dots represent the connections we make and the stories we learn.

The hands represent connection to country and a sense of belonging.



Our Vision for reconciliation

Holyoake's vision for reconciliation is for an Australian community that embraces Aboriginal and Torres Strait Islander peoples histories and cultures, is inclusive, innovative and respectful; providing everyone with opportunities to reach their full potential.

About Holyoake

Holyoake is a leading non-government provider of alcohol and other drug treatment services in Western Australia and has been operating since 1975. Our vision is to provide life-changing services, innovating to meet evolving needs; making better futures possible. We use evidence-based practice to support individuals, families and communities who are impacted by alcohol and other drugs, and related mental wellbeing issues.

Holyoake is committed to:

- Providing inclusive and responsive health and emotional wellbeing services
- Providing culturally secure services by understanding Aboriginal and Torres Strait Islander peoples histories, associated trauma and injustice and acknowledging the marginalisation and difficulties they face.
- Helping our communities to embrace and respect the richness and diversity of Aboriginal and Torres Strait Islander peoples cultures including languages, the importance of kinship and connection to Country.
- Creating opportunities for Aboriginal and Torres Strait Islander peoples through the actions contained within our RAP, thereby addressing the social and economic disparities between Aboriginal and Torres Strait Islander Australians and non-Aboriginal and Torres Strait Islander Australians.
- Building positive and authentic relations between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander Australians. This includes recognising significant dates and participating in both official and social activities at the local level.



Message from Holyoake's CEO

I am delighted to present Holyoake's Stretch Reconciliation Action Plan (RAP) and thank everyone on the Holyoake team for the important part we all play in contributing towards reconciliation in Australia. Special thanks to the members of our Reconciliation Action Plan Committee for their passion and tireless work to progress Holyoake's RAP agenda since 2016.

Holyoake's Stretch RAP demonstrates that we are committed to continuing the journey of bridging the gap; to truly recognise the culturally unique and valuable perspectives and strengths that Aboriginal and Torres Strait Islander peoples bring to our organisation, our services and our teams. Holyoake re-affirms its commitment to further develop key relationships, to work in partnership with Aboriginal and Torres Strait Islander peoples, communities and services and to work on our heart, mind and spirit, so that we can better contribute to building strong and resilient communities together.

Within our sphere of influence, Holyoake's RAP provides a focus for action, clear direction and affirmation for promoting inclusion and healing with Aboriginal and Torres Strait Islander peoples and cultures.

This Stretch RAP reflects our vision of making better futures possible.

I commend and strongly support the continuing work of our Reconciliation Action Plan Committee and look forward to the many opportunities ahead for all of us at Holyoake, to continue our part in contributing towards reconciliation in Australia.



Message from Reconciliation Australia's CEO

On behalf of Reconciliation Australia, I congratulate Holyoake on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its third RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides a framework for organisations to drive reconciliation across their work and sphere of influence. Through the creation of this Stretch RAP, Holyoake continues to contribute to the ever-growing community of RAP organisations that have taken this goodwill and transformed it into action.

For close to 50 years, Holyoake has been a leading non-government provider of alcohol and other drug treatment services in Western Australia. Consequently, it recognises the crucial role it can play in advancing reconciliation through opportunities as well as inclusive health and wellbeing services for Aboriginal and Torres Strait Islander peoples. Holyoake has made considerable in-roads on its RAP journey so far, including building meaningful and collaborative partnerships with Aboriginal and Torres Strait Islander organisations. These relationships have enabled Holyoake to provide culturally safe services, such as in the case of its partnership with housing provider Indigo Junction. Holyoake has worked on its internal capacity as well, including its commitment to reconciliation into its induction video, as well as supporting Aboriginal and Torres Strait Islander students through the Marr Mooditj Training program. These initiatives show that Holyoake is ready to expand on its commitments to create further impact for reconciliation.

In this Stretch RAP, Holyoake works to address some of the challenges it faced in its previous RAPs, one which being retaining Aboriginal and Torres Strait Islander staff. To combat this, it is implementing thoughtful initiatives, including developing a strategy to assist First Nations employees to take on management and senior level positions. It also plans on educating its employees on crucial issues, such as the Uluru Statement from the Heart, truth-telling and anti-discrimination. Continuing its focus on partnerships with Aboriginal Community Controlled organisations, Holyoake is trialling a new cultural advisor role for its Wheatbelt Community Alcohol and Drug Service, with the aim of building relationships and connections with local Elders and Indigenous-led organisations. These initiatives, among others, show Holyoake implementing strategic and considered action to advance reconciliation across its work and sphere of influence.

On behalf of Reconciliation Australia, I commend Holyoake on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Holyoake's Reconciliation Action Plan Journey

In early 2016, Holyoake developed its first RAP, which established the foundations for building respectful relationships with Aboriginal and Torres Strait Islander peoples, followed 12 months later with the development of an Innovate RAP. In 2021, the Holyoake RAP Committee commenced work on its third RAP (Stretch), to guide our reconciliation activities for the next three years.

Key areas of achievement to date include:

- The establishment of the Reconciliation Action Plan Committee and RAP Champions throughout the organisation.
- Regular staff awareness raising which is embedded into all key staff events and meetings.
- Development and implementation of the Cultural Learning Strategy.
- The establishment of meaningful collaborative working relationships with Aboriginal and Torres Strait Islander organisations, primarily to deliver culturally secure services to Aboriginal and Torres Strait Islander peoples.
- Embedding of the vision for reconciliation with Holyoake's policies and procedures.
- The placement of Aboriginal and Torres Strait Islander trainees from Marr Mooditj Training.

For Holyoake's Stretch RAP, we will focus on recruiting and retaining Aboriginal and Torres Strait Islander employees to add diversity to the Holyoake team and to meet the needs of Aboriginal and Torres Strait Islander peoples. We will also work with Aboriginal Elders and leaders to further develop trust to progress formal partnerships with Aboriginal Community Controlled Organisations.

"Holyoake's ongoing and strong commitment to the RAP process reflects that we acknowledge the continuing marginalisation of Aboriginal and Torres Strait Islander peoples and that we seek to address these concerns at every level of our organisation".

- Mario Gallo, General Manager Operations - Holyoake





Relationships Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to creating and promoting a welcoming, safe and respectful environment so that Aboriginal and Torres Strait Islander peoples can access our services with confidence.

Focus area: The importance of relationships aligns to Holyoake's Strategic Plan for 2020-23 through our focus on developing and delivering a 'portfolio of innovative, quality services which support positive outcomes'. Specifically, this will be achieved by working with other agencies to provide integrated care, by strengthening existing and actively seek new integrated care opportunities. In the context of our RAP, we will focus on building strong, meaningful relationships with Aboriginal and Torres Strait Islander communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet and communicate with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement. 	September 2022 - June 2024	RAP Committee Chair
	<ul style="list-style-type: none"> Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders, that includes agencies, community groups and Elders. 	Update plan in October 2022 Review July 2023	RAP Committee Chair
	<ul style="list-style-type: none"> Establish and maintain six collaborative two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations, as identified via Holyoake's RAP Engagement and Partnership Plan. 	2 partnerships by December 2022 4 partnerships by December 2023 6 partnerships by December 2024	Clinical Managers Clinical Managers Clinical Managers
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff. 	April 2023, April 2024, April 2025	Executive Assistant
	<ul style="list-style-type: none"> Recognise National Sorry Day on 26 May each year to acknowledge the strength of Stolen Generations survivors and reflect on how we can all assist in the healing process. Holyoake will ensure that National Sorry Day is acknowledged through an activity to be held at its annual Team event (all of staff) held in May each year. 	26 May 2023, 2024, 2025	Senior Management Team
	<ul style="list-style-type: none"> RAP Committee members to participate in a minimum of three external NRW events. 	27 May- 3 June, 2023, 2024, 2025	RAP Committee Chair
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in a minimum of two external events each year to recognise and celebrate NRW. 	27 May- 3 June 2023, 2024, 2025	Senior Management Team
	<ul style="list-style-type: none"> Organise three internal NRW events each year, one for the metropolitan area (Victoria Park and Midland combined), one in the Wheatbelt, and one organisation wide NRW event through the all of staff Team Week held in May each year. 	27 May- 3 June 2023, 2024, 2025	Senior Management Team
	<ul style="list-style-type: none"> Invite external stakeholders to attend Holyoake's NRW events. 	27 May- 3 June 2023, 2024, 2025	Senior Management Team
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	April 2023, April 2024, April 2025	Executive Assistant



3.

Promote reconciliation through our sphere of influence.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> Implement strategies to engage all staff to drive reconciliation outcomes. These will include: <ul style="list-style-type: none"> » develop a calendar of reconciliation activities to promote within Holyoake » communicate to internal staff about reconciliation activities via standing item at Team Meetings - review progress annually in June » promote awareness of reconciliation activities via Holyoake's staff Newsletter Staff Update - minimum of three updates per annum » Hold a reconciliation activity at each whole of organisation Team Day and Team Week » Further develop the role of the RAP Champion through a review of the role to be undertaken within six months of the commencement of Holyoake's Stretch RAP » Establish online capability to promote RAP activities via the use of MS Teams and the Intranet via Holyoake RAP Champions. 		
		July 2022	Executive Assistant
		June 2023, 2024, 2025	Senior Management Team
		September, December, March, April 2022/23, 2023/24, 2024/25	RAP Committee Chair
		Bi-Annual November & May 2022/23, 2023/24, 2024/25	RAP Committee Chair
		August 2022	RAP Committee Chair
		July 2022	Clinical Managers NEMCADS and WCADS
	<ul style="list-style-type: none"> Host an annual lunch and learn session for Holyoake employees with a focus on advocacy campaigns for example, the aims of the Uluru Statement, truth telling, and anti-discrimination. 	December 2022, 2023, 2024	RAP Committee Chair
	<ul style="list-style-type: none"> Communicate bi-monthly our commitment to reconciliation publicly by making statements and promoting events concerning reconciliation. Activities may include: <ul style="list-style-type: none"> » Information on Holyoake Website » Article/s in community newspaper » Coverage via Noongar Radio » Articles in Holyoake Newsletters – Oake Tree and Yirra Koorl » Social media platforms including Facebook, Twitter and LinkedIn. 	December 2022, 2023, 2024	Communications and Marketing Coordinator
	<ul style="list-style-type: none"> Develop / obtain promotional RAP material for use during any public event attended by Holyoake. 	December 2022	Communications and Marketing Coordinator
	<ul style="list-style-type: none"> Promote the objectives of reconciliation to Holyoake clients through: <ul style="list-style-type: none"> » Inclusion of at least one article each year in Holyoake's bi-annual newsletter Oake Tree » Display of reconciliation material in the reception area and waiting rooms of each Holyoake office. 	October or May 2022/23, 2023/24, 2024/25	Communications and Marketing Coordinator
	<ul style="list-style-type: none"> Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes via strategies that may include: <ul style="list-style-type: none"> » Develop information for inclusion into Memorandums of Understanding with other agencies to reflect our commitment and the importance of reconciliation » Invite Holyoake's key stakeholders to reconciliation events » Include information on reconciliation in Holyoake brochures and publications. 	December 2022	General Manager Operations
		May 2023, 2024, 2025	RAP Committee Chair and Executive Assistant
		December 2022	Communications and Marketing Coordinator
	<ul style="list-style-type: none"> Explore membership and participation with Reconciliation WA. 	August 2022	General Manager Operations
	<ul style="list-style-type: none"> Collaborate with six RAP and other like-minded organisations to implement ways to advance reconciliation. 	2 by December 2022 4 by December 2023 6 by December 2024	General Manager Operations



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Continuously improve HR policies and procedures concerned with anti-discrimination by: <ul style="list-style-type: none"> » Identifying, reviewing and updating relevant Holyoake policies and procedures that impact on Aboriginal and Torres Strait Islander peoples to ensure that they reflect Holyoake's commitment to reconciliation » Developing a Policy Statement which articulates Holyoake's acknowledgement of the impact of historical injustices and its commitment to positive race relations and reconciliation. 	December 2022 December 2023	General Managers - Operations / Corporate Services
	<ul style="list-style-type: none"> Host a screening of The Final Quarter for staff and facilitate a discussion following the film utilising the associated resources. 	December 2022	General Managers - Operations / Corporate Services
	<ul style="list-style-type: none"> Consult with Holyoake's Elder in Residence and/or Aboriginal and Torres Strait Islander staff / volunteers to continuously improve our anti-discrimination (Access and Equity) policy. 	December 2022	General Manager Operations
	<ul style="list-style-type: none"> Build on Holyoake's anti-discrimination policy (currently articulated through our Access and Equity Policy) by developing a procedure that outlines positive strategies that address discrimination. 	December 2022	General Manager Operations
	<ul style="list-style-type: none"> Provide ongoing education and training opportunities for senior leaders and managers on the effects of racism. 	December 2022 December 2023	General Manager Operations
	<ul style="list-style-type: none"> Holyoake and senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism (e.g., Raise the age of criminal culpability campaign). 	December 2022 December 2023	Senior Management Team
	<ul style="list-style-type: none"> Promote and provide opportunities within Holyoake and externally to challenge mainstream discriminatory practices. This will be achieved through the following activities, from which, at least one will be undertaken each year: <ul style="list-style-type: none"> » Screening of documentaries or films (such as The Final Quarter) followed by a Discussion Group » Posting of positive commentary on Holyoake's social media channels, aimed at challenging mainstream discriminatory practices. 	December 2022 December 2023 December 2024	Chief Executive Officer and Communications and Marketing Coordinator
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Support Aboriginal Controlled Organisations to build capacity.	<ul style="list-style-type: none"> As part of the process of building collaborative working relationships with Aboriginal Controlled Organisations, provide access to relevant alcohol and other drug (AOD) clinical training programs delivered by Holyoake, to build the capacity of those organisations. Examples include AOD information sessions; and suicide prevention training in the Wheatbelt (one training to be provided to three Aboriginal Controlled Organisations each year). 	December 2022, 2023, 2024	Clinical Managers
	<ul style="list-style-type: none"> Provide opportunities for Aboriginal and Torres Strait Islander students undertaking post-secondary Human Service Delivery courses via Marr Mooditj Training with the opportunity to undertake their student placement at Holyoake - target is a minimum of two student placements offered per annum. 	December 2022, 2023, 2024	Student Placement and Clinical Training Coordinator





Respect By demonstrating and role modelling respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights, Holyoake acknowledges and promotes the richness and diversity of Aboriginal and Torres Strait Islander peoples and cultures including languages, the importance of kinship and connection to Country. This is important to Holyoake as 'Respect' is one of five Philosophical Principles that guide our service delivery. The remaining Philosophical Principles are 'Acceptance', 'Peer Inspiration', 'Person Centred' and 'Connection'. Our commitment to Respect is underpinned by our belief that every person has the natural capacity to solve their own problems, heal emotional wounds and manage personal growth, given sufficient awareness, support and opportunity.

Focus area: The importance of respect aligns to Holyoake's Strategic Plan for 2020-23 through our focus on 'attracting, developing and nurturing the right people with the right attitude and skills to meet the needs of our customers, now and into the future'. Through this objective, Holyoake will ensure that all staff and volunteers within the organisation demonstrate respect in their engagement with Aboriginal and Torres Strait Islander peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Review cultural learning needs within our organisation through the implementation of Holyoake's Annual Aboriginal Cultural Awareness Survey. 	September 2022, 2023, 2024	General Managers - Operations / Corporate Services
	<ul style="list-style-type: none"> Holyoake staff have the opportunity to participate cultural immersion opportunities. Three staff in 2022, five in 2023 and eight in 2024. 	December 2022, 2023, 2024	General Managers - Operations / Corporate Services
	<ul style="list-style-type: none"> Consult Holyoake's Elder in Residence, Aboriginal and Torres Strait Islander staff / students / volunteers and/or local Traditional Owners and/or Aboriginal and Torres Strait Islander community advisors on the further development and implementation of Holyoake's Cultural Learning Strategy. 	September 2022, 2023, 2024	RAP Committee Chair and HR Advisor
	<ul style="list-style-type: none"> Implement and communicate Holyoake's Cultural Learning Strategy for our staff. 	October 2022, 2023, 2024	RAP Committee Chair
	<ul style="list-style-type: none"> Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning through participation in at least one cultural awareness / training activity per year. 	December 2022, 2023, 2024	Senior Management Team
	<ul style="list-style-type: none"> 70% of all Holyoake staff participate in a face-to-face cultural learning activity. 	December 2022, 2023, 2024	Senior Management Team
	<ul style="list-style-type: none"> 50% of all new staff undertake face-to-face cultural learning provided by the Mental Health Commission within the first 12 months of commencement. 	December 2022, 2023, 2024	Senior Management Team
	<ul style="list-style-type: none"> Identify an online cultural learning program for inclusion as part of the induction program for new Holyoake employees. 	December 2022	HR Advisor
	<ul style="list-style-type: none"> Monitor all staff participation in training / awareness activities via Training Register. 	December 2022, 2023, 2024	Student Placement and Clinical Training Coordinator



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Demonstrate respect to Aboriginal and 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. This will be achieved by: 		
	<ul style="list-style-type: none"> » Developing resource material that explains the significance of Acknowledgement of Country and Welcome to Country protocols 	August 2022,	Communications and Marketing Coordinator
	<ul style="list-style-type: none"> » Providing an awareness session for all Holyoake staff on the background and significance of Acknowledgement of Country and Welcome to Country protocols during each staff Team Week in May each year 	May 2023, 2024, 2025	Elder in Residence
	<ul style="list-style-type: none"> » Incorporating these awareness strategies into the Annual Training Calendar. 	December 2022, 2023, 2024	Student Placement and Clinical Training Coordinator
	<ul style="list-style-type: none"> • Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country. This will be achieved by: 		
	<ul style="list-style-type: none"> » Conducting a review of Holyoake's policy (Support Material): Protocols for Welcome to Country and Acknowledgement of Country, to ensure inclusion of all local communities we operate in 	December 2022	RAP Committee Chair
	<ul style="list-style-type: none"> » Incorporating changes into training and awareness strategies as outlined above. 	January 2023	General Manager Operations
	<ul style="list-style-type: none"> • Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including but not limited to National Reconciliation Action Week, NAIDOC week, and at Holyoake all of staff Team Days. 	May, June, July and November 2023, 2024, 2025	General Manager Corporate Services
	<ul style="list-style-type: none"> • Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, including Team meetings, Site Meetings, Management Meetings and Project Team Meetings. 	Weekly, 2022/23, 2023/24, 2024/25; review progress July 2023	Senior Management Team
	<ul style="list-style-type: none"> • Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all Holyoake public events. 	Review progress July 2023	Senior Management Team
	<ul style="list-style-type: none"> • Display Acknowledgment of Country posters / plaques in our office/s or on our buildings located at Victoria Park, Midland and Northam. 	July 2022	Clinical Managers



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Committee to participate in an external NAIDOC Week event. 	First week in July 2022, 2023, 2024	RAP Committee Chair
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	July 2022	HR Advisor
	<ul style="list-style-type: none"> Support all staff to participate in at least one external NAIDOC Week event in each Holyoake location for example: <ul style="list-style-type: none"> » City of Swan NAIDOC event in Midland » Bilya Koort Boodja Centre in Northam » Perth City Council / Town of Victoria Park. 	First week in July 2022, 2023, 2024	Senior Management Team
	<ul style="list-style-type: none"> In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least three external NAIDOC Week events each year for example: <ul style="list-style-type: none"> » City of Swan NAIDOC event in Midland » Bilya Koort Boodja Centre in Northam » Perth City Council / Town of Victoria Park. 	First week in July 2022, 2023, 2024	Senior Management Team
	<ul style="list-style-type: none"> Host two NAIDOC week events within Holyoake, one for the metropolitan area (Victoria Park and Midland combined), and one in the Wheatbelt. 	First week in July 2022, 2023, 2024	Senior Management Team
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Deliver Culturally Secure Services.	<ul style="list-style-type: none"> Provide at least two opportunities each year for Holyoake staff to meet with Holyoake's Elder in Residence in a discussion group to discuss ways of providing culturally secure services to Holyoake consumers. 	December and June 2022/23, 2023/24, 2024/25	General Manager Operations
	<ul style="list-style-type: none"> Provide one session of training to all service delivery staff at all Holyoake locations once per year to deliver culturally secure and appropriate services through the use of Strong Spirit Strong Mind resources. 	December 2022, 2023, 2024	Clinical Managers
	<ul style="list-style-type: none"> Ensure that Holyoake clinical employees have access to Trauma Informed Care training, to facilitate engagement with Aboriginal and Torres Strait Islander clients who have been impacted by the Stolen Generations. Trauma Informed Care is a framework for supporting others in a clinical setting, based on knowledge and understanding of how trauma affects peoples lives, and their service needs. One training to be offered to all service staff at all Holyoake locations each year. 	December 2022, 2023, 2024	Student Placement and Clinical Training Coordinator
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Monitor and evaluate Holyoake's cultural capacity.	<ul style="list-style-type: none"> Ensure that the extent to which Holyoake provides culturally secure service delivery is captured as a question via the Annual Consumer Survey. 	July 2022, 2023, 2024	Clinical Managers
	<ul style="list-style-type: none"> Conduct an annual staff survey to measure the extent to which their knowledge and awareness of Aboriginal and Torres Strait Islander cultures has improved and how this has impacted on their service delivery. 	November 2022, 2023, 2024	HR Advisor





Opportunities Through the promotion of employment opportunities for Aboriginal and Torres Strait Islander peoples, Holyoake will create an inclusive workplace, with a diverse, capable and skilled workforce that is better equipped to meet the cultural needs of Aboriginal and Torres Strait Islander consumers and employees.

Focus area: The importance of opportunity aligns to Holyoake's Strategic Plan for 2020-2023 through our focus on focus on 'attracting, developing and nurturing the right people with the right attitude and skills to meet the needs of our customers, now and into the future'. Through this objective, Holyoake will proactively seek to employ Aboriginal and Torres Strait Islander peoples to improve our capacity to provide culturally secure service delivery programs.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Provide opportunities for Holyoake consumers to influence and shape service delivery.	<ul style="list-style-type: none"> Promote membership to Holyoake's Consumer Advisory Committees which operate at Victoria Park (Perth) and in the Wheatbelt region of WA, to Aboriginal and Torres Strait Islander consumers through Holyoake's Oake Tree Newsletter. 	December 2022	General Manager Operations
	<ul style="list-style-type: none"> Trial the creation of a new Cultural Advisor position for Holyoake's Wheatbelt Community Alcohol and Drug Service (WCADS), to support the team to build and maintain positive relationship with local Elders and Aboriginal Community Controlled Organisations. 	August 2022	General Manager Operations and Regional Manager WCADS
	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander Elders and community members on two occasions to seek guidance on issues impacting on their communities and for suggestions on how Holyoake can contribute to address those issues. 	December 2022 and June 2024	General Manager Operations and Clinical Managers
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff via a focus group discussion to consult on our recruitment, retention and professional development strategy. This information will be utilised to inform Holyoake human resources policy development. 	July 2022	HR Advisor
	<ul style="list-style-type: none"> Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	August 2022	General Manager Operations
	<ul style="list-style-type: none"> Advertise job vacancies in accordance with Holyoake's policy (Recruitment of People from Aboriginal and Torres Strait Islander Backgrounds) to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	Review in December 2022, 2023,2024	Senior Management Team
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	December 2022	General Managers - Operations / Corporate Services
	<ul style="list-style-type: none"> Develop a strategy that creates opportunities for Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions. This will include: <ul style="list-style-type: none"> » Leadership development program opportunities to be offered to at least two Aboriginal and/or Torres Strait Islander employees per 18 months » Clinical Supervision development program opportunities to be offered to at least two Aboriginal and/or Torres Strait Islander employees per 18 months. 	June 2023 and December 2024	General Manager Operations
		June 2023 and December 2024	General Manager Operations
		June 2023 and December 2024	General Manager Operations
	<ul style="list-style-type: none"> Set targets for increasing Aboriginal and Torres Strait Islander employment. The following targets are minimum requirements for each Holyoake Office over the duration of the RAP, and when achieved, will equate to 10% of Holyoake staff identifying as Aboriginal and Torres Strait Islander people: <ul style="list-style-type: none"> » Victoria Park = 3 (baseline is 0) » North East Metro Community Alcohol and Drug Service (NEMCADS) = 2 (baseline is 0) » Wheatbelt Community Alcohol and Drug Service (WCADS) = 5 (baseline is 3). 	December 2024	Senior Management Team



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2022	General Manager Corporate Services
	• Investigate Supply Nation membership.	July 2022	General Manager Corporate Services
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August 2022	General Manager Corporate Services
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2022	General Manager Corporate Services
	• Maintain commercial relationships with three Aboriginal and/or Torres Strait Islander businesses.	December 2024	General Manager Corporate Services
	• Holyoake will meet the following targets for annual procurement from Aboriginal and Torres Strait Islander businesses. In 2021, Holyoake's annual procurement Aboriginal and Torres Strait Islander businesses was \$2,280, which is our current baseline. Targets for each year of our RAP are as follows: » 2022 - \$4,000 » 2023 - \$5,000 » 2024 - \$6,000	December 2022, 2023, 2024	General Manager Corporate Services
	• Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	August 2022	General Manager Corporate Services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Establish culturally secure supports for Aboriginal and Torres Strait Islander employees.	• Establish an Aboriginal and Torres Strait Islander working group to develop and implement a support network for Holyoake Aboriginal employees.	August 2022	Holyoake Elder in Residence
	• Holyoake Elder in Residence to establish regular contact with Aboriginal and Torres Strait Islander employees to provide support as required.	August 2022	Holyoake Elder in Residence
	• Seek feedback from Holyoake's Elder in Residence and the established Aboriginal and Torres Strait Islander support network regarding ways to further enhance support for Aboriginal and Torres Strait Islander staff. This will be achieved via a request for Holyoake's Elder in Residence to consult with staff and provide feedback / recommendations on improvements to Holyoake's Leadership Team.	June 2023,	HR Advisor





Governance

15.

Establish and maintain an effective RAP Committee to drive governance of the RAP.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	• Maintain Aboriginal and Torres Strait Islander representation on the Holyoake RAP Committee.	December 2022, 2023, 2024	General Manager Operations
	• Apply a Terms of Reference for the Holyoake RAP Committee.	July 2022	General Manager Operations
	• Meet Monthly to drive and monitor RAP implementation.	Review progress December 2022, 2023, 2024	RAP Committee

16.

Provide appropriate support for effective implementation of RAP commitments.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	• Identify budget requirements and embed resource needs for RAP implementation.	March 2023, 2024, 2025	General Managers - Operations / Corporate Services
	• Embed key RAP actions in performance expectations of senior management and all staff by exploring inclusion into: » Induction Process » Business Unit Plans » Individual Work Plans.	December 2022	Senior Management Team
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	July 2022	General Manager Operations
	• Maintain an internal RAP Champion from senior management.	Review progress December, 2022, 2023, 2024	Chief Executive Officer
	• Include our RAP as a standing agenda item at senior management meetings.	Review progress December 2022, 2023, 2024	Chief Executive Officer

17.

Embed RAP priorities into annual planning processes.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	• Ensure that Holyoake's RAP commitments are highlighted and included in material for the Annual Business Planning Meetings.	May 2023, 2024, 2025	Chief Executive Officer
	• Include Key priority RAP Actions and related Deliverables in the Business Plan, and/or local Business Unit Operational Plans.	July 2022, 2023, 2024	Senior Management Team



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
18. 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. 	30 September 2022, 2023, 2024	General Manager Operations
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly via Unit Team Meetings, Senior Management Team Meetings and Board Meetings. 	March; June; September and December 2022, 2023, 2024	Senior Management Team
	<ul style="list-style-type: none"> Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings and update the Holyoake Website accordingly. 	July 2022, 2023, 2024	Communications and Marketing Coordinator
	<ul style="list-style-type: none"> Include a summary of Holyoake's RAP related activities and achievements in the Annual Report. 	November 2022, 2023, 2024	Communications and Marketing Coordinator
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2023, 2025	General Manager Operations
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
19. 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. 	July 2024	General Manager Operations

For more details, please contact the General Manager Operations Phone: 08 9416 4444 Email: clientservices@holyoake.org.au

