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# RECONCILIATION ACTION PLAN

*January 2021 - December 2022*



**CONSTABLE  
CARE**  
FOUNDATION



RECONCILIATION  
ACTION PLAN

**INNOVATE**



*Constable Care Foundation would like to acknowledge the traditional owners of this country and their continuing connection to the land, sea and community. We pay our respects to them, their culture and to their elders both past and present.*

## MESSAGE FROM THE CHAIR

**A safer, brighter community for children and young people of all cultures is at the heart of Constable Care Foundation. Our vision for reconciliation is a united Australia that embraces the history, unique culture and rights of Aboriginal and Torres Strait Island people.**

I am proud to present Constable Care Foundation's Innovate Reconciliation Action Plan (RAP) January 2021 – December 2022, which formalises the Foundation's commitment to strengthening ties and relationships between Aboriginal and Torres Strait Islander people and other Australians.

This inaugural RAP will provide a framework to guide the organisation as it supports and contributes to the national reconciliation movement.

Constable Care Foundation has a proud history of working closely with Aboriginal children, communities and elders through regional and remote safety education tours across Western Australia, including the Kimberley, Pilbara and Kalgoorlie regions. Through the safe creative processes of theatre, filmmaking and art, Constable Care Foundation programs empower Aboriginal students to overcome challenging circumstances.

The Foundation's reconciliation journey will further develop respectful relationships with Aboriginal and Torres Strait Islander stakeholders, promote positive race relations, increase cultural awareness amongst staff creating a culturally safe workplace and provide opportunities for Aboriginal and Torres Strait Islander people to represent the organisation in front of youth audiences.

The implementation of our RAP will help to bring about change and ensure the Foundation's programs and services remain culturally sensitive, respectful and equitable as we continue to empower and celebrate the voice and character of Aboriginal children and young people.

**Susan Fleming**  
*Chair, Constable Care Foundation*



# OUR VISION FOR RECONCILIATION

Our vision for reconciliation is an Australia that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians, and a national culture that represents equality and equity, historical acceptance of our shared history and removal of negative race relations.

For Constable Care Foundation this means ensuring all our programs and services are culturally sensitive, inclusive of Aboriginal and Torres Strait Islander peoples, and that our workplace embraces diversity and inclusivity, and is a culturally safe environment.



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## ***Nanda Boy***

Shannon Walding, Year 12 student,  
Governor Stirling Senior High School

Nanda Boy is a painting inspired by my cultural background, family and the country where my ancestors are from, Yamatji country. The black section represents the coastline of Kalbarri and the blue area represents the Murchison River. The figure is my brother, who loves football, and all the symbols around the painting represent the cultural background of my family.

## OUR BUSINESS

Constable Care Foundation (“the Foundation”) works towards a safer community for all young people by empowering at-risk youth through creative harm prevention solutions. We recognise and value empathy, creativity, communication and integrity as our core cultural strengths.

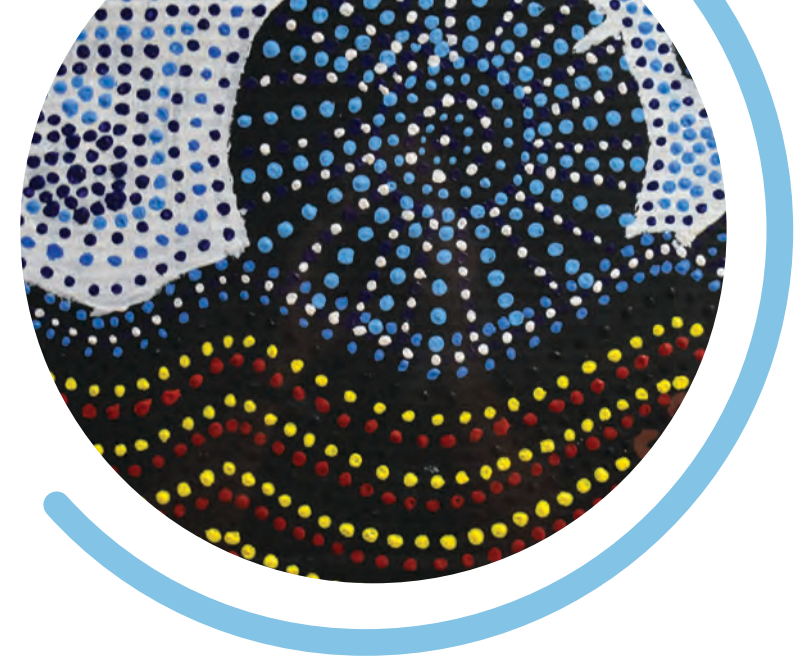
The Foundation employs 43 staff, based at our office in Maylands, Perth and delivers programs across WA in schools and at other community venues and events. We currently have 3 staff members who identify as Aboriginal or Torres Strait Islander, and our recruitment process values diversity and inclusion as key priorities.

As a state-wide service, the Foundation delivers programs and services right across WA, from the far north Kimberley and Pilbara to the eastern Goldfields and the Great Southern region.

The Foundation works with over 100,000 children and young people every year, in metropolitan and regional schools, as well as remote communities.

In 2018-19 we delivered programs for over 6,000 children in the Kimberley, Pilbara and Goldfields regions, many of whom were from Aboriginal and Torres Strait Islander families, and we’ve previously delivered programs across the Northern Territory in remote communities. Our community engagement and safety programs interact with well over 300,000 parents and families at Perth and regional WA events.

Diversity and inclusion are key aspects of all our performance processes, and we seek to celebrate cultural diversity through our growing Youth Choices Intensive programs.



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### ***Always was, always will be***

Aaliyah Chesson, Year 9 student,  
Governor Stirling Senior High School

This work was inspired by my uncle, Kevin Bynder, who creates his art works telling stories about our Culture, our Land. I wanted to tell My story, My interpretation of our culture.



## OUR RAP

### **The Foundation has a 30-year history of providing programs and education for West Australian children, many of whom are Aboriginal and Torres Strait Islander.**

As a harm prevention charity, the Foundation seeks to empower at-risk young people with knowledge and strategies that will help them to make better decisions when faced with difficult life choices. We explore a wide range of health, safety and social issues with young people, and many Aboriginal and Torres Strait Islander children take part in these programs, exploring topics such as alcohol and drug use, bullying, peer pressure and mental health concerns, cybersafety and personal safety.

We employ Aboriginal actors to work with young people to unpack and explore these issues and provide Aboriginal and Torres Strait Islander children with positive role models. We seek to ensure that the services and programs we provide are respectful, culturally appropriate and relevant to individual needs and circumstances. Our aim is to create a safer WA for all children and young people.

The Foundation has a long-standing commitment to reconciliation, with Welcome to Country, Smoking Ceremonies and performances by Aboriginal and Torres Strait Islander artists all playing a significant part in our internal and public events over many years. The Foundation has participated in NAIDOC Week celebrations regularly, providing theatrical performances and community engagement activities at local community celebrations.

When delivering programs in remote areas such as the Kimberley and Pilbara, the Foundation has always worked closely with local elders to ensure they are aware and supportive of the programs we are delivering with children and young people in their community.

Our Youth Choices intensive programs in remote communities include the extended families and community elders of the young people involved in a whole of community theatre and discussion event that aims to help young people and their families talk about issues that affect their lives.

The development of a RAP for the Foundation has the complete support of the organisation's Board of Management under Board Chair Susan Fleming. The CEO David Gribble is the internal champion for the development of this plan.

The Foundation's RAP committee includes one of the Foundation's Performers, a Manager and the CEO, two of the Foundation's Board Members, and two external stakeholders, one from Yirra Yaakin Theatre Company and one from the WA Police Force.

We have incorporated Aboriginal and Torres Strait Islander representation by including one staff member and two external stakeholder representatives on the RAP Working Group who are all Aboriginal people.

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Jessica Smith, Year 9 student,  
Governor Stirling Senior High School

Thoughts of my mum, who was  
an awesome artist and loved to  
paint turtles and other animals.



# RELATIONSHIPS

Aboriginal and Torres Strait Islander children and young people are among the most vulnerable members of the WA community and the Foundation seeks to empower them to share their experiences and work with us to find strategies to overcome the challenges they may face.

Our work with young people is effective because it helps them to talk about the issues concerning them. This conversation can only happen in a safe environment where there is trust, and as such the relationships we build with Aboriginal and Torres Strait Islander young people and their communities are crucial to ensuring our programs are effective and of value.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY*
<b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Further develop respectful partnerships and greater engagement with Aboriginal Education Workers (AEWs) within schools which have Aboriginal and Torres Strait Islander students.	Dec 2021	AEM, YCC
	Further develop respectful partnerships and greater engagement with remote Aboriginal and Torres Strait Islander communities in the Pilbara, Kimberley and Goldfields regions of WA.	Dec 2021	AEM, YCC
	Further develop and strengthen partnerships and create greater engagement with organisations that have a central role in the education of Aboriginal and Torres Strait Islander children and young people.	Dec 2021	AEM, YCC
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Mar 2021	CEO
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Apr 2021	CEO
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and volunteers.	Jan 2021	CEO
	Offer our mascot, community engagement, event performance and lost child safety service at no cost to support an NRW event in our local area.	May 2021	MCM, ECRC
	Organise an NRW event at the Constable Care Safety School in partnership with a local Aboriginal school or community organisation.	May 2022	AEM, SSA

\*Responsibility Acronyms: **AEM**: Arts and Education Manager; **YCC**: Youth Choices Coordinator; **CEO**: Chief Executive Officer; **MCM**: Marketing and Communications Manager; **ECRC**: Events and Community Relations Coordinator; **SSA**: Safety School Administrator; **MCC**: Marketing and Communication Coordinator; **FHRM**: Finance and Human Resources Manager; **RWG**: RAP Working Group; **BOM**: Board of Management



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY*
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Register our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	April 2021 & April 2022	ECRC
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2021 & May 2022	CEO
	RAP Working Group members to participate in an external NRW event.	May 2021	RWG
<b>Promote reconciliation through our sphere of influence.</b>	Publish and promote the Foundation's commitment to reconciliation online through its websites, newsletters and social media.	Jan 2021	MCC
	Communicate our commitment to reconciliation publicly to our stakeholders at the Foundation's annual Showcase event at the State Theatre Centre.	May 2021	AEM, CEO
	Publish our RAP and distribute print copies to our key stakeholders and advising our wider stakeholder community of its existence online.	May 2021	MCM, CEO
	Implement strategies to engage staff in reconciliation.	Jun 2021	CEO, MCM, AEM, FHRM
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Jun 2022	CEO
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Dec 2022	CEO
	Continue to undertake internal surveys to measure and respond to staff perception of the organisation's level of inclusivity.	Jun 2021	CEO
<b>Promote positive race relations through anti-discrimination strategies.</b>	Engage with Aboriginal and Torres Strait Islander staff and/or external stakeholders regarding additional inclusion processes for Aboriginal and Torres Strait Islander peoples within our Workplace Diversity and Inclusion Policy.	Feb 2021	CEO, FHRM
	Explore the development of a reconciliation-focussed theatre-in-education performance that examines issues of injustice and racism experienced by Aboriginal and Torres Strait Islander peoples.	Dec 2021	AEM, YCC
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Feb 2021	CEO, FHRM
	Develop, implement and communicate an anti-discrimination policy for our organisation.	Mar 2021	CEO, FHRM
	Educate senior leaders on the effects of racism.	Apr 2021	CEO

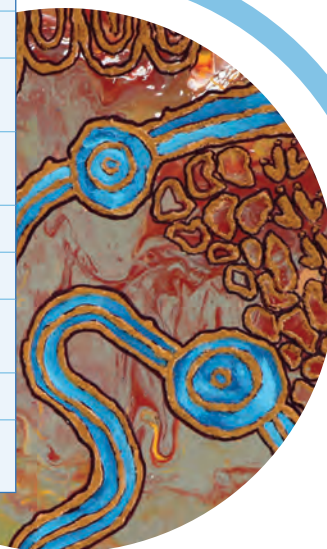
# RESPECT

The Foundation prides itself on its internal culture and diversity that supports the wellbeing of all staff.



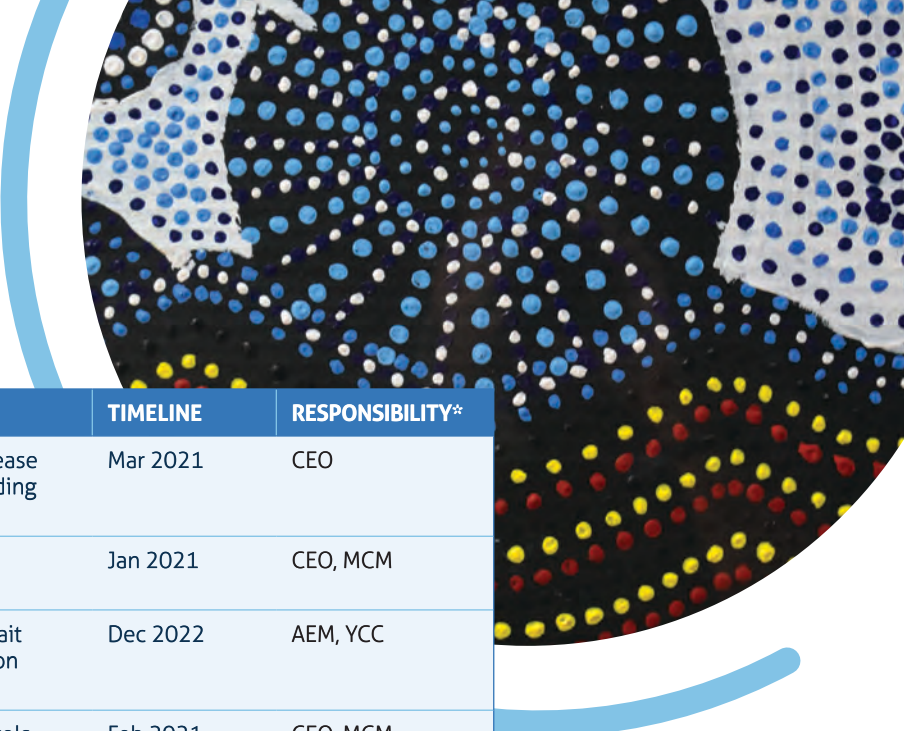
We take pride in the history and work of the organisation in helping the community to be a better place for children from all cultures. We respect and celebrate the cultures of all our staff and stakeholders and wish to pay particular recognition to the cultures and histories of First Peoples of Australia.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY*
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Identify and implement an appropriate online cultural learning tool for staff and Board.	Jun 2021	RWG, CEO
	Incorporate cultural learning content in staff development days.	Jun 2021	AEM, CEO
	Arrange an On Country cultural learning tour for staff and Board.	Dec 2021	CEO
	Explore the feasibility of building relationships with local Elders to seek guidance and support before delivering remote intensive programs.	Dec 2021	AEM, YCC
	Continue to involve Aboriginal and Torres Strait Islander artists in regional and remote intensive student programs.	Dec 2021	AEM, YCC
	Add an Acknowledgement to Country to all staff email signature blocks.	Jan 2021	CEO, MCM
	Conduct a review of cultural learning needs within our organisation.	Jun 2021	RWG
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Jun 2021	CEO
	Develop, implement and communicate a cultural learning strategy for our staff.	Dec 2021	CEO
	Provide opportunities for RAP Working Group members, HR Manager, and other key leadership staff to participate in formal and structured cultural learning.	Dec 2021	CEO, FHRM, RWG

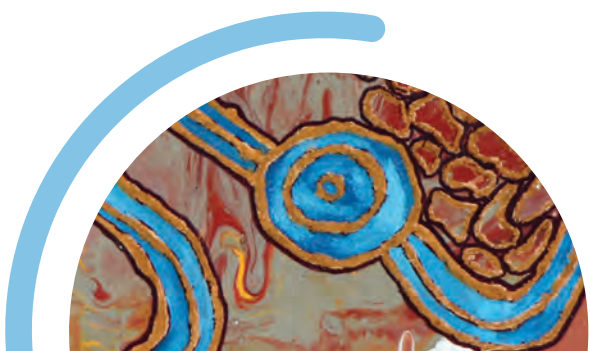


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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY*
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Engage Aboriginal and Torres Strait Islander advisors to undertake a workshop to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Mar 2021	CEO
	Commit to undertaking an Acknowledgement of Country at the commencement of all public performances.	Jan 2021	CEO, MCM
	Continue to utilise film and theatre-making approaches with Aboriginal and Torres Strait Islander children and young people as a way of allowing them to express their views on social and cultural issues.	Dec 2022	AEM, YCC
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Feb 2021	CEO, MCM
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country at the STC Showcase and at all our major public events each year.	May 2021	MCM
	Commit to undertaking an Acknowledgement of Country at the commencement of all internal and external meetings and media events.	Jan 2021	CEO, MCM
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	The Foundation will continue to participate in external NAIDOC Week events through provision of community engagement activities.	July 2021 & July 2022	MCM, AEM
	Review HR policies and procedures to remove any barriers to staff participating in NAIDOC Week.	Jan 2021	CEO, FHRM
	Promote and encourage participation in external NAIDOC events to all staff.	June 2021 & June 2022	CEO
	RAP Working Group to participate in an external NAIDOC Week event.	July 2021	RWG

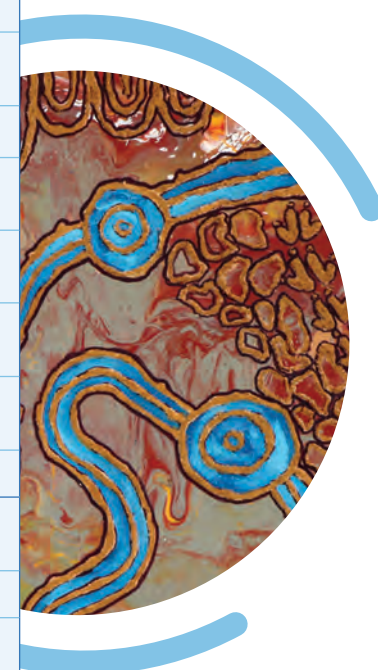


# OPPORTUNITIES

Through its work in schools the Foundation has an opportunity to showcase reconciliation in action, by modelling the relationships and behaviours of a community that accepts and celebrates cultural diversity and recognises Traditional Ownership. It is important to us that we reflect this diversity in our own workforce, especially by proactively creating opportunities for Aboriginal and Torres Strait Islander actors to represent the organisation to our youth audiences.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY*
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Feb 2021	CEO, FHRM
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Dec 2022	CEO, FHRM
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	Dec 2022	CEO, FHRM
	Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jun 2021	CEO, FHRM
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Feb 2021	CEO, FHRM
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Jun 2022	CEO, FHRM
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Jun 2022	CEO
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Dec 2022	CEO
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy and policy.	Dec 2022	CEO, FHRM
	Investigate Supply Nation membership	Jun 2021	CEO, FHRM
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Jun 2021	CEO, FHRM
<b>Research and identify opportunities to support and train in remote communities.</b>	Explore the feasibility of undertaking training in remote communities to pass on Forum Theatre skills to local community members	Jun 2022	AEM
	Explore the feasibility of supporting remote communities by employing a local Aboriginal or Torres Strait Islander artist to create a sustainable program in the area	Dec 2022	CEO



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# GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY*
<b>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Dec 2020, 2021, 2022	CEO
	Establish and apply a Terms of Reference for the RWG.	Feb 2021	CEO, BOM
	Meet at least four times per year to drive and monitor RAP implementation.	Dec 2022	CEO, RWG
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	Feb 2021	CEO
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Feb 2021	CEO, BOM
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Mar 2021	CEO, FHRM
	Appoint and maintain an internal RAP Champion from senior management.	Jan 2021	CEO
	Explore the opportunity to invite an Aboriginal and/or Torres Strait Islander Elder to join the Foundation's Board.	Dec 2021	CEO, BOM
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 2021 & Sep 2022	CEO
	Report RAP progress to all staff and senior leaders quarterly.	Dec 2022	CEO
	Publically report our RAP achievements, challenges and learnings, annually.	Oct 2021 & Oct 2022	CEO, MCM
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	CEO
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	Dec 2022	CEO

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#### About our RAP artwork

The artwork featured in our Innovate Reconciliation Action Plan (RAP) is the outcome of a competition run in conjunction with Governor Stirling Senior High School. The winners, Shannon Walding (Year 12), Jessica Smith (Year 9), and Aaliyah Chesson's (Year 9), artwork is proudly featured throughout this document. Their paintings reflect and symbolise their family connections and personal experiences.

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#### Contact details for public enquiries about our RAP:

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