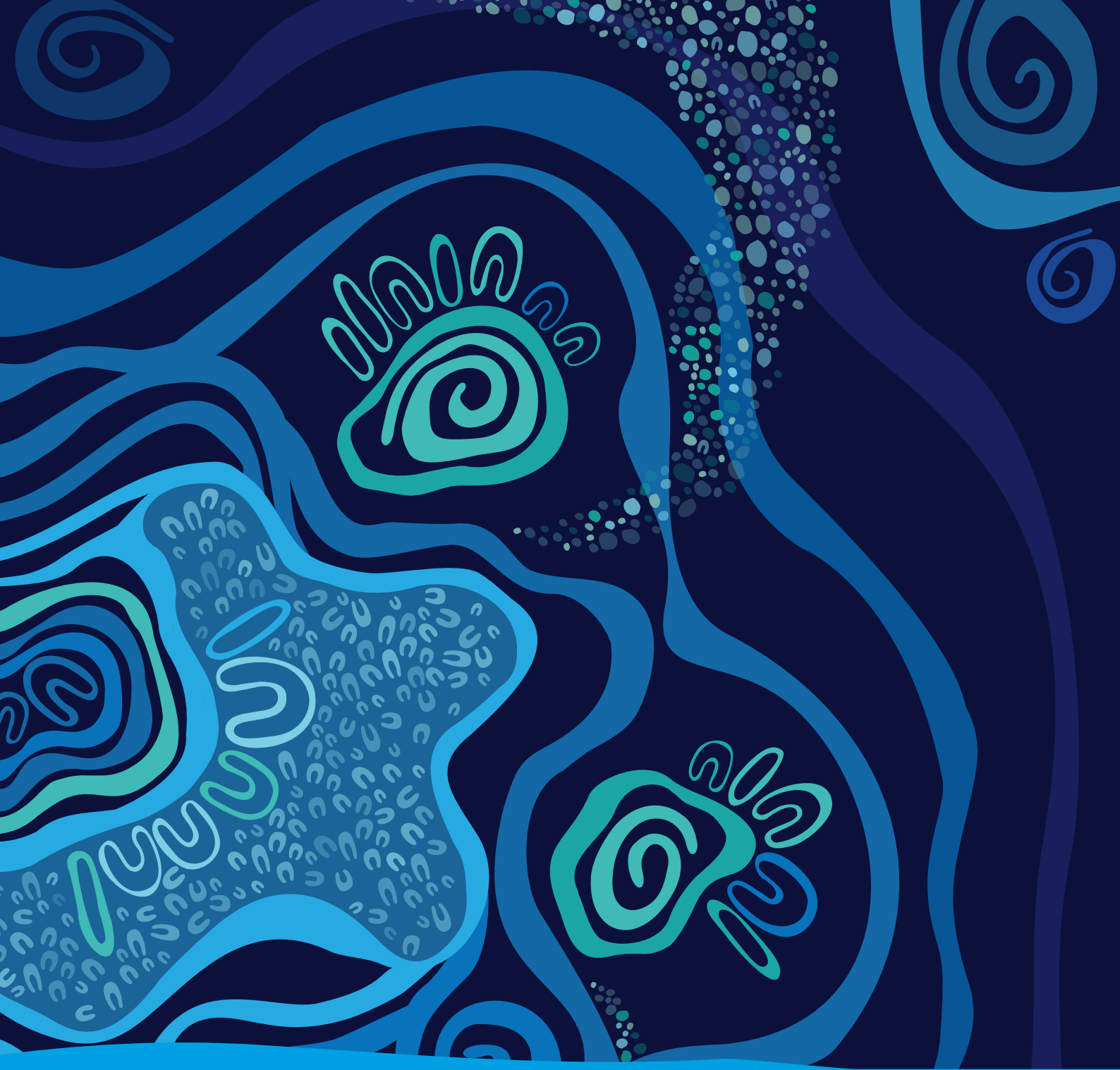




HOLYOAKE

Whenever you're ready.

STRETCH RECONCILIATION ACTION PLAN

July 2026 - June 2029



ACKNOWLEDGEMENT OF COUNTRY

Holyoake acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands on which we live and work and pay our respects to Elders past and present. We honour their enduring connection to land, waters, and community and acknowledge their continued leadership, knowledge and advocacy.

RECONCILIATION STATEMENT

We are committed to our ongoing reconciliation journey, acknowledging the past and working towards a more inclusive future. We value and are guided by the contributions of Aboriginal and Torres Strait Islander staff, Cultural Advisors, community leaders, peak bodies and the people we support. We will continue to listen, learn and take meaningful action, and we hold ourselves accountable to doing better over time.

LIVED EXPERIENCE

We acknowledge and honour people in our communities with lived and living experience of mental health challenges, suicidal ideation, and alcohol and other drug concerns, as well as those who care for them and love them fiercely when they need it most.

We recognise those we have lost and the profound grief and suffering experienced by their families, carers, and communities. This recognition is holistic, acknowledging the impact across all aspects of life.

We affirm that each person's journey is unique and valued. We acknowledge the impacts of stigma that many have faced, while also recognising their strength, resilience, and courage in navigating these experiences.

This plan embodies our collective dedication to reconciliation and social justice. It serves as a roadmap for embedding Aboriginal perspectives, values and knowledge into Holyoake, sustaining positive ethical relationships, enriching our community and forging better outcomes for all. Reconciliation plays an integral part in Holyoake's future, ensuring our dedication to diversity and equality that is both formally documented and tangibly actioned in everything we do.



ARTWORK

RIPPLES | BUFFIE PUNCH

OUR 'STRETCH' ARTIST

Buffie Punch is a proud Noongar Yorga (woman) of the Noongar Nation, with family connections to Gnowangerup in Western Australia. Living in her soul purpose as a full-time artist since 2018, she draws inspiration from her culture, spirituality, and life experiences to create intuitive, storytelling artworks that often feature traditional Aboriginal symbols. Buffie's art is both a personal expression of her spiritual awakening and a platform to support others through healing, mentoring, and connection. Recognised for her impact, she was awarded NAIDOC Perth Artist of the Year in 2024 and continues to share her gift through workshops and community engagement.

ABOUT THE ARTWORK

This artwork represents the gentle yet powerful movement of ripples.

It reflects the ripple effect that Holyoake has on its Consumers, participants and the wider community.

Grounded in a holistic, safe, and person-centred approach, Holyoake places community, culture, family, place and connection at the forefront of its care.

Each individual who engages with Holyoake is supported to heal, grow, and create meaningful change within their own life. These changes extend beyond the individual, flowing outward - impacting families, strengthening relationships and nurturing the wider community.

Like ripples on water, the impact continues to expand, carrying healing, connection and transformation far beyond where it begins.



Buffie Punch - Artist

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“Growing up and living on Wilman Noongar boodja, alongside Aboriginal and Torres Strait Islander peoples, has taught me that reconciliation is a shared responsibility. It means walking alongside one another, honestly acknowledging our history, and being open to change. Reconciliation requires truth-telling, listening, and being guided by Aboriginal and Torres Strait Islander voices and experiences. By learning from the past and working together, I am committed to play my part in taking meaningful action to build a future that everyone can be proud of”

- Jordyn Drayton-Hall - Holyoake employee and RAP Committee Member

Message from our Board Chair and CEO

As Chair and CEO of Holyoake, we are proud to introduce our second Stretch Reconciliation Action Plan (RAP), marking ten years since we first formalised our commitment to reconciliation in 2016 in partnership with Reconciliation Australia. This milestone is both a moment of reflection and a call to deepen our resolve. Over the past decade, our RAP journey has shaped who we are as an organisation. It has strengthened our understanding, challenged us to listen more carefully, and guided us to act with greater intention. This new Stretch RAP builds on that foundation and signals our continued leadership and accountability in advancing reconciliation.

We take this opportunity to acknowledge the continued work of our RAP Committee, Ngalak Group and Cultural Advisors and honour the wisdom, experience and cultural authority of Aboriginal and Torres Strait Islander peoples. We recognise that meaningful reconciliation requires more than words; it requires genuine partnership and the elevation of Aboriginal and Torres Strait Islander voices in shaping our work. At Holyoake, we are committed to ensuring that these voices inform our decisions, influence our strategy, and guide the way we deliver services and engage with community.



Ben Smith - CEO

Over the next phase of our reconciliation journey, we are committed to strengthening our partnerships with Aboriginal Community Controlled Organisations (ACCOs), recognising their deep expertise in community-led services and their vital role in achieving sustainable outcomes. We understand that self-determination and community leadership are central to lasting change. By working alongside ACCOs in respectful and mutually beneficial ways, we aim to contribute to approaches that are culturally grounded, strengths-based and responsive to community priorities.

Our commitment to reconciliation is not confined to significant dates on the calendar. While occasions such as National Reconciliation Week and NAIDOC Week remain important opportunities for collective reflection, we know that reconciliation must be lived every day. We will continue to actively participate in grassroots cultural activities throughout the year, fostering authentic relationships and demonstrating our commitment through consistent, visible action. We believe that reconciliation is built in the everyday moments - through shared learning, open dialogue and sustained engagement.

Central to this Stretch RAP is a renewed focus on cultural learning and capability-building across our organisation. We are committed to ongoing training, reflective practice and practical opportunities for our people to deepen their cultural understanding. By building cultural capability at all levels of the organisation, we strengthen our ability to provide respectful, inclusive and culturally responsive services. We recognise that this is an ongoing journey and one that requires humility, curiosity and a willingness to learn.



Deb Morrow - Board Chair

As leaders, we affirm that reconciliation is a strategic priority and a shared responsibility. It is embedded in our governance, our operations and our culture. This Stretch RAP challenges us to be bold, transparent and accountable for our progress. It calls on every Holyoaker to play a role in advancing equity, fostering trust and strengthening relationships with Aboriginal and Torres Strait Islander peoples.

Ten years on, we remain committed to walking this path with integrity and purpose. We thank the Holyoake RAP Committee, Ngalak Group, our partners, staff and the communities we work alongside for their guidance and trust. Together, we will continue to learn, to listen and to act - advancing reconciliation in ways that are meaningful, measurable and enduring.

Deb Morrow - Board Chair

Ben Smith - Chief Executive Officer

Message from our Cultural Advisor – Casey Kickett

For the last few years, I have had the privilege of walking alongside Holyoake. I have come to know the people who make up this organisation. Through every challenge and every period of change, I have seen Holyoake remain grounded in what matters most: supporting people, families and communities across Western Australia. Their commitment to providing free, accessible and culturally safe support for those affected by alcohol and other drug use, and for people experiencing mental health challenges, has never wavered. I have also seen their genuine dedication to helping close the health and wellbeing gap between Aboriginal and non-Aboriginal people - a commitment that strengthens our relationship and guides our shared work.

Alcohol and drugs impact many communities. I work with Holyoake to assist in their ever-growing learning of cultural safety and best practices to better enable Holyoake to do their part to reach Aboriginal community members who require assistance

and who wish to engage Holyoake's services. I also encourage their support of Aboriginal Community Controlled Organisations already working in this space. The challenge of alcohol and drugs will take everyone's support to make a difference.

This Reconciliation Action Plan reflects Holyoake's focus on continuing to build connections with the Aboriginal community to support community driven action. Rather than trying to do everything, Holyoake has chosen to concentrate on the areas where it can create real, lasting change. The actions in this Plan align with the time it requires to build honest and deep community connections, whilst allowing enough space to be led by Community to grapple both challenges and opportunities. I respect Holyoake's thoughtful decision to commit to fewer but deeper actions that truly matter.

I have sat with Holyoake at every RAP Committee meeting, listening, learning and helping shape the commitments in this Plan. I have seen how carefully each action has been considered - why it is important, how it could support community, and who will be responsible for carrying it forward. This Plan has been built with honesty, accountability and a real desire to contribute to a better future for everyone.

I am proud to walk alongside Holyoake on its reconciliation journey. I look forward to seeing the positive impact this Stretch Reconciliation Action Plan will have for many people, including individuals and families from many Aboriginal communities throughout Western Australia.



Lindsay Dean - Cultural Advisor (2022 - 2026)



Casey Kickett - Cultural Advisor (2024- Present)

“

We respectfully acknowledge the significant contribution of Lindsay Dean, who served as a Cultural Advisor from 2022 - 2026. Lindsay's guidance and cultural leadership supported and strengthened our reconciliation journey and helped shape the foundations of this RAP.

Message from our Ngalak Group

Ngalak (pronounced nga-luck) is a dedicated group for Aboriginal and Torres Strait Islander employees at Holyoake. The name comes from the Noongar language and means 'we, all of us (including you)'.

Ngalak stands as a testament to Holyoake's commitment to cultural safety and self-determination. Born from a self-driven initiative by our Aboriginal and Torres Strait Islander staff, what began as a vision for a safe space has grown into a vital heartbeat within the organisation. For us, Ngalak is more than just a meeting; it is our sanctuary to yarn, to heal, to celebrate our successes, and to support one another through our challenges.

Ngalak's purpose is to provide a culturally safe and supportive space for its members, to foster a sense of community, and to ensure their voices contribute to the ongoing success and cultural responsiveness of Holyoake, with the group meeting at the beginning of each Noongar season.

We are proud to see Ngalak embedded in this Stretch RAP. It represents a promise that our perspectives will help shape the policies and practices of this organisation. This recognition signifies that our voices are not just present, but essential to the governance and future of Holyoake. We are proud to walk this path, guiding the organisation to ensure that every Aboriginal and Torres Strait Islander staff member and consumer feels seen, heard, and valued. We are ready to lead with strength, culture, and purpose.

Gayle Schatkowski - Holyoake employee



Vennessa Poelina - Holyoake employee



Sandra Reardon - Holyoake employee



L - R: Nathan White, Donna Secreve, Michael Loyd
- Holyoake employees

“

“As a proud Gamilaroi man and a counsellor at Holyoake, my ‘why’ is deeply personal. Having previously worked in environments where Aboriginal and Torres Strait Islander staff lacked adequate support, I am driven to ensure Holyoake is a place of genuine cultural safety and opportunity. I want to help “plant the trees” that will provide shade and support for the Aboriginal and Torres Strait Islander employees who come after us.”

- Nathan White - Holyoake employee, RAP and Ngalak Committee Member

Message from Reconciliation Australia

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As a leading provider of support services for Western Australians impacted by alcohol, drugs and mental ill health, Holyoake is well positioned to work alongside Aboriginal Community Controlled Organisations (ACCOs) on effective supports for Aboriginal and Torres Strait Islander peoples in the region.

This work is evident in the considerable experience Holyoake garnered in its previous RAPs.

Understanding that self-determination and community leadership are central to wellbeing and lasting change, Holyoake has prioritised

and strengthened relationships with ACCOs, community leaders and Elders. This approach is also reflected internally through its Ngalak Group which supports a culturally safe and supportive space for Aboriginal and Torres Strait Islander staff. These approaches show Holyoake's commitment to ensuring that First Nations voices inform its decisions and guide the way it delivers services.

Through these learnings, Holyoake has built solid foundations upon which to expand and embed its commitments in this RAP. Continuing to work alongside ACCOs, Holyoake will support capacity-building, deepen relationships and embed Aboriginal and Torres Strait Islander voices into service delivery. This culturally grounded

and relationships-centred approach will ensure Holyoake's services continue to be strengths-based and responsive to community priorities. Through its thoughtful and mutually beneficial relationship-building with Aboriginal communities, Holyoake will continue to drive considerable reconciliation outcomes across its 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

RECONCILIATION AUSTRALIA CEO STATEMENT

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



Karen Mundine - Reconciliation Australia CEO

Our values



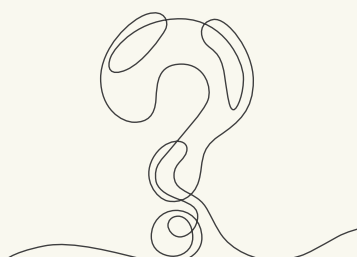
Passionate



Authentic



Courageous



Curious



Connected

“

“Reconciliation feels deeply connected to my values of fairness, inclusion, and community. For me, my “why” comes from a genuine desire to be part of something bigger than myself – to help build stronger relationships and deeper understanding between cultures. I believe reconciliation is a journey of listening, learning, and walking alongside each other, and I would feel honoured to contribute to that process.”

– Nikki Gasqueres - Holyoake employee
and RAP Committee Member

“

“In my role with Holyoake, I feel we have a unique opportunity to work with Aboriginal and Torres Strait Islander people and organisations to build more collaborative and supportive relationships. I understand how incredibly important it is to listen to Aboriginal and Torres Strait Islander people to ensure that the work we do is always culturally appropriate and sensitive. Cultural learning is an ongoing process for me which I try and incorporate with everything I’m involved with”

– Jo Woodruff - Holyoake employee
and RAP Committee Member

Our Purpose

At Holyoake, we give people impacted by alcohol, drugs and mental ill health the support, hope and confidence they need to live the life they choose. By having an open door. By listening. By offering free, personalised help for anyone who needs it. By being here whenever they're ready.

This was the founding principle for John Keating and Anita Day who established Holyoake in 1975, championing a new, non-judgemental, family-systems approach to supporting people, families and communities affected by alcohol and drugs.

The premise was simple but revolutionary: when we come together with care and without judgement – as individuals and peer groups, as families and communities, as specialists and practitioners – we empower people to achieve better, life-changing outcomes. And it works.

Today, this holistic, evidence-based approach – the Holyoake Approach – encompasses mental health support and is the foundation of the wide-ranging and constantly evolving support, recovery and prevention programs we deliver across WA.

This includes:

One-on-one Counselling and Peer-group Support

For people of all ages living with alcohol, drug or mental health challenges and families and friends living with the impacts.

Community and Prevention Programs

From community-based alcohol and other drug prevention and harm minimisation to mental health and suicide prevention.

L - R: Nathan White, Michael Loyd - Holyoake employees



Accreditation

We are accredited under the following AOD and Mental Health Standards, an achievement that reflects our commitment to delivering the highest quality in service provision to the WA community.

- > Alcohol and Other Drug Human Service Standards (AODHSS)
- > National Safety and Quality Mental Health Standards for Community Managed Organisations (NSQMHSCMO)

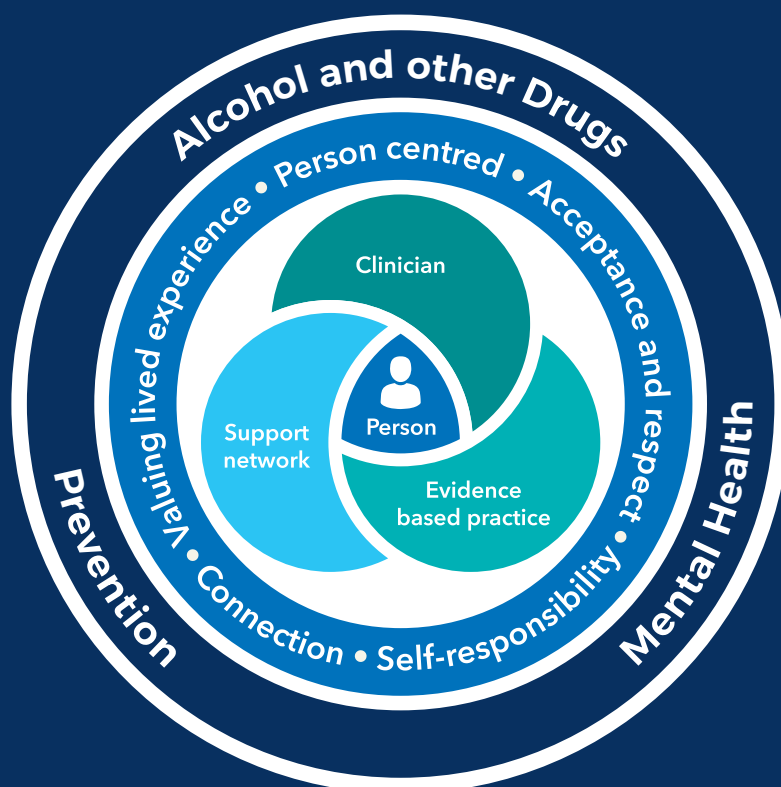
Our Approach

The Holyoake Approach was developed to support our workforce and consumers.

The Approach puts the person at the centre of everything we do and recognises that the interaction between the person, clinician, support network and evidence-based practice is central to our approach.

It is founded on five key principles that underpin and inform everything we do:

- > **Person centred:**
Treating people as they want to be treated, with knowledge about and respect for their values and personal priorities.
- > **Connection:**
Each person operates within a system of family and community. Connection also refers to the therapeutic alliance between clinician, support network and the person.
- > **Acceptance and respect:**
Every person has the natural capacity to solve their own problems, heal emotional wounds and manage personal growth, given sufficient awareness (information), support and opportunity.
- > **Valuing Lived Experience:**
Lived Experience is embedded in all aspects of our operations. Our peer and support workers model hope and demonstrate that challenges can be overcome, while those with a lived experience are invaluable in co-design and service evaluation.
- > **Self-responsibility:**
Every person is responsible for the decisions and course of action they take in any given situation.



Our People

Number of Staff: **115**

Number of Aboriginal and
Torres Strait Islander staff: **8 (7%)**

26% of individuals who access
Holyoake's services identify
as **Aboriginal** and/or **Torres
Strait Islander**.

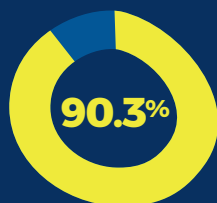
Of these individuals,

- **57%** identify as male,
- **43%** as female, and
- **0%** as gender diverse.

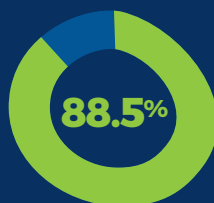


Satisfaction Rates

Satisfaction rates among **Aboriginal** and **Torres Strait Islander** consumers averaged **90.3%**, compared with **88.5%** for **non-Indigenous** consumers.



Aboriginal
and Torres
Strait Islander
consumers



Non-
Indigenous
consumers

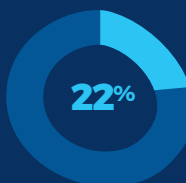


+1.8
percentage
points higher

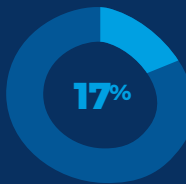
Aboriginal and Torres Strait Islander consumers reported satisfaction rates 1.8 percentage points higher than non-Indigenous consumers.

1,054 individuals who identify as
Aboriginal and/or **Torres Strait
Islander** access our services.

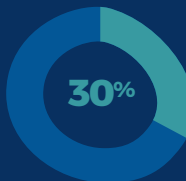
Percentage across sites:



Victoria Park



North East Metro
Community Alcohol
and Drug Service



Wheatbelt
Community Alcohol
and Drug Service

These figures show a significant level of engagement and highlight the importance of culturally safe and responsive service delivery. Holyoake has set measurable targets to monitor progress, ensure continuous improvement, and strengthen support for Aboriginal and Torres Strait Islander individuals, families and communities.

“

"I am strongly aware that, despite my family and community connections, that I am an ally first, and where possible, not be the driver of change, but a supporter of Aboriginal and Torres Strait Islander self-determination to map out the strategies to reconciliation. I try to maintain awareness of my own white privilege in this space and sit with the uncomfortableness that comes with truly unpacking the barriers to bridging the gap"

- Rebecca Healy - Holyoake employee and RAP Committee Member

Our locations

Western Australia

METRO

LOCATION	TRADITIONAL COUNTRY
----------	---------------------

VICTORIA PARK Whadjuk

MIDLAND Whadjuk

WHEATBELT

LOCATION	TRADITIONAL COUNTRY
----------	---------------------

NORTHAM Ballardong

NARROGIN Wilman

Location Key

📍 Offices

● Services



In addition to our offices being located in the Metropolitan and Wheatbelt regions, Holyoake delivers support across the Kimberley, Midwest, Goldfields, Great Southern and South West regions that encompass multiple Aboriginal Countries.

We acknowledge the diversity of Nations, language groups and cultural authority within each region and are committed to working respectfully with local communities.

Our Vision for Reconciliation

Holyoake is committed to a future shaped by understanding, respect, and equity. A future where Aboriginal and Torres Strait Islander peoples are celebrated and heard, and cultural safety is embedded in everything we do. Inclusive spaces heal and strengthen relationships, fostering trust and belonging and create meaningful impact in the communities we serve.

We are dedicated to upholding a workplace that strengthens and supports Aboriginal and Torres Strait Islander leadership. By embracing self-determination, collective responsibility, transparent governance, and inclusive practices, we ensure every voice is heard and valued.

“

“I am committed to being guided by Aboriginal and Torres Strait Islander voices, ensuring our work is grounded in cultural safety, respect and genuine partnership. As an ally, I strive to listen, learn and support actions that deepen understanding and strengthen relationships across our organisation.”

- Sherri McIntosh - Holyoake employee and RAP Committee Chair

“

**Reconciliation
is everyone's
business.
We are ready.**

RAP Development Process

This Stretch Reconciliation Action Plan was developed through consultation and reflection with Aboriginal and Torres Strait Islander peoples and internal stakeholders, informed by Holyoake's guiding principles, which were established in consultation with our Cultural Advisors and community members as an action from Holyoake's previous RAP.

Three interactive workshops were held, with valuable input from Holyoake's Cultural Advisors, Ngalak Group and RAP Committee, helping to shape priorities and ensure our RAP is informed by lived experience and the voices of Aboriginal and Torres Strait Islander staff.

The RAP Committee coordinated drafting and review cycles, drawing on learnings from Holyoake's previous RAPs. Actions and themes were prioritised to focus on fewer, deeper commitments that are achievable, measurable and community-led, with an emphasis on strengthening relationships, embedding cultural safety and supporting self-determination in practice.



Nisia Newark - Holyoake employee

“

“I believe that if I am going to be able to support my Aboriginal and Torres Strait Islander consumers and their families in a way that brings about positive sustained change, I need to make a commitment to being part of an initiative whose purpose is to address the inequities that are contributing to already seemingly insurmountable challenges.”

– Jen Scash-Cowcher - Holyoake employee and RAP Committee Member

Our RAP Governance

Holyoake's approach to reconciliation is underpinned by clear governance structures that support accountability, shared ownership, and meaningful Aboriginal and Torres Strait Islander leadership.

The RAP Executive Champion, Holyoake's Executive General Manager Services, provides senior leadership and oversight of the Reconciliation Action Plan. This role ensures reconciliation is embedded within organisational priorities, governance frameworks, and day-to-day practice, and that RAP commitments are appropriately connected to both Senior Leadership and Board oversight.

The RAP Committee is responsible for guiding, monitoring, and supporting the implementation of the RAP. The Committee operates in accordance with an established RAP Committee Terms of Reference, which outlines its purpose, membership, decision-making responsibilities, meeting cadence, and reporting obligations. The Terms of Reference supports consistency, continuity, and accountability across the life of the RAP.

The RAP Committee is chaired by the RAP Executive Champion in accordance with the RAP Committee Terms of Reference.

The RAP Committee includes representation across Holyoake's business units, service streams, and geographic locations to ensure

organisation-wide ownership of reconciliation commitments. Aboriginal and Torres Strait Islander perspectives are embedded through representation from the Ngalak Group and Holyoake's Cultural Advisors, who contribute lived experiences, and guidance to inform decision-making.

The Ngalak Group is a self-determined, culturally safe and supportive space for Aboriginal and Torres Strait Islander employees at Holyoake. Its purpose is to provide a platform for yarning, sharing experiences, and fostering connection, belonging, and cultural wellbeing. Through this space, Aboriginal and Torres Strait Islander staff are supported to have a voice within the organisation and to offer guidance on culturally appropriate ways of working and service delivery. In line with its Terms of Reference, Ngalak contributes advisory input to the RAP Committee through representation, while maintaining its primary role as a culturally safe forum for staff.

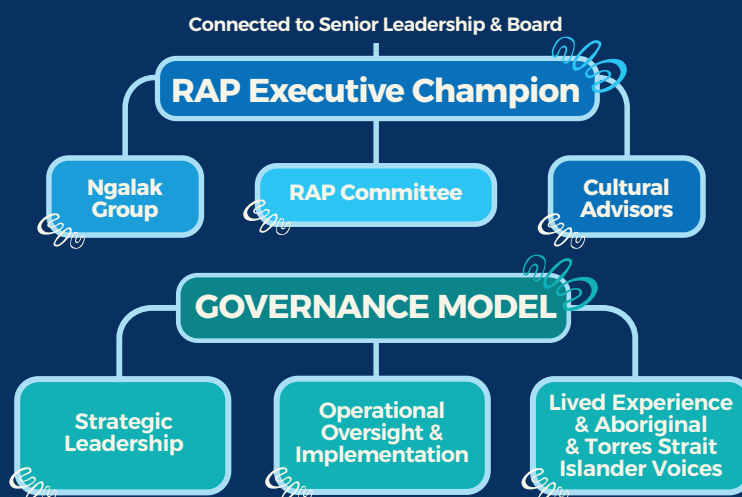
Holyoake's Cultural Advisors work in close partnership with the Executive Leadership Team, RAP Committee and Ngalak Group, providing cultural

guidance, strengthening relationships with Aboriginal communities, and supporting culturally informed decision-making and practice across the organisation.

Together, these roles form an integrated governance structure that connects:

- Strategic leadership (RAP Executive Champion and Executive),
- Operational oversight and implementation (RAP Committee), and
- Lived experiences and Aboriginal and Torres Strait Islander voices (Ngalak Group and Cultural Advisors).

Progress against RAP commitments is monitored through bi-monthly RAP Committee meetings, with updates provided regularly to Senior Leadership and the Board. Holyoake reports annually to Reconciliation Australia, supporting transparency, accountability, and continuous improvement in embedding reconciliation across all aspects of our work.



OUR JOURN

RAP VIEW

2003

Launch of Drumbeat Music Therapy Program in two schools in the Wheatbelt with Les Collard (later formalised and relaunched as DRUMBEAT, the social enterprise from 2006).

2015

Holyoake hosts a NAIDOC community event with local band and art wall.

2014

Holyoake commits to the development of a Reconciliation Action Plan with the set-up of a RAP Working Group.

2016

Launch of Holyoake's Reflect RAP (2016-2017)

2018

Holyoake welcomes Marie Taylor to become Holyoake's Elder in Residence.

2018

Launch of Holyoake's Innovate RAP (2018-2019).

2018

Appointment of RAP Champions across the organisation.

2018

RAP Working Group participate in a Leaf Art Activity (later featured on the cover of Holyoake's Innovate RAP 2018 - 2019).

2018

Holyoake hosts two NAIDOC Week art projects in Victoria Park and Northam.

2019

Holyoake participates in their first Reconciliation WA's Walk for Reconciliation in Perth's CBD.

2019

Holyoake participates in NAIDOC Midland event.

OUR RAP

2020

Victoria Park group rooms given Noongar language names - Wardong, Kulbardi, Weitj, Maali, Djidi Djidi - in collaboration with Marie Taylor.

2021

Prevention Team participates in NRW Lunch hosted by Keedac in Narrogin.

2022

Launch of Holyoake's first Stretch RAP (2022-2025)

2022

Holyoake polo shirt designed featuring the 'Journey Artwork' and distributed to all staff.

2022

Holyoake is key sponsor for NAIDOC Midland community event, joining the partner committee.

2022

Design and development of RAP pocketbook with reconciliation overview, Acknowledgement of Country and Seasons, printed and distributed to all staff.

2022

'Journey Artwork' designed by artist Melissa Spillman (Woods) licensed for 3 years and featured in Holyoake's Stretch RAP (2022-2025) and other related documentation.

2022

Appointment of Holyoake's first Cultural Advisor - Lindsay Dean

2022

Holyoake commits to NRW, NAIDOC and the acknowledgement of significant dates in the Aboriginal calendar.

2022

As part of the Within Your Wallet Program, culturally safe Wallet Cards are designed by Aboriginal and Torres Strait Islander youth.

JOURNEY

2023

ELT members attended the 2023 Danjoo Koorliny Bunuru Social Impact Summit and Festival Dinner, a two-day event held in March 2023, designed and led by Aboriginal peoples with the goal of fostering a large-scale, long-term, systems-change movement. The focus of the 2023 event at Kaarta Koomba (Kings Park) was the environment, with themes of connecting with and healing Boodja (Country) through Aboriginal knowledge and sustainable cultural practices.

2023

Holyoake participates in the inaugural Closing the Gap event, Midland.

2023

Partnership established with Marr Moorditj providing an opportunity for students undertaking their Cert IV Peer Work, Mental Health or Counselling to complete their placement at Holyoake.

2023

Holyoake hosts a Voice information session with Nolan Hunter, Uluru Dialogue Campaign and Nick Abrahams.

2023

Executive Manager Services announced Holyoake proudly supports the Voice Referendum.

2023

National Apology Presentation and Framing event.

2023

Through the Wheatbelt Suicide Prevention Project, Holyoake's Prevention Team, Shooting Stars and Deadly Minds Matter strengthened community connection by supporting young Indigenous girls to lead the development of a meaningful, strengths-based resource. The co-design process centred students' voices, creativity and cultural identity, enabling them to define what #DeadlyGirlsMatter meant to them and translate this into artwork for the 2023 netball season and beyond. The final design, created by Clover McBrydie and selected by her peers with support from the Shooting Stars Coordinator, was produced as a bucket hat that promoted pride, belonging and ongoing engagement within the Shooting Stars community.

2024

Appointment of Holyoake's second Cultural Advisor - Casey Kickett

2024

Collaboration between Keedac and Holyoake's Wheatbelt Prevention team in a truth telling initiative that honoured and shared local stories and experiences of Elders, launched and showcased at the Narrogin NAIDOC event. Printing and distribution of the Truth Telling booklets.



2024

RAP Committee join Danjoo Koorliny Djinda Mereny / Dinner Under the Stars at Government House, a culturally rich dining event by the Danjoo Koorliny Walking Together project in Boorloo (Perth). Featuring Indigenous culture, local bush tucker, art, storytelling and music under projected stars.

2024

RAP Committee members participated in a guided cultural tour of Wadjemup (Rottnest Island).

2024

Design of RAP coasters featuring significant days within the 6 Seasons together with Holyoake's commitment and acknowledgement of its reconciliation journey so far.

2025

Creation of our 'Guiding Principles' - outlining Holyoake's approach to working in partnership with Aboriginal and Torres Strait Islander peoples and organisations so that we can better contribute to building strong and resilient communities together.

2025

Acknowledgment of Country plaques installed across all Holyoake sites (Vic Park, Midland, Northam & Narrogin).

2025

Establishment of Ngalak - an inclusive and culturally safe yarning circle dedicated exclusively to Aboriginal and Torres Strait Islander staff to come together, share experiences, support one another, and reflect on both their successes and challenges.

2026

Transition in Holyoake's Cultural Advisor role, acknowledging the contribution of Lindsay Dean and welcoming Uncle Len Yarran as Cultural Advisor.

2026

EOI released with artwork concept 'Ripples' by Buffie Punch chosen, reflecting Holyoake's commitment to reconciliation and our impact in community.

2026

Launch of Holyoake's second Stretch RAP (2026-2029), continuing and strengthening our commitment to reconciliation.

JOURNEY

Relationship with Reconciliation WA

As a Bidi member, we are ready to act, to show up and stand as one with other Western Australians who are dedicated to change for a reconciled WA. In return, the membership empowers Reconciliation WA to keep building a more just, equitable, and unified Western Australia, one that honours over 65,000 years of Aboriginal and Torres Strait Islander cultures, stories, and achievements. It also provides Reconciliation WA with the opportunity to continue its work and to connect, enable and support individuals, families and businesses.

‘BRIDGING NOW TO NEXT’

Transforming powerful
conversations into meaningful
action.

Together, we are creating
spaces for truth-telling, self-
determination, and healing.

Holyoake's relationship with Reconciliation WA provides an opportunity to make connections with others on the same journey, access resources and the ability to get support in transforming our conversation and intentions into real actions. It's our commitment to walking this journey together, achieving reconciliation outcomes and creating a better future for WA.

Reconciliation WA member benefits include:

Collaborative opportunities –

Working with Reconciliation WA and the broader reconciliation network, we can bring meaningful change. There is also an opportunity to participate in events to mark or celebrate significant milestones including a full National Reconciliation Week program.

Education, Awareness and

Training – With programs designed to engage and support our reconciliation journey, we are equipped with practical outcomes and orientated topics for increased engagement.

Resources – Materials are shared and circulated regularly to spark conversations and actions including downloadable resources, practical guides and inspiring stories. Some resources also support our cultural immersion and lean towards an increased learning to embrace the journey of truth-telling and cultural understanding. Interactive modules and personal stories, histories and voices keep our reconciliation commitments in focus and on plan.

“

“The importance of storytelling and history sharing is vital to shape the future, to embed this rich culture to support truth-telling, build strength and resilience and work to heal the years gone by. It's been a privilege to have been a part of Holyoake's reconciliation journey so far”

- Lynne Anderson - Holyoake employee and RAP Committee Member

Reflections on our RAP Journey 2022-2025

Holyoake embarked on its first Stretch RAP in 2022, developed to play a leading role in reconciliation as advocates with and for Aboriginal and Torres Strait Islander peoples and communities. The implementation of a comprehensive, action-focused Stretch RAP guided our work, kept us on track, and helped embed the spirit of reconciliation across all aspects of our operations.

The Stretch RAP is embedded in our business as usual and across our spheres of influence. It goes beyond articulating a vision: its actions, targets and goals compelled us to deliver measurable outcomes, strengthening our understanding of what it means to act with respect, integrity and truth, and encouraging everyone to become an agent of change.

Key Achievements

2024 - 2025 marked the third and final year of Holyoake's first 'Stretch' Reconciliation Action Plan (RAP). During this time, Holyoake built upon the strong foundations of the first two years of our RAP, achieving a significant amount of meaningful work, contributing to our reconciliation journey. Increased cultural awareness was strengthened through ongoing learning and culturally responsive ways of working with Aboriginal and Torres Strait Islander peoples. This commitment is reflected in our policies, employment practices, student placement opportunities, the continued development of culturally safe and inclusive environments and the appointment of a Wellbeing and Inclusion Officer - a dedicated role to assist in driving wellbeing and inclusion initiatives across the organisation.

The voices and perspectives of Aboriginal peoples are paramount in guiding culturally safe service delivery, and the appointment of Holyoake's

Cultural Advisors now play a vital role in providing cultural guidance and raising awareness among staff, students, and volunteers. They actively contribute to the RAP Committee and assist in building respectful relationships between Holyoake and Aboriginal communities across the Perth metropolitan area and throughout the wider state. In addition, they offer support to Aboriginal and Torres Strait Islander staff, students, and volunteers across all Holyoake sites.

Ngalak Group

Established in 2025, Ngalak (pronounced nga-luck) is a dedicated group for Aboriginal and Torres Strait Islander employees at Holyoake. Their purpose is to provide a culturally safe and supportive space for their members, to foster a sense of community, and to ensure their voices contribute to the ongoing success and cultural responsiveness of Holyoake.

Creation of Holyoake's Guiding Principles

Holyoake's Guiding Principles outline our approach to working in partnership with Aboriginal and Torres Strait Islander peoples and organisations so that we can better contribute to building strong and resilient communities together.

Truth telling: Our Elder Stories - partnership with Keedac

Through an ongoing collaborative partnership with Keedac, Holyoake's Prevention Team delivered a Truth-telling initiative that supported reconciliation by respectfully recording and sharing Elders' stories. Developed and implemented in partnership with Keedac, the initiative aimed to strengthen cultural understanding and community connection, contributing to meaningful engagement with Aboriginal and Torres Strait Islander histories. As part of the initiative, these stories were compiled into a booklet, which was launched and showcased at the 2024 Narrogin NAIDOC event.

Key Learnings

- > With more than 100 deliverables established in accordance with the core pillars of Relationships, Respect, and Opportunities, supported by Governance, our RAP implementation strategies ensured that we delivered on our commitment and continue to uphold these within our broader strategic goal towards reconciliation. The first Stretch RAP demonstrated an admirable scope; moving forward,

Holyoake's second Stretch RAP will prioritise depth and quality to deliver more meaningful and sustainable outcomes.

- > Committee members recognised the importance of prioritising stronger, lasting relationships with Aboriginal Community Controlled Organisations, community leaders, and Elders, built on continued collaboration, respect, and engagement. **Holyoake has recently adopted Southern Aboriginal Corporation's Noongar Cultural Framework, which provides guidance on Noongar cultural values, protocols, language use, and ways of working.**

The framework outlines best practice for engaging with Noongar peoples and communities in ways that prioritise listening, respect, and cultural safety, rather than focusing solely on service delivery. This is an important step in strengthening consistent, respectful, and informed relationships with Aboriginal Community Controlled Organisations and the wider community.

- > Cultural competency is an ongoing journey that must be embedded within organisational culture, supported by continuous learning and unlearning to challenge bias and build deeper understanding. **Holyoake recognises the importance of learning through truth-telling shared directly by Aboriginal and Torres Strait Islander peoples and Elders.**

- > Building meaningful partnerships with Aboriginal and Torres Strait Islander communities takes time, trust, and genuine commitment, **ensuring that community voices lead and inform everything we do.**

- > In developing this RAP, Holyoake will explore new ways to deepen our commitment to reconciliation, deploying the key learning outcomes to further embed deep cultural understanding, anti-racism, and shared history into daily business operations over the next three-year period. **Key outcomes will include strengthening, measuring, and reporting on high-impact, actionable commitments regarding relationships, respect, and opportunities.**

“

“I am deeply committed to equity and justice for Aboriginal and Torres Strait Islander people across this continent. As a settler migrant with the privilege of calling Boorloo (Perth) in Whadjuk Country my home I feel it is imperative to commit to an ongoing process of listening, (un)learning and advocating with guidance from Aboriginal and Torres Strait Islander people and community.”

- Johnny Doan - Holyoake employee and RAP Committee Member

What's Different in this Stretch RAP (2026–2029)

Building on the learnings from Holyoake's previous Stretch Reconciliation Action Plan, this RAP reflects a considered shift in how reconciliation is informed, enacted and sustained across the organisation.

A significant development informing this RAP has been the establishment of the Ngalak Group. Ngalak creates a culturally safe and supportive space for Aboriginal and Torres Strait Islander employees to come together to yarn, share experiences, and foster a sense of community and belonging. Through this space, Holyoake has gained a deeper understanding of the importance of supporting the cultural wellbeing of Aboriginal and Torres Strait Islander staff and ensuring they have a meaningful voice within the organisation. The guidance shared through Ngalak strengthens how Holyoake thinks about cultural safety, workforce wellbeing, and the culturally appropriate delivery of services.

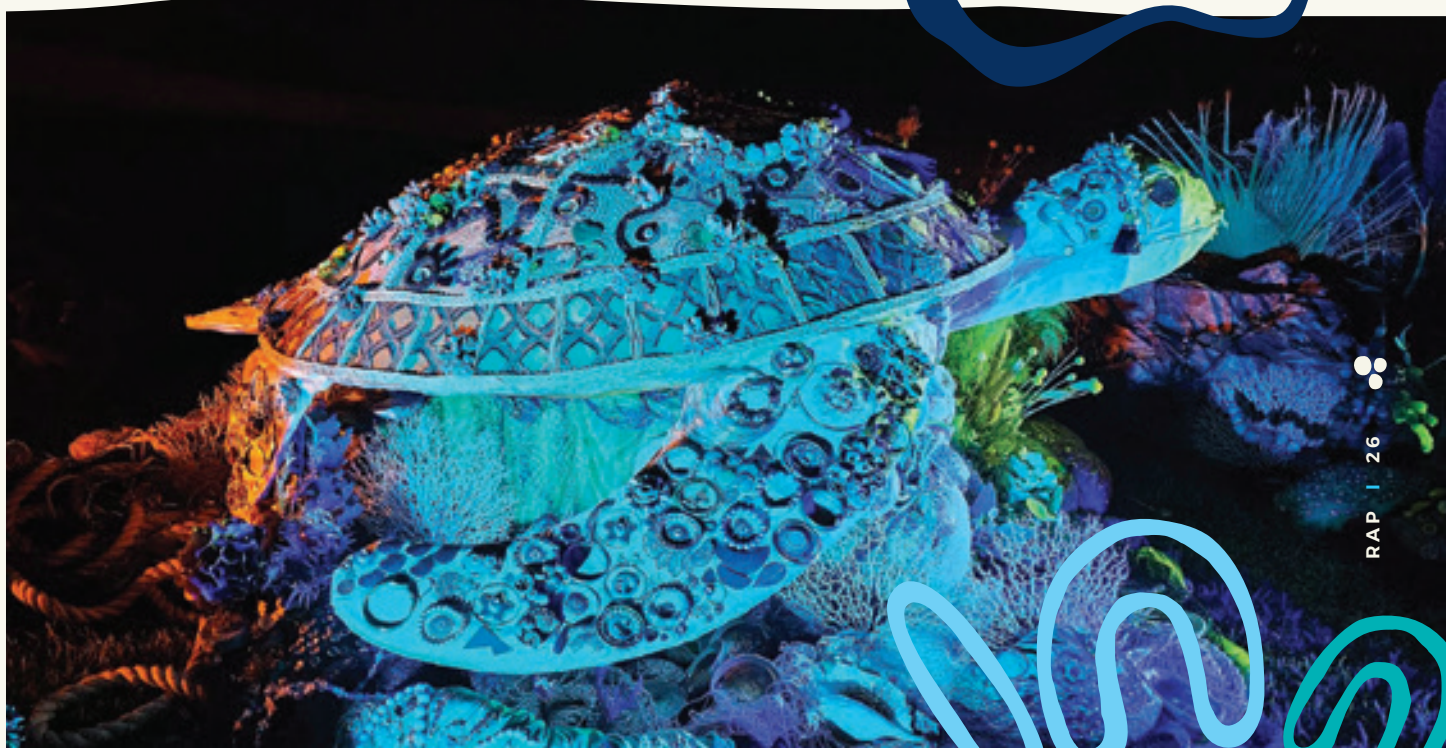
This Stretch RAP also reflects a clearer understanding that meaningful reconciliation is built through ongoing, relationship-based engagement, not only through recognised events or

milestones. While significant dates remain important, this plan places greater emphasis on participation in grassroots cultural activities and community-led initiatives throughout the year. These spaces provide opportunities for learning, connection and trust-building, and reinforce reconciliation as everyday practice rather than isolated action.

Learning from past experiences has also informed a more intentional focus on strengthening partnerships with Aboriginal Community Controlled Organisations (ACCOs). This RAP places increased emphasis on listening to and learning from ACCOs as leaders in community-led service delivery, recognising their expertise, cultural authority and long-standing relationships with community. The focus is on building respectful, two-way partnerships that support self-determination and align with community priorities.

Finally, this RAP reflects a more embedded approach to cultural learning and capability-building across the organisation. Rather than relying primarily on standalone training activities, there is a stronger emphasis on ongoing learning, reflective practice and opportunities for staff to progressively strengthen their cultural understanding. This shift acknowledges that cultural capability develops over time through experience, relationships and continued reflection, and must be supported at all levels of the organisation.

Together, these shifts represent a move toward more deliberate, informed and sustained reconciliation practice, grounded in learning from experience and guided by Aboriginal and Torres Strait Islander voices.





Holyoake's Guiding Principles

To understand different cultural worldviews and experiences so that Holyoake can continue to learn and build trust with Aboriginal and Torres Strait Islander organisations and communities.

- Holyoake commits to creating opportunities for dedicated listening of other people's perspectives and experiences without judgement.
- Holyoake commits to providing regular opportunities for ongoing meaningful cultural training across the organisation.
- Holyoake employees commit to being consistently reflective and to grow in their understanding of themselves, others and their unconscious bias.

To work in partnership with Aboriginal Controlled Community Organisations (ACCOs) in the pursuit of their self-determined goals.

- Holyoake will take the time to meet with ACCOs to form respectful relationships with the aim of understanding their services and their perspectives.
- Holyoake commits to partnering with ACCOs where possible in developing a collective and holistic informed approach to collaboration and supporting each other with common goals.
- Holyoake will encourage ACCOs to take the lead as they determine.

To walk together to holistically promote the healing and health of Aboriginal and Torres Strait Islander communities.

- Holyoake commits to communicating openly and transparently with others.
- Holyoake understands that health, from an Aboriginal and Torres Strait Islander perspective, is holistic not compartmentalised.
- Holyoake will seek the support and guidance of other relevant agencies to provide a holistic service as appropriate.

Holyoake's Engagement

With Aboriginal and Torres Strait Islander Peoples

Holyoake provides free, personalised and non-judgemental support through individual and family counselling, group programs, therapeutic and prevention services addressing alcohol and other drug related harms and supporting mental wellbeing.

Using a holistic, family-systems approach, our services aim to strengthen individuals, families and communities by offering care, hope and practical support whenever individuals are ready.

Through our work across the metropolitan area and regional WA, we support Aboriginal and Torres Strait Islander individuals, families and communities throughout their journey, promoting self-determination, empowerment, recovery, and trust in our AOD, mental health and prevention services.

We also collaborate closely with Aboriginal Community Controlled Organisations (ACCOs), participating in collaborative meetings, events, training and interagency forums to ensure culturally safe initiatives are delivered and that whole-of-community needs are met.

During 2024/2025, **26%** of individuals who access Holyoake's services identify as Aboriginal and/or Torres Strait Islander.

Of these individuals, **57%** identify as male, **43%** as female, and **0%** as gender diverse.

1,054 individuals who identify as Aboriginal and/or Torres Strait Islander access our services

Percentage across sites:

- Victoria Park: 22%
- North East Metro Community Alcohol and Drug Service: 17%
- Wheatbelt Community Alcohol and Drug Service: 30%

Satisfaction rates among Aboriginal and Torres Strait Islander consumers averaged **90.3%**, compared with 88.5% for non-Indigenous consumers.

These figures show a significant level of engagement and highlight the importance of culturally safe and responsive service delivery. Holyoake has set measurable targets to monitor progress, ensure continuous improvement, and strengthen support for Aboriginal and Torres Strait Islander individuals, families and communities.



Farah Zaidi - Holyoake employee

Case Study:

Michael's story

Hi, my name is Michael "Mike" Loyd, I am a Wajarri Yamaji and this is my story from how I went from living with addiction to my current role as a provisional counsellor at Holyoake.

My journey began through lived experience rather than academic ambition. For a long period of my life substance use was my crutch, my coping mechanism - one that held unhealed trauma, emotional dysregulation and a lack of adaptive support strategies. At the time it gave me relief, while ultimately it compounded my psychological distress, impaired my relationships and greatly affected my ability to function authentically and responsibly.

From my journey of recovery, I felt a desire to be able to "give back what was freely given to me" - my life. I then begun studies

to become a Peer Support Worker and from the support of Holyoake I began a Diploma of Counselling through Marr Mooditj Training.

On my journey from Peer Support Worker to Provisional Counsellor, there were a few obstacles I had to learn to overcome, such as boundaries around sharing my story, being able to apply what I learnt from my studies into practice while still fresh and being able to keep a healthy work/life balance.

Not only did I gain skills and knowledge to help further my career choice such as how recovery is a holistic approach, it has also helped on a personal level. Being able to use these skills to help others who are going through their own personal struggles is very rewarding, it has also built my own confidence through recovery.

This journey has helped me gain the confidence to work with consumers from all walks of life and be able to build rapport, connection and provide the support they may be looking for to the best of my abilities. I am most proud of being able to work for such a committed and close-knit organisation and to have been given the opportunity to further my own skills.

For any individual who would like to pursue this as a career path, I highly recommend it as it is very rewarding as, from a lived experience lens, being able to see others journeys through the support that you provide is a powerful tool in maintaining personal recovery.



Michael Loyd - Holyoake employee

Our services

Holyoake delivers alcohol and other drug (AOD), mental health and prevention services across Metropolitan and Regional Western Australia. Guided by the Holyoake Approach and a family-systems framework, our services are person-centred, evidence-based and grounded in lived experience.

We are committed to delivering culturally safe, trauma informed and non-judgemental support that promotes access, choice and self-determination for individuals, families and communities, and that responds to the diverse needs of Aboriginal and Torres Strait Islander peoples.

Alcohol and Other Drug and Mental Health Services

Holyoake provides confidential, free and non-judgemental counselling and therapeutic support for individuals, parents, carers and families impacted by alcohol and other drug use, mental ill health and complex life challenges. Services respond to the interconnected nature of wellbeing, relationships and social context, supporting individuals and families through holistic, culturally safe care.

Using a holistic, family-systems approach, Holyoake acknowledges the impact of AOD and mental health concerns on individuals and the broader family and community systems in which they live. Services support people to strengthen wellbeing, rebuild connections, and achieve sustainable, positive change in ways that promote self-determination, recovery and trust.

Holyoake also delivers accessible, community-based mental health care that provides a no-wrong-door approach to assessment, therapeutic support and coordinated pathways of care. Multi-disciplinary teams, including allied health professionals and peer workers, work alongside individuals and families to ensure timely access to culturally safe, responsive and connected support, delivered in collaboration with local services and communities.

Group Programs

Holyoake facilitates group-based therapeutic programs that provide structured, supportive environments for people to connect with others with shared experiences. Group programs support skill development, emotional regulation, recovery oriented goals and peer connection, while reducing isolation and strengthening community and belonging.

Justice and Diversion Services

Holyoake works in partnership with justice agencies to deliver diversion and justice-based programs for individuals who have come into contact with the justice system due to AOD drug use or related concerns. These services focus on early intervention, accountability and rehabilitation, addressing the underlying contributors to justice involvement and supporting pathways toward positive, long-term outcomes for individuals, families and communities.

Prevention and Community-Led Initiatives

Holyoake's prevention services are delivered in partnership with communities, Aboriginal Community Controlled Organisations, service providers and stakeholders to co-design initiatives that respond to local priorities. Our prevention work spans alcohol and other drug prevention, suicide prevention, education, training and broader wellbeing initiatives, with a focus on strengthening community capacity, reducing harm and supporting long-term wellbeing.

**SCAN
QR CODE
TO LEARN
MORE ABOUT
OUR SERVICES**



“

“Reconciliation is everyone’s responsibility, and it starts with listening, learning, and taking meaningful action. I want to help create a workplace where Aboriginal and Torres Strait Islander people feel genuinely respected, valued, and heard”

- Shani Jarvis - Holyoake employee and RAP Committee Member

Lasiana Edgar



L - R: **Sherri McIntosh** - Executive General Manager Services, 360 Street Doctor representative, **Sharon Gough** - Indigo Junction CEO, 360 Street Doctor representative, **Ben Smith** - CEO



L - R: **Michael Loyd**, **Phoebe McGuinness-Morich**, **Nathan White**

Case Study:

Holyoake involvement in Midland NAIDOC

The Midland NAIDOC Community Organisation of the Year is a local Aboriginal or non-Aboriginal organisation who is committed to supporting the local Aboriginal community through their services, programs or outreach. This Award and others presented, are an integral part of Midland NAIDOC in recognising the achievements and outstanding community impact for Aboriginal and Torres Strait Islander Peoples in the community within the City of Swan area.

Holyoake has been involved with Midland NAIDOC since 2023, providing in-kind event and budget planning assistance, in addition to its sponsorship of the event and the Community Organisation of the Year Award, with approximately \$20,000 in funding to date as a major sponsor.

Previous winners include:

- > PCYC and the Kadadjing Circle program, a standout service developed on the foundation of young Aboriginal men breaking “the rite of passage” of going to prison.
- > Indigo Junction - a key provider of homelessness services, crisis support, and community programs in the Mandjanup (Midland) area, including accommodation for youth and families.
- > Woodbridge Primary School - for their contributions to the local community and active participation in the annual NAIDOC events, with students providing dancing performances. This recognition highlights the school's commitment to fostering community connection and celebrating Indigenous culture in the Mandjanup (Midland) area.

- > Street Doctor - A service that provides mobile, non-judgemental primary healthcare, with a high percentage of consultations serving Aboriginal and Torres Strait Islander peoples.

Holyoake NEMCADS in Stafford Street actively participates on the day with a booth and engagement activities of Aboriginal focus, enabling Holyoake to empower people to change their lives, making better futures possible. In fostering community engagement and social connection with community, the booth also promotes awareness of alcohol and drug misuse and healthy and safe behaviours.

Holyoake also supports the North East Metropolitan zone with outreach services in Ellenbrook and Mundaring, providing integrated care and raising awareness, education and access to needs-based support services with primary service delivery partners Next Step.

Relationships



Relationships

We are committed to fostering meaningful and respectful connections with Aboriginal and Torres Strait Islander peoples. We recognise and value Aboriginal knowledge, cultural systems, and expertise, and support the right to self-determination and empowerment through inclusive and responsive service delivery.

Strong relationships are foundational to creating culturally safe environments where Aboriginal and Torres Strait Islander peoples feel welcomed, respected, and confident in accessing our services. We are dedicated to strengthening these relationships through ongoing engagement, collaboration, and by supporting Aboriginal leadership across our organisation.

Focus area

This focus area aligns with Holyoake's strategic commitment to strengthen our services, expand access and equity, and deliver meaningful impact across the communities we serve.

For Holyoake, relationships are the foundation of culturally safe and responsive practice. Over the life of this Stretch RAP, we will continue to build and nurture respectful, two-way relationships with Aboriginal and Torres Strait Islander peoples, communities, Elders, Cultural Advisors, Aboriginal Community Controlled Organisations and sector partners.

We recognise that strong relationships take time, trust and consistency. This work will be guided by listening to and learning from Aboriginal and Torres Strait Islander peoples, acknowledging their cultural authority, expertise and leadership, and supporting approaches that are community-led and grounded in self-determination.

By strengthening relationships across metropolitan and regional Western Australia, we aim to increase access to culturally safe support and ensure our services continue to be informed by Aboriginal and Torres Strait Islander voices, knowledge and priorities.

Through this work, Holyoake will continue to walk alongside communities in ways that are respectful, transparent and mutually beneficial.

Past and present Holyoake employees at Holyoake's 50 Year Anniversary Breakfast



Relationships

Actions and deliverables

	Deliverable	Timeline	Responsibility
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
1.1	Meet and be guided by local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for regular and ongoing engagement.	November 2026, 2027, 2028	● RAP Committee Chair ● Senior Leadership Team
1.2	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	Update plan October 2026 and review in July 2027	● RAP Committee Chair ● Senior Leadership Team and Holyoake Cultural Advisors
1.3	Establish and maintain 3 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	3 partnerships by July 2029	● RAP Committee Chair ● Service Managers
1.4	Develop and distribute a dedicated pamphlet for Aboriginal and Torres Strait Islander students and prospective staff outlining Holyoake's commitment to the growth and development of Aboriginal and Torres Strait Islander staff. The pamphlet will include opportunities such as the provisional counselling program, and the organisations support for initiatives such as the Ngalak Group.	September 2026	● Marketing and Communications Coordinator ● Ngalak Group and Learning, Development and Placement Coordinator
2	Build relationships through celebrating National Reconciliation Week (NRW).		
2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	April 2027, 2028, 2029	● Wellbeing and Inclusion Officer ● Marketing and Communications Coordinator
2.2	RAP Committee members to collectively participate in 3 external NRW events.	27 May - 3 June, 2027, 2028, 2029	● RAP Committee Chair ● RAP Committee
2.3	Encourage and support all staff, Senior and Executive Leadership Team and Board members to participate in 3 external events to recognise and celebrate NRW across all regions.	27 May - 3 June, 2027, 2028, 2029	● Executive Leadership Team ● Senior Leadership Team
2.4	Organise 3 internal NRW events, including at least one organisation-wide NRW event, each year.	27 May - 3 June, 2027, 2028, 2029	● Senior Leadership Team ● RAP Committee
2.5	Register all our NRW events on Reconciliation Australia's NRW website.	April, 2027, 2028, 2029	● Wellbeing and Inclusion Officer ● Marketing and Communications Coordinator

“

“Reconciliation is both a professional responsibility and a personal commitment. My Bardi granddaughter reminds me that the work we do today shapes the world she will inherit. I strive to be an ally who listens, learns and acts, without centring myself or taking up space meant for Aboriginal and Torres Strait Islander voices. Living and working in the alcohol and other drug sector across Western Australia has allowed me to witness both the profound strength of Aboriginal and Torres Strait Islander people and the ongoing harm caused by systems of oppression, leaving me to feel accountable and committed to equity and justice.”

- Phoebe McGuinness-Morich - Holyoake employee and RAP Committee Member



Relationships

Actions and deliverables

Deliverable	Timeline	Responsibility
3 Promote reconciliation through our sphere of influence		
3.1 Develop and implement strategies to raise awareness of reconciliation across our workforce.		
- Maintain RAP Committee SharePoint team site to house RAP documents, Guiding Principles, significant days, and updates on RAP progress and initiatives.	July 2026, 2027, 2028	● RAP Committee Chair ● Wellbeing & Inclusion Officer
- Maintain RAP page on Holyoake's website to communicate our commitment to reconciliation and house our Reconciliation Action Plan.	July 2026, 2027, 2028	● Marketing and Communications Coordinator ● Wellbeing and Inclusion Officer
- Include a RAP update in Annual Report each year.	October 2026, 2027, 2028	● RAP Committee Chair ● Marketing and Communications Coordinator
- Include a RAP Activity at annual organisation-wide Appreciation Day.	November 2026, 2027, 2028	● RAP Committee Chair ● Executive General Manager People & Wellbeing
- Develop and circulate a calendar of reconciliation activities to promote within Holyoake.	July 2026	● Marketing and Communications Coordinator ● Wellbeing and Inclusion Officer
3.2 Communicate our commitment to reconciliation publicly by making statements and promoting events concerning reconciliation.		
- Launch of Stretch RAP (2026-2029)	August 2026	● Chief Executive Officer ● RAP Committee Chair
- Information on Holyoake's website	September 2027, 2028, 2029	● Marketing and Communications Coordinator ● Wellbeing and Inclusion Officer
- Articles, newsletters and social media platforms including Facebook, Instagram and LinkedIn	Ongoing 2027, 2028, 2029	● Marketing and Communications Coordinator ● Wellbeing and Inclusion Officer
3.3 Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.		
- Include our Guiding Principles in brochures and publications	December 2026	● RAP Committee Chair ● Marketing and Communications Coordinator
- Invite Holyoake's key stakeholders to reconciliation events	May 2027, 2028, 2029	
3.4 Collaborate with 3 RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	2026- 2029 (1 per year)	● RAP Committee Chair ● RAP Committee
3.5 Attend at least two RAP leadership gatherings hosted by Reconciliation Australia each year.	Quarterly, 2026, 2027, 2028, 2029 as scheduled by Reconciliation Australia	● RAP Committee Chair ● Wellbeing and Inclusion Officer
3.6 Continue membership and engagement with Reconciliation WA.	July 2027, 2028, 2029	● Marketing & Communications Coordinator ● Wellbeing and Inclusion Officer
3.7 Attend Reconciliation WA's AGM & Networking Events	As scheduled by Reconciliation WA	● RAP Committee Chair ● RAP Committee

Relationships

Actions and deliverables

Deliverable	Timeline	Responsibility
4 Promote positive race relations through anti-discrimination strategies.		
4.1 Continuously review and improve Holyoake's People and Wellbeing policies and procedures concerned with anti-discrimination as well as others that impact Aboriginal and Torres Strait Islander peoples.	December 2026, 2027, 2028	● Executive General Manager People & Wellbeing ● RAP Committee Chair, Holyoake Cultural Advisors and Ngalak Group
4.2 Engage with Aboriginal and Torres Strait Islander staff, the Ngalak Group and Holyoake's Cultural Advisors to continuously improve our anti-discrimination policy.	March 2027, 2028, 2029	● Executive General Manager People & Wellbeing ● RAP Committee Chair
4.3 Review and communicate an anti-discrimination policy for our organisation.	December 2026, 2027, 2028	● Executive General Manager People & Wellbeing ● RAP Committee Chair
4.4 Provide ongoing education to senior leaders and managers on the effects of racism.	September 2026, 2027, 2028. Review annually	● Executive Leadership Team ● Senior Leadership Team
4.5 Senior leaders to actively demonstrate visible support and advocacy for anti-discrimination campaigns, initiatives, and stances against racism.	September 2026, 2027, 2028	● Executive Leadership Team ● Senior Leadership Team and Marketing and Communications Coordinator
4.6 Respectfully acknowledge the significance of 26 January through at least two organisation-wide communications each year including: - Shared educational resources to support understanding and reflection (e.g. Change It Ourselves). - Continue to promote and support staff choice to work on 26 January and substitute the public holiday, in line with commitments to cultural safety and individual choice.	November and January 2026, 2027, 2028, (January) 2029	● Executive General Manager People & Wellbeing ● RAP Committee Chair
5 Work in partnership with Aboriginal Community Controlled Organisations (ACCOs) to support their self-determined priorities and long-term sustainability.		
5.1 Provide Aboriginal Community Controlled Organisations with access to relevant training delivered by Holyoake for Alcohol and Other Drugs (AOD), Mental Health (MH) and Prevention services, upon request.	Ongoing, as requested/invited by ACCO's	● Service Managers ● Learning, Development & Placement Coordinator
5.2 Explore a staff secondment/shadowing program with Aboriginal organisations to deepen relationships and cultural understanding.	1 exchange completed by end of RAP 2029	● Executive General Manager People & Wellbeing ● Learning, Development & Placement Coordinator

Disclaimer: Aboriginal and Torres Strait Islander readers are advised that the next page contains an image of people who have passed away.

Case Study:

collaboration with Keedac

Truth-telling: Our Elders Stories

In 2024, Keedac and Holyoake's Wheatbelt Prevention Team developed a Truth Telling initiative following NAIDOC Week planning discussions led by Keedac. Aligned with the theme "KEEP THE FIRE BURNING! BLAK, LOUD AND PROUD," the initiative supported meaningful engagement between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Guided by Keedac, it centred Elders' voices, stories and strength, acknowledged the impacts of colonisation and truth-telling's role in reconciliation, and strengthened the Keedac-Holyoake relationship. Elders participated voluntarily, could withdraw at any time, and were paid for their knowledge and time.

Two yarnning sessions were held over shared meals at Keedac's Gnargijin (Narrogen) office, where ten Elders generously shared their stories. Their stories included reflections on family, mob, early life, adulthood, cherished memories, and the challenges they have experienced as Noongar peoples. For Elders who were unable to attend in person, Keedac staff supported the process by recording stories in the comfort of their homes. The sessions were facilitated and recorded collaboratively by staff from both Keedac and Holyoake.

The audio recordings were transcribed and returned to the Elders for review and approval before being compiled into a booklet, with each story accompanied by a photograph of the respective Elder. The booklets were professionally printed and launched at the Gnargijin (Narrogen) NAIDOC event

in October 2024, hosted by Keedac. At the event, Holyoake, alongside Keedac, shared the booklets at a stall, inviting community members to sit, read, and engage with the stories. This created a space for connection, reflection, and celebration of Elders' voices, ensuring their experiences, memories, and wisdom could be shared, honoured, and passed down to future generations.

This initiative highlighted several important learnings and reflects our ongoing commitment to listening, learning, and walking together on the journey towards reconciliation. It emphasised the value of truly listening to Elders' stories and understanding our shared history, as well as the importance

of creating respectful, culturally safe spaces for truth-telling. The project also demonstrated how collaboration between organisations can build trust, strengthen relationships, and deepen connections within the community.

We would like to acknowledge and thank Keedac for their partnership on this initiative, as well as the Elders who generously shared their stories with Holyoake staff and the wider community. We are deeply grateful for the time, knowledge, guidance, and leadership of the Elders, whose voices and experiences made this project possible and will continue to inspire, educate, and guide the community for generations to come.



Truth-Telling
- Our Elders Stories
Booklets at the Narrogen
- NAIDOC Event in 2024



L - R: Jo Drayton, Jessica Daniels, Jordyn Drayton-Hall
- Holyoake employees



Respect



Respect

We are committed to demonstrating and role modelling respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories, and rights. We acknowledge and promote the richness and diversity of Aboriginal and Torres Strait Islander cultures, including languages, kinship systems, and deep connections to Country.

By embedding cultural safety and inclusive practices across our organisation, we aim to create environments that foster trust, belonging, and meaningful engagement. We are dedicated to strengthening Aboriginal leadership and ensuring that every voice is heard and valued, because reconciliation is everyone's business.

Focus area

This focus area aligns with Holyoake's strategic commitment to nurture a thriving organisational culture and embed health, safety, wellbeing, equity and inclusion across every location and team.

Respect sits at the heart of reconciliation and underpins how we create culturally safe environments for the people we support, our workforce and our partners. Through this Stretch RAP, we will continue to strengthen cultural understanding, reflective practice and organisational capability so that respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, lands, waters and rights is embedded in our everyday ways of working.

We recognise that cultural safety is an ongoing journey that requires humility, openness and a willingness to listen, learn and challenge our own assumptions. It also requires that Aboriginal and Torres Strait Islander voices not only inform, but guide how we design services, develop policies and create inclusive environments.

Through this work, we aim to foster a workplace and service environment where Aboriginal and Torres Strait Islander peoples feel respected, valued and culturally safe, and where our people are supported to work in ways that are responsive, informed and accountable.

“

“Some of the strengths that I can bring to the table are that not only am I a Wajarri Yamaji, I have lived experience of AOD and Mental Health which can be helpful in gaining perspective of concerns or issues that may arise along with also wanting to build stronger relationships with ACCOS or other organisations.”

– Michael Loyd - Holyoake employee, RAP and Ngalak Committee Member



Nathan White
- Holyoake employee, Wadjemup Cultural Tour

Respect

Actions and deliverables

	Deliverable	Timeline	Responsibility
6.	Develop a Cultural Framework to embed cultural safety, awareness, and respect across the organisation.		
6.1	Conduct a review of the cultural learning needs within our organisation.	December 2026	● Executive General Manager People & Wellbeing ● RAP Committee Chair
6.2	Consult Holyoake's Cultural Advisors and the Ngalak Group on the development of Holyoake's Cultural Framework.	January – June 2027	● Executive General Manager People & Wellbeing ● RAP Committee Chair
6.3	Develop and finalise the Holyoake Cultural Framework to embed cultural safety principles across services, policies and practices.	September 2027	● Executive General Manager People & Wellbeing ● RAP Committee Chair
6.4	Organise 2 organisation wide opportunities per year for staff to meet with Holyoake Cultural Advisors regarding cultural safety, culture and lived experience.	November 2026, 2027, 2028 and March 2027, 2028, 2029	● RAP Committee Chair ● Senior Leadership Team
6.5	Continue to support the Ngalak Group, as and when they wish, as a powerful and innovative initiative, embedding it into Holyoake's governance, policies, procedures as a valued part of the organisation. - Maintain and periodically review the formal Terms of Reference for the Ngalak Group - Report annually on the impact of the Ngalak Group's guidance	July 2026, 2027, 2028	● Executive Leadership Team ● Senior Leadership Team
6.6	Facilitate 1 yarning circle for Aboriginal consumers, families, and staff to strengthen trust, connection, and cultural safety in Alcohol and Other Drugs (AOD) and Mental Health (MH) support per year.	Annually	● Ngalak Group ● Senior Leadership Team
6.7	Review organisational policies (especially those linked to clinical practice and consumers rights) to ensure they reflect Aboriginal worldviews and cultural needs.	September 2026, 2027, 2028	● Senior Leadership Team ● Holyoake Cultural Advisors and Ngalak Group.
7.	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.		
7.1	Develop, implement and communicate a cultural learning strategy, informed by the Holyoake Cultural Framework.	December 2027	● Executive General Manager People & Wellbeing ● RAP Committee Chair
7.2	Ensure all RAP Committee members, Senior and Executive Leadership group, Board members and all new staff (and students) undertake formal and structured cultural learning (Optional for staff who identify as Aboriginal and Torres Strait Islander).	December 2026, 2027, 2028	● Senior Leadership Team ● Learning, Development & Placement Coordinator
7.3	100% of staff undertake formal and structured cultural learning. (Optional for staff who identify as Aboriginal and Torres Strait Islander). All staff to complete an e-learning program and 75% of staff complete an in person cultural learning experience.	December 2026, 2027, 2028 Through the duration of the RAP	● Senior Leadership Team ● Learning, Development & Placement Coordinator
7.4	Explore the development and implementation of in-person cultural learning sessions delivered face-to-face internally, with the opportunity to engage cultural advisors, knowledge holders, or Elders.	September 2026, 2028, 2029	● Executive General Manager People & Wellbeing ● RAP Committee Chair
7.5	Explore opportunities for RAP Committee members to participate in cultural immersion opportunities.	At least 1 per year of RAP	● RAP Committee Chair ● Wellbeing and Inclusion Officer
7.6	Explore opportunities to engage an Aboriginal-owned organisation or qualified facilitator to deliver training and education for staff on the impacts of colonisation in order to support a culturally safe workplace environment. (Optional for staff who identify as Aboriginal and Torres Strait Islander).	December 2026, 2027, 2028	● Executive General Manager People & Wellbeing ● RAP Committee Chair
7.7	Review service spaces to ensure they are culturally welcoming (artwork, signage in local language, Aboriginal flags visible).	Yearly, all sites	● Senior Leadership Team ● Ngalak Group

Respect

Actions and deliverables

	Deliverable	Timeline	Responsibility
8.	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
8.1	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2027, 2028, 2029	● RAP Committee Chair ● RAP Committee Members
8.2	Ensure ongoing review and organisation wide communication of Holyoake's Guiding Principles document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2026	● RAP Committee Chair ● Marketing and Communications Coordinator
8.3	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, where appropriate these should be found via the local Aboriginal Corporations including (but not limited to): - Internal Organisation-wide NRW event - Appreciation Day - Turn Up In Blue (TUIB) Day - Program launches	May, June, July, October, November 2026, 2027, 2028	● Marketing and Communications Coordinator, ● RAP Committee Chair
8.4	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, including Team meeting, Senior and Executive meetings and Project Team Meetings.	Weekly, 2026/27. 2027/28, 2028/29; review progress July 2027	● Executive Leadership Team ● Senior Leadership Team
8.5	Staff and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	Review progress July 2027	● Executive Leadership Team ● Senior Leadership Team
8.6	Display 4 Acknowledgment of Country plaques in our office/s or on our buildings. - Vic Park (Whadjuk) - Midland (Whadjuk) - Northam (Ballardong) - Narrogin (Wilman)	July 2026	● Executive Leadership Team ● Senior Leadership Team
8.7	Display the Aboriginal and Torres Strait Islander flags in email signatures to acknowledge the Traditional Owners of the lands where we work and live.	July 2026 to coincide with RAP launch	● Executive Leadership Team ● Senior Leadership Team
9.	Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
9.1	RAP Committee to participate in an external NAIDOC Week event.	First week in July, 2026, 2027, 2028	● RAP Committee Chair ● Senior Leadership Team
9.2	Review People and Wellbeing policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2026, 2027, 2028	● Executive General Manager People & Wellbeing ● RAP Committee Chair
9.3	Encourage and support all staff including members of the Ngalak Group to participate in at least 1 NAIDOC Week event in their local area.	First week in July, 2026, 2027, 2028 or as scheduled by lead organisations	● Senior Leadership Team ● Marketing and Communications Coordinator
9.4	In consultation with Aboriginal and Torres Strait Islander stakeholders, support 3 external NAIDOC Week events each year.	First week in July 2026, 2027, 2028 or as scheduled by lead organisations	● Senior Leadership Team ● Marketing and Communications Coordinator

Opportunities

Opportunities

We are committed to creating a culturally safe, inclusive, and equitable workplace that reflects the diversity of the communities we serve. We recognise that meaningful employment and career development opportunities for Aboriginal and Torres Strait Islander peoples must be supported by a workplace culture that is safe, respectful, and enables individuals to bring their whole selves to work.

Holyoake is responsible for fostering an environment where Aboriginal and Torres Strait Islander peoples feel valued, supported, and empowered to lead and thrive. Through culturally informed recruitment, retention, and professional development strategies, we aim to strengthen our capacity to meet the needs of Aboriginal and Torres Strait Islander employees and consumers.

Focus area

This focus area aligns with Holyoake's strategic commitment to attract, develop and retain exceptional people, strengthen workforce pathways, and deliver sustainable impact through inclusive systems and purposeful investment.

Holyoake recognises that creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples requires more than access. It requires culturally safe environments, equitable systems and a genuine commitment to removing barriers and supporting participation, leadership and growth.

Through this Stretch RAP, we will focus on strengthening culturally informed recruitment, retention, development and leadership pathways for Aboriginal and Torres Strait Islander staff, alongside increasing opportunities for engagement across our services, partnerships and procurement.

This work will be guided by the voices and experiences of Aboriginal and Torres Strait Islander staff, Cultural Advisors and the Ngalak Group, ensuring initiatives are informed by lived experience and grounded in cultural knowledge.

By embedding Aboriginal and Torres Strait Islander perspectives across workforce, service design and organisational practice, we aim to create opportunities that support individuals, strengthen communities and contribute to a more equitable future.

Bodeen Budby, Within Your Wallet
Youth Festival in Narrogin

Opportunities

Actions and deliverables

Deliverable	Timeline	Responsibility
10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.		
10.1 Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	September 2026, 2027, 2028	● Executive General Manager People & Wellbeing ● Holyoake Cultural Advisors and Ngalak Group
10.2 Review and seek input from Holyoake's Cultural Advisors and the Ngalak Group to develop an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	July 2027	● Executive General Manager People & Wellbeing ● Holyoake Cultural Advisors and Ngalak Group
10.3 Advertise job vacancies in accordance with Holyoake's policy (Recruitment of Aboriginal and Torres Strait Islander backgrounds) to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2026, 2027, 2028	● Executive General Manager People & Wellbeing ● Senior Leadership Team
10.4 Review People and Wellbeing and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2027	● Executive General Manager People & Wellbeing ● RAP Committee Chair, Ngalak Group and Holyoake Cultural Advisors
10.6 Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	February 2027	● Executive General Manager People & Wellbeing ● RAP Committee Chair
10.7 Increase Aboriginal and Torres Strait Islander employment to 10%.	July 2027 - 8% July 2028 - 9%	● Executive General Manager People & Wellbeing ● RAP Committee Chair, Senior Leadership Team
10.8 Explore opportunities to expand the Aboriginal provisional counsellor pathway to include non-clinical roles, such as community engagement and prevention.	December 2027	● Executive General Manager People & Wellbeing ● Holyoake Cultural Advisors and Ngalak Group
10.9 Ensure Aboriginal and Torres Strait Islander representation on all recruitment panels for designated (50D and 51D) positions and explore opportunities to involve Holyoake's Cultural Advisors and/or the Ngalak Group in recruitment processes for senior roles.	July 2026, 2027, 2028	● Executive General Manager People & Wellbeing ● Senior Leadership Team
10.10 As part of onboarding, all Aboriginal and Torres Strait Islander staff will receive a welcome email introducing them to the Ngalak Group, offering a culturally safe point of connection and the opportunity to engage with the group if they wish.	July 2026, 2027, 2028	● Executive General Manager People & Wellbeing ● Senior Leadership Team
10.11 Ensure offboarding processes are culturally safe and responsive, which may include offering Aboriginal and Torres Strait Islander staff the option to have exit interviews conducted by a senior Aboriginal staff member.	July 2026, 2027, 2028	● Executive General Manager People & Wellbeing ● Senior Leadership Team

Opportunities

Actions and deliverables

Deliverable	Timeline	Responsibility
11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
11.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2027	● Executive General Manager Finance and IT ● RAP Committee Chair
11.2 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2027	● Executive General Manager Finance and IT ● RAP Committee Chair
11.3 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2026	● Executive General Manager Finance and IT ● RAP Committee Chair
11.4 Maintain commercial relationships with 3 Aboriginal and/or Torres Strait Islander businesses, with a focus on building long-term, mutually beneficial partnerships.	June 2029	● Executive General Manager Finance and IT ● RAP Committee Chair
11.5 Commit to increasing Aboriginal and Torres Strait Islander procurement by 5% annually, based on original baseline (July 2026), with progress reviewed each year.	July 2026: 5% 2027: 5% 2028: 5%	● Executive General Manager Finance and IT ● RAP Committee Chair
12 Provide opportunities to embed consumer voices to influence service delivery.		
12.1 Promote membership to Holyoake's Consumer and Family Collective through internal communications, social media and newsletters.	July 2026, 2027, 2028	● Marketing and Communications Coordinator ● Senior Leadership Team
12.2 Strengthen Aboriginal and Torres Strait Islander representation across all services by working with teams to increase engagement and participation, ensuring service access reflects community needs.	October 2026, 2027, 2028	● RAP Committee Chair ● Senior Leadership Team
12.3 Review the consumer journey in consultation with Aboriginal and Torres Strait Islander stakeholders to identify opportunities for improvement and enhance cultural safety and responsiveness.	October 2026, 2027, 2028	● RAP Committee Chair ● Senior Leadership Team
12.4 Ensure Aboriginal and Torres Strait Islander voices are embedded in the design, planning, and evaluation of new services, programs, and initiatives, by including representation from the Ngalak Group on project working groups and incorporating cultural reviews and co-design processes into all new program development.	October 2026, 2027, 2028	● General Manager Services and Development ● RAP Committee Chair

Governance & Reporting

Governance & Reporting

Actions and deliverables

Deliverable	Timeline	Responsibility
13 Establish and maintain an effective RAP Committee (Holyoake's RAP Working Group) to drive governance of the RAP.		
13.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	December 2026, 2027, 2028	● RAP Committee Chair ● Wellbeing and Inclusion Officer
13.2 Review and update the Terms of Reference for our RAP Committee.	July 2026	● RAP Committee Chair ● Wellbeing and Inclusion Officer
13.3 Meet bi-monthly to drive and monitor RAP implementation.	Bi-monthly from July 2026-June 2029	● RAP Committee Chair ● Wellbeing and Inclusion Officer
14 Provide appropriate support for effective implementation of RAP commitments.		
14.1 Embed resource needs for RAP implementation.	May 2026, 2027, 2028	● RAP Committee Chair ● Executive General Manager People & Wellbeing
14.2 Embed key RAP actions in performance expectations of senior management and all staff. - Induction process - Business Unit Plans	August 2026, April 2027, 2028, 2029	● Executive Leadership Team ● Senior Leadership Team
14.3 Embed appropriate systems and capability to track, measure and report on RAP commitments.	July 2026	● RAP Committee Chair ● Wellbeing and Inclusion Officer
14.4 Maintain an internal RAP Champion from senior management.	Review December 2026, 2027, 2028	● Executive Leadership Team ● RAP Committee Chair
14.5 Include our RAP as a standing agenda item at senior management meetings.	Review December 2026, 2027, 2028	● Executive Leadership Team ● Senior Leadership Team
15 Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.		
15.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	● RAP Committee Chair ● Wellbeing and Inclusion Officer
15.2 Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation.	February annually August annually	● RAP Committee Chair ● Wellbeing and Inclusion Officer
15.3 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	● RAP Committee Chair ● Wellbeing and Inclusion Officer
15.4 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	● RAP Committee Chair ● Wellbeing and Inclusion Officer
15.5 Report RAP progress to all staff and senior leaders quarterly. - Provide updates at the Quarterly staff Town Halls - Provide updates in the Executive Leadership Team Operations (ELTO) Meetings	January, April, July, October, annually	● Chief Executive Officer ● RAP Committee Chair
15.6 Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	June 2026, 2027, 2028	● RAP Committee Chair ● Marketing and Communication Coordinator
15.7 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2028	● RAP Committee Chair ● Wellbeing and Inclusion Officer
15.8 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	30 September 2027, 2028, 2029	● RAP Committee Chair ● Wellbeing and Inclusion Officer
16 Continue our reconciliation journey by developing our next RAP.		
16.1 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2029	● RAP Committee Chair ● Wellbeing and Inclusion Officer

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Outreach services

We also offer outreach services
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