

# Reconciliation ACTION PLAN

August 2020 - August 2022

Artwork by Seantelle Walsh



## Our Values

### Providing Excellent Customer Service

We place paramount importance on customer needs in the planning and delivery of our services and communications. We aspire to being the best. We want customers to feel satisfied they are receiving the highest quality support to meet their individual needs.

### Looking For Better Ways

We are not content with the status quo. We review our performance and look for ways to improve. We keep informed on advances in practices and technology and seek to implement new ways of delivering solutions to the challenges of our organisation.

### Working Together

We understand that our success is underpinned by our ability and willingness to work together – with our customers, our stakeholders, within our own departments and across the teams of Rocky Bay.

### Being Professional and Accountable

We model the professional standards appropriate to our role, whilst demonstrating respect and courtesy in our treatment of others. We take responsibility for that we are accountable for. We take the lead in finding solutions, not focusing on the problems.



### Contact details

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## Our vision for Reconciliation

Rocky Bay strives to be an organisation that provides services to Aboriginal and/or Torres Strait Islander customers and support to families and caregivers that are culturally competent, relevant and respectful. This can only be achieved in partnership with Aboriginal and/or Torres Strait Islander organisations and the wider community.

The organisation recognises the need to acknowledge the original Custodians of this land and to engage more deeply with Aboriginal and/or Torres Strait Islander peoples. Our vision continues to be for a community that acknowledges, understands and respects the unique cultures of Aboriginal and Torres Strait Islander peoples. It is one where we seek to optimise quality of life for Aboriginal and Torres Strait Islander people living with disability, which will see us walk together in the journey toward reconciliation.

To do this, we aim to continue to build and strengthen relationships with Aboriginal and/or Torres Strait Islander peoples and organisations within the local communities in which we work. This will result in more effective and culturally responsive services for Aboriginal and/or Torres Strait Islander customers and support our purpose of optimising the quality of life for people living with disability.

We are proud of our achievements in our journey of reconciliation over the past few years, however remain aware of the ongoing nature of the journey. As such, we remain positive and hopeful for the implementation of this Innovate RAP over the coming years.

## Our Business

Rocky Bay aims to optimise the quality of life for people living with disability. Focusing on quality and service excellence, Rocky Bay works with people of all ages and abilities to provide a tailored service supporting both people with disability and their family or support people. As one of the largest and most diverse disability service providers in Perth, Rocky Bay provides therapy services, specialised equipment and technology, long and short term accommodation, innovative leisure and social support, training, rehabilitation services and support coordination. Rocky Bay also provides a mobile equipment service to the Kimberley, Pilbara and Goldfields regions and is trialling the provision of tele-services.

Rocky Bay has over 1,000 employees and currently provides services to over 3000 people in the wider Perth metropolitan region. The organisation has offices and hubs throughout Perth, from Mandurah to Clarkson. Updating our employee services system to capture the diversity of our workforce is a priority within this Innovate RAP. Once this has been achieved, Rocky Bay will have better insights into the number of Aboriginal and/or Torres Strait Islander employees and be able to set and work towards increasing these numbers.

Rocky Bay is well-known in the community as a provider of quality services and has a broad network within the wider community, private and corporate sectors, and not-for-profit sectors. We are excited to be building our networks and relationships within the Aboriginal health and services sector.





## Our Reconciliation Action Plan (RAP)

This is Rocky Bay's second RAP, after having completed a Reflect RAP in 2019. This inaugural RAP allowed us to implement initial actions to reflect a commitment to the journey of reconciliation. This included some visible changes (changes to email signatures, formation of a committee) as well as organisational culture shifts (e.g. incorporating Acknowledgement of Country in meetings). However, implementation was limited due to planning and logistical challenges for the committee (e.g. meeting regularly). This has been reviewed and updates to the RAP committee have been implemented, outlined below.

Rocky Bay staff and leadership believe that in order to further our journey of reconciliation, we need to continue with clear and measureable plans. The RAP Committee, in conversation with Reconciliation Australia, determined that the organisation is ready to take on an Innovate RAP from 2020 onwards. This will support the organisation to continue to make necessary changes, as well as allow us to further develop partnerships and service provision in innovative ways.

The RAP Committee has a new Chair and has grown in numbers in order to implement this RAP effectively. The Committee is made up of representatives from across a broader range of areas of the organisation, all championing the RAP within their teams and division. One of the priorities for the Committee is to see Aboriginal staff represented on the Committee. We are fortunate to have an Aboriginal external Committee member offering guidance and support to our RAP. In order to improve our ability to implement the RAP, the Committee meet monthly for review and planning.

### The Innovate RAP Committee members are:

- Michelle Dillon (Chair; General Manager Clinical Services)
- Chloe D'Souza (external community member)
- Amy Piesse (Clinical Services)
- Bethany Cunningham / Mia Turner (Cultural Diversity Coordinator)
- Cathy Massimi (Community)
- Chuong Mai (Human Resources)
- Katiane Martinez (Clinical Services)
- Kylie Heavens (Supported Accommodation)
- Rosanna Abbonizio (Organisational Development)
- Sue McLennan / Kym Bowie (Customer Engagement)
- Leonie Moore (Marketing)



## Reflecting on 2019/2020



Smoking Ceremony performed by George Walley with City of Mandurah Mayor Rhys Williams for the launch of our Reconciliation Action Plan (RAP), May 2019



Welcome to Country by Cynthia Garlett at the Staff Annual Awards Night, February 2020



National Reconciliation Week Smoking Ceremony led by Uncle Ben Taylor AM, May 2020



National Reconciliation Week. Rocky Bay customer, Clarrie Miller, hand painting, May 2020



The Australian and Aboriginal flags erected at Rocky Bay hubs across Perth

### Acknowledgement of Country

An Acknowledgement of Country is generally offered at the beginning of a meeting, speech or formal occasion.

**General Acknowledgement of Country:**  
I'd like to begin by acknowledging the Traditional Owners of the land on which we meet today.  
I would also like to pay my respects to Elders past, present and emerging.



Acknowledgement of Country cards printed for use in all Rocky Bay meeting rooms





## Relationships

The organisation is aware that relationships are key in seeing meaningful change to services and progress toward reconciliation. We look forward to building on relationships with individuals and with organisations. Specifically, we look forward to collaborating more with Aboriginal organisations within the health and disability sectors for sharing of knowledge, improving staff cultural awareness, and to see the best outcomes for Aboriginal and/or Torres Strait Islander people with disability.

### Focus area: 'Working together' is a core value of Rocky Bay

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and/or Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	Feb 2021	RAP Committee Chair/ Cultural Diversity Coordinator
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and/or Torres Strait Islander stakeholders and organisations.</li> </ul>	June 2021	RAP Committee Chair/ Cultural Diversity Coordinator
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2021, May 2022	Cultural Diversity Coordinator/ Marketing Officer
	<ul style="list-style-type: none"> <li>RAP Committee members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2021, 27 May - 3 June 2022	Cultural Diversity Coordinator
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May - 3 June 2021, 27 May - 3 June 2022	RAP Committee Chair
	<ul style="list-style-type: none"> <li>Assist with organising NRW events each year working with the committee assistance and direction.</li> </ul>	27 May - 3 June 2021, 27 May - 3 June 2022	Marketing Officer
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website. <a href="http://www.reconciliation.org.au/national-reconciliation-week">www.reconciliation.org.au/national-reconciliation-week</a></li> </ul>	Early May 2021, early May 2022	Marketing Officer
<ul style="list-style-type: none"> <li>Implement strategies to engage our staff in reconciliation.</li> </ul>		December 2021	Manager Marketing



<p><b>3. Promote reconciliation through our sphere of influence.</b></p>	<ul style="list-style-type: none"> <li>• Communicate our commitment to reconciliation publicly.</li> </ul>	December 2020	Public Relations and Communications Advisor
	<ul style="list-style-type: none"> <li>• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	June 2021	Executive
	<ul style="list-style-type: none"> <li>• Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation.</li> </ul>	June 2022	RAP Committee Chair
	<ul style="list-style-type: none"> <li>• Engage Board and Executive in the delivery of outcomes.</li> </ul>	October 2020	RAP Committee Chair
	<ul style="list-style-type: none"> <li>• Provide regular updates of the RAP implementation through internal and external communication channels.</li> </ul>	June 2021	Manager Marketing
	<ul style="list-style-type: none"> <li>• Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.</li> </ul>	August 2020	RAP Committee Chair
	<ul style="list-style-type: none"> <li>• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	December 2021	HR Officer
	<ul style="list-style-type: none"> <li>• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	December 2021	GM Human Resources
	<ul style="list-style-type: none"> <li>• Educate leadership on the effects of racism.</li> </ul>	April 2021	GM Human Resources
	<p><b>4. Promote positive race relations through anti-discrimination strategies.</b></p>		



## Respect

The organisation's values are underpinned by respect for all people. Understanding customer's individual needs in the planning and delivery of services cannot occur without deep respect for individuals' history, culture, context and needs. This is the way Rocky Bay approaches all customers and stakeholders and is therefore core within our RAP.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation – looking at unconscious bias and cultural awareness training.</li> </ul>	September 2020	Manager Organisational Development and Learning
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</li> </ul>	December 2020	Manager Organisational Development and Learning
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural learning strategy for our staff.</li> </ul>	March 2021	Manager Organisational Development and Learning
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Committee members, HR Managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	June 2021	Manager Organisational Development and Learning
	<ul style="list-style-type: none"> <li>Investigate local cultural immersion experiences for staff.</li> </ul>	December 2020	Manager Organisational Development and Learning





<p>6. Improve outcomes for Aboriginal and/or Torres Strait Islander customers.</p>	<ul style="list-style-type: none"> <li>• Establish an Aboriginal "friendly" service in regional WA – Geraldton and Albany.</li> <li>• Explore and if feasible develop culturally appropriate respite opportunity for Aboriginal and/or Torres Strait Islander customers.</li> <li>• Research and implement innovative methods of service delivery to maximise engagement and outcomes with Aboriginal and/or Torres Strait Islander customers.</li> <li>• Ensure culturally appropriate and accessible methods of compliments and complaints for Aboriginal and/or Torres Strait Islander customers – DC to ensure all policies and procedures are up to date.</li> </ul>	<p>June 2021</p> <p>March 2022</p> <p>March 2022</p> <p>December 2021</p>	<p>GM Governance and Strategy</p> <p>GM Community</p> <p>GM Clinical Services</p> <p>Marketing Officer / Diversity Coordinator</p> <p>RAP Committee Member</p>
<p>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<ul style="list-style-type: none"> <li>• Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> <li>• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> <li>• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> <li>• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	<p>July 2020</p> <p>August 2020</p> <p>Review progress August 2021</p> <p>Review progress August 2021</p>	<p>Cultural Diversity Coordinator</p> <p>Events Coordinator</p> <p>Cultural Diversity Coordinator</p>
<p>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> <li>• RAP Committee to participate in an external NAIDOC Week event.</li> <li>• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> <li>• Promote and encourage participation in external NAIDOC events to all staff.</li> <li>• Develop understanding of the land on which Rocky Bay sites are located.</li> </ul>	<p>First week in July 2021, 2022</p> <p>June 2021</p> <p>First week in July 2021, 2022</p> <p>December 2021</p>	<p>RAP Committee Chair</p> <p>GM Human Resources</p> <p>Communication Coordinator</p> <p>Cultural Diversity Coordinator</p>



## Opportunities

Having Rocky Bay's workforce reflect the customer base and community we are providing services to is an important factor in developing the organisation. Acting on our commitment to reconciliation requires review of procurement, employment, HR services, and other corporate services to ensure we are upholding that commitment.

Action	Deliverable	Timeline	Responsibility	
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	August 2020	HR Officer	
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	September 2020	HR Officer	
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	December 2020	HR Officer	
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	June 2021	HR Officer	
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	September 2021	HR Officer	
	<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.</li> </ul>	June 2022	HR Officer	
	<ul style="list-style-type: none"> <li>Investigate an internal Aboriginal and Torres Strait Islander professional mentoring network.</li> </ul>	December 2021	Manager Organisational Development and Learning	
	<ul style="list-style-type: none"> <li>Support scholarships for Aboriginal and/or Torres Strait Islander students through Easterseals and Ability First Australia.</li> </ul>	June 2022	Manager Organisational Development and Learning	
	10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop and implement a procurement strategy to consider environmental, local community and Aboriginal and/or Torres Strait Islander inclusions.</li> </ul>	June 2021	Chief Financial Officer
		<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	December 2021	GM Human Resources
<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and/or Torres Strait Islander businesses to staff.</li> </ul>		December 2021	Chief Financial Officer	
<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.</li> </ul>		September 2021	Chief Financial Officer	
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses where appropriate and feasible.</li> </ul>	June 2022	Chief Financial Officer	



## Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Committee to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain Aboriginal and/or Torres Strait Islander representation on the RAP Committee.</li> </ul>	June 2022	RAP Committee Chair
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RAP Committee.</li> </ul>	June 2020	RAP Committee Secretary
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	June 2022	RAP Committee Secretary
	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	August 2020	Manager Business Transformation
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Engage our leadership and other staff in the delivery of RAP commitments.</li> </ul>	Quarterly, duration of RAP	RAP Committee Chair
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments and activities.</li> </ul>	December 2020	Manager Business Transformation
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	December 2020	RAP Committee Chair
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September 2020, 2021, 2022	RAP Committee Chair
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	Quarterly, duration of RAP	RAP Committee Chair
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually under the direction of the RAP Chair and committee.</li> </ul>	June 2021, June 2022	Marketing Officer / RAP Chair
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May 2022	HR / Diversity Coordinator
	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP. <a href="http://www.reconciliation.org.au/reconciliation-action-plans/submit-your-rap">www.reconciliation.org.au/reconciliation-action-plans/submit-your-rap</a></li> </ul>	December 2021	RAP Committee Chair/RAP Committee Secretary
14. Continue our reconciliation journey by developing our next RAP.			







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Rocky Bay  
HEALTH + COMMUNITY

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