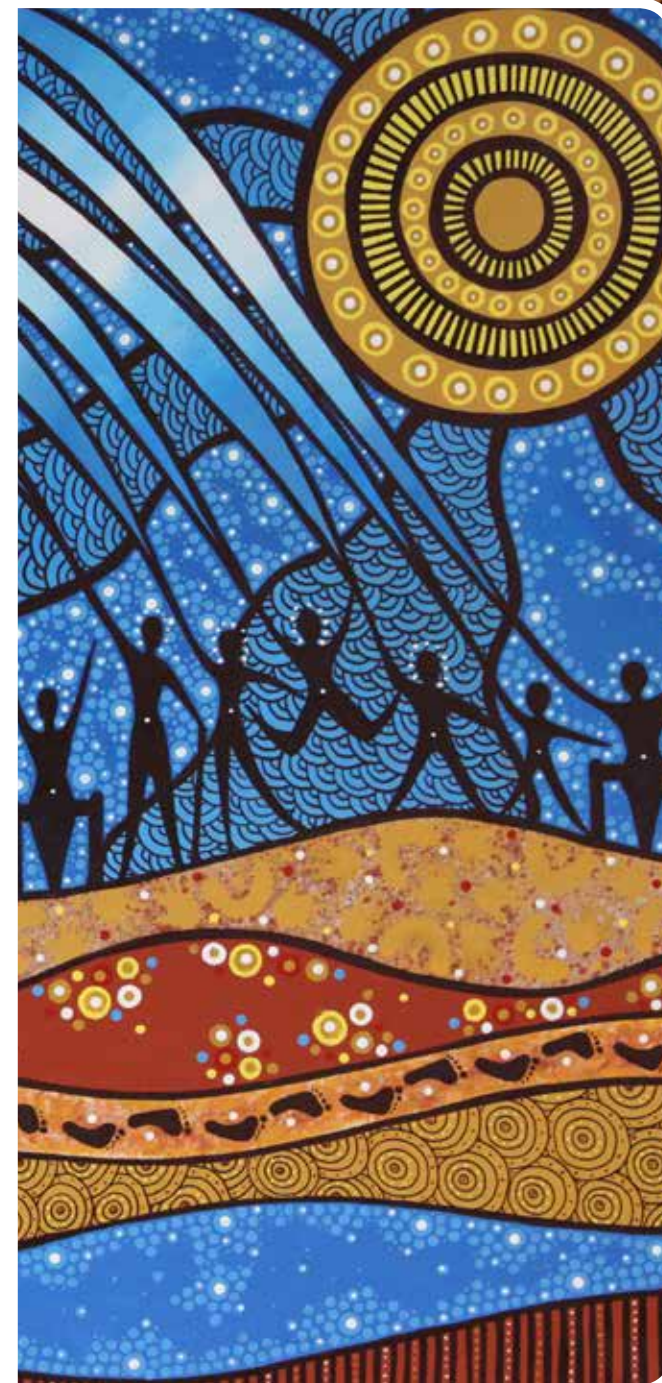


Northcott Stretch RAP 2016-2019



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About the artwork

The artwork used in this document was specifically produced for Northcott in 2013 by local Aboriginal woman and artist, Kerrie Kenton. The artwork incorporates the waving flag from the Northcott logo and reference to Walk With Me (a Northcott event) footprints. It is layered with history, knowledge and complexity of our

community and includes symbols of yesterday, today and tomorrow. The river, our sandstone, history of spray painted hands, ceremony and culture also feature within the artwork. Additionally, it represents our community and our people celebrating individuality but also equality. The sun is included representing power, strength and life.

Disclaimer:

Northcott would like to advise Aboriginal and Torres Strait Islander readers that this document may contain images or names of deceased persons which may cause sadness or distress.

Northcott Stretch RAP 2016-2019

Our vision for Reconciliation

Northcott's vision for Reconciliation is to build an inclusive society where people can live a life they choose. Northcott strives to work in a way that enables Aboriginal and Torres Strait Islander peoples to achieve their goals and aspirations. We recognise the challenges faced by those in the community with disability and are committed to supporting people to overcome these challenges and to remain connected to their communities and broader society. We aim to achieve this goal through working in partnership with Aboriginal and Torres Strait Islander communities in a respectful, committed and professional manner.





Our business

Northcott's purpose is to support people with disability to develop their skills and achieve their goals, including their potential for independence and their ability to actively participate in their communities. For people with disability, the support and services Northcott provides can often mean the difference between a life of isolation and segregation and a life of greater self-reliance and confidence. Support and services are not only provided directly to our clients, but also to their carers, siblings, other family members and the community in general, to build capacity.

Northcott was established in 1929 by the Rotary Club of Sydney as the NSW Society for Crippled Children. The Society was formed in response to the polio epidemic and the growing number of children left with the effects of illnesses such as polio and tuberculosis. At the time, Northcott provided services to children with tuberculosis, polio and other diseases who had been isolated and excluded from the community. The organisation grew quickly driven by the purpose 'to build an inclusive society where people can live the life they choose'. From the 1950s, we expanded to provide a range of services and support to meet demand from people with a wide variety of disabilities and their families and carers. In the last 20 years, new services such as employment programs, life skills centres and recreation services, as well as regional offices, have opened. The SpineCare Foundation and Northcott Innovation are subsidiaries of Northcott.

Today Northcott provides support for more than 13,000 children and adults with varying disability, their families and carers across 49 sites in NSW and the ACT. Almost 8% of these clients are Aboriginal and/or Torres Strait Islander people. Northcott currently employs 21 Aboriginal and Torres Strait Islander staff across the state out of 390 Full-Time Equivalent positions. These staff work across all of our programs.

Northcott has developed a number of programs specifically for Aboriginal and Torres Strait Islander peoples in metropolitan and regional NSW. We currently run an Aboriginal Intensive Family Support in Moree, a Yarning Circle in South West Sydney for Aboriginal carers and supported playgroups in Doonside and Cranebrook. These services were developed and implemented in partnership with key Aboriginal organisations,

Elders and members of the Aboriginal and Torres Strait Islander community. Some of Northcott's key partners include:

Tharawal Aboriginal Corporation
Aboriginal Employment Strategy
National Disability Services Aboriginal Resources and Pathways Project
Ngallu Wal Aboriginal Child and Family Centre
Miyay Birray Youth Service
Aboriginal Disability Network NSW
Nepean Community and Neighbourhood Services
Local Elders Groups
Jarjum College Redfern

We are committed to ensuring our Aboriginal and Torres Strait Islander families are fully prepared for the upcoming changes to the disability service

system through the National Disability Insurance Scheme (NDIS). Northcott staff were involved in ACT NOW 2 and will again be involved in ACT NOW 3 2016. The ACT NOW initiative is a gathering where government and non-government community services and members of the New England Aboriginal community come together to learn about new models of disability support, be inspired by others and to yarn about how Aboriginal and Torres Strait Islander peoples can be best supported in the future. We have also been working closely with the NSW Aboriginal Disability Network and the NDS Aboriginal Programs staff. As many families will be engaging with Northcott for the first time through these arrangements and the NDIS, it's important that we continue to work closely with the community to ease this transition and provide a culturally safe entry point to the disability sector.

Our Stretch RAP

Northcott's 'Stretch' Reconciliation Action Plan (RAP) 2016-2019 was developed through a process of internal consultation with Aboriginal and Torres Strait Islander staff and other stakeholders of the organisation.

Why Northcott developed a RAP

In June 2012, Northcott senior staff participated in a two-day cultural awareness training program to improve Northcott's cultural competency around supporting Aboriginal and Torres Strait Islander clients and providing a culturally supportive environment for staff. One of the outcomes of this training was a decision for the action items identified to be consolidated in a Reconciliation Action Plan (RAP). This led to the formation of the RAP Working Group. Northcott's inaugural RAP was developed by the Working Group comprising staff representing different programs and regions, in consultation with all Northcott staff. Three of the nine staff on the RAP Working Group are from an Aboriginal background. Other members include the Chief Executive Officer (CEO), Chief Operating Officer, General Manager - Client Programs, Senior Manager - Northern NSW and Hunter Region, Area Manager - South West Sydney/Macarthur and Manager, Evaluation and Research. The first RAP Working Group meeting was held in Moree in October 2012, acknowledging the significance of our regional services in providing support to people from Aboriginal and Torres Strait Islander backgrounds.



Why Northcott developed a Stretch RAP

There are currently 13 members on the RAP Working Group including five Aboriginal and Torres Strait Islander staff members, representing a range of locations and positions throughout Northcott. Senior managers within the organisation have been heavily involved in the RAP development stage and are strongly represented on the RAP Working Group.

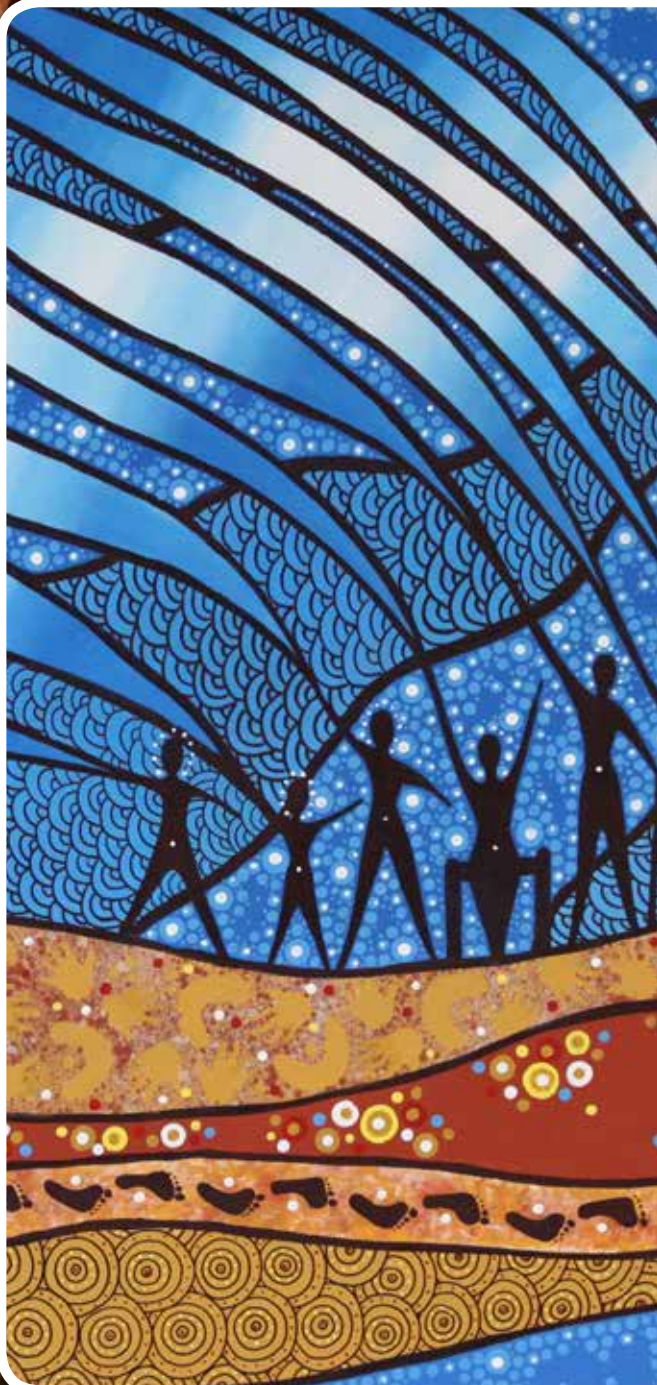
The RAP is championed internally by Northcott's CEO, who through her commitment to Reconciliation, is leading the organisation to improve service accessibility and delivery to the Aboriginal and Torres Strait Islander communities in NSW and the ACT.

The Northcott Aboriginal and Torres Strait Islander Staff Network provides Aboriginal and Torres Strait Islander staff with an inclusive and supportive environment to share ideas, develop initiatives for clients and their communities, and promote the importance of Aboriginal and Torres Strait Islander culture within Northcott. This group has worked alongside the RAP Working Group to develop the Stretch RAP by providing culturally relevant advice and information for consideration.

At the end of the inaugural Northcott RAP term, both groups believed Northcott was ready to embrace the challenge of setting targets for the actions outlined in the RAP, and to take the opportunity to focus on tried and tested strategies and programs and to set clear and measurable targets to deepen the Northcott RAP'S impact across the organisation.

Northcott's RAP Working Group consists of:

Chief Executive Officer/Chairperson	Kerry Stubbs
Director of Operations	Lee Carpenter
General Manager Operations Support & Specialist Services	Tracy Gleeson
General Manager People and Culture	David Long
Senior Communications Officer Marketing, Communications and Media Manager Practice	Claire Absolum
Regional Manager New England (Tamworth)	Kim Price
Flexible Respite Coordinator (Ballina)	Matt Old
Aboriginal Intensive Family Support Worker (Moree)	Gayle Lambert
Aboriginal and Torres Strait Islander Programs Advisor/Chairperson	Allison Fernando
Support Worker (Tamworth)	Debbie Frail
Support Networks Coordinator (Tamworth)	Brooke Vidler
Aboriginal Family Resource Worker (Campbelltown)	Loretta Byrnes
	Tamika Briggs



Northcott's RAP journey

Northcott's inaugural RAP was implemented during 2013 and 2014, and a number of key actions were achieved through the process. This included the appointment of an Aboriginal Programs Advisor to lead the implementation of Northcott's RAP. This was a significant milestone in Northcott's commitment to the success of the RAP process.

Acknowledging the significance of cultural events including National Reconciliation Week and NAIDOC week, the organisation has increasingly participated in and hosted events that have increased staff awareness about Aboriginal and Torres Strait Islander cultures and histories, and has forged new partnerships with First Australian organisations and communities. In the past year, Northcott held five events to celebrate National Reconciliation Week, and staff from every Northcott office participated in local NAIDOC events across NSW and the ACT. For the past two years, Aboriginal and Torres Strait Islander staff at

Northcott have also had the opportunity to take a day of leave during NAIDOC week to participate in their own community's celebrations.

The Aboriginal and Torres Strait Islander Programs Advisor worked closely with HR to develop and implement the Northcott Aboriginal and Torres Strait Islander Employment and Development strategy, which focuses on increasing recruitment and retention of Aboriginal and Torres Strait Islander staff. One of the positive outcomes of this strategy has been the development of the Aboriginal and Torres Strait Islander Staff Networking Group (ATSIN). The group had their first 'face-to-face' meeting in Ballina in May 2015, and are in regular contact via their email and phone networks. Fourteen Aboriginal and Torres Strait Islander staff from across Northcott attended the first face-to-face meeting. More staff have joined the group since that time. The feedback from attendees at the first meeting was extremely positive, and staff felt more connected, respected and supported.

Brooke

"My name is Brooke Vidler. I have been employed with Northcott Tamworth for 11 years as a Support Worker. I recently had the opportunity to attend the ATSIN meeting in Ballina. During my trip away from home I had the privilege of meeting some wonderful people, sharing yarns and creating friendships. I felt appreciated and had a sense of belonging. It was an experience I will never forget. When I returned to Tamworth and my work duties I couldn't stop thinking about my time away learning about the importance and benefits of having a RAP, which I didn't know anything about prior to me attending this conference. I knew I wanted to be a part of the RAP Working Group as I am very passionate about my Indigenous culture and understand the barriers that Indigenous people may encounter when entering the workforce. So I applied to be part of the RAP Working Group and was successful. I am so excited to be able to contribute to make a difference to ensure good relationships and respectful partnerships between Indigenous and non-Indigenous people. I also want to increase the numbers of educated and skilled Indigenous Australians to be job ready. I personally would like to work together and build a shared pride in our Indigenous culture and history. I am looking forward to the future of Northcott and Indigenous equality."





Tamika

"I started working at Northcott as the Aboriginal Family Resource Worker at the start of 2013 after I graduated high school in 2012 at Campbelltown Performing Arts High School. I am now in my third year at University and third year of my cadetship here at Northcott. I love working at Northcott and think that working and studying Indigenous Health complements my work at Northcott and I get a lot out of working with families in my community.

In 2014, I joined the RAP Working Group, planning a Reconciliation Action Plan (RAP) for Northcott. I enjoy being part of the RAP Working Group and have learnt a lot about what a RAP is and how important they are to organisations such as Northcott.

I attended the Aboriginal Staff Network Conference in Ballina this year, where I met most of the Aboriginal and Torre Strait Islander staff here at Northcott that work in a number of different programs. It was a great two-day conference where I met the staff for the first time and was able to discuss concerns that we had. I have been born and brought up in the Campbelltown community and have a lot of family members that work at Tharawal where the supported playgroup is each Wednesday. This role allows me to get involved in the community and attend different events as well as to do my best to assist Aboriginal and Torres Strait Islander families in my community, which I love doing."



Whilst Northcott has achieved much through the implementation of our first RAP, we recognise that a number of challenges still remain for the organisation. One specific area of focus for the new RAP will be increasing the number of Aboriginal and Torres Strait Islander staff across the organisation. We have seen significant increase in the number of Aboriginal and Torres Strait people applying for positions at Northcott and although the number of Aboriginal and Torres Strait Islander staff has increased since the implementation of the RAP, we must create more employment opportunities for Aboriginal and Torres Strait Islander peoples.

NDIS-readiness is essential for Northcott. As a provider of services to Aboriginal and Torres Strait Islander peoples with disability, Northcott is committed to ensuring that Aboriginal and Torres Strait Islander peoples and communities are fully prepared for the upcoming changes to the disability service system. Northcott staff have been actively involved in a number of initiatives to start supporting these communities to prepare for the future.

It is important that we continue to work closely with communities to ease this transition and

provide a culturally safe entry point to the disability sector. We feel strongly that the achievements of our previous RAP and our Stretch RAP will place us in a strong position to be able to effectively support Aboriginal and Torres Strait Islander peoples with disability, their families and the broader community.

As part of Northcott's evaluation of the RAP process, in 2014 we participated in Reconciliation Australia's Barometer Survey which was designed to measure the attitudes and behaviours of Northcott employees towards our organisation's key reconciliation indicators. A total of 102 Northcott staff participated in the survey along with 9,000 staff from 33 organisations across the country. The survey had a distinct focus on the relationship between Aboriginal and Torres Strait Islander staff and other employees and the levels of understanding and knowledge of Aboriginal and Torres Strait Islander histories and cultures. This has given us some useful baseline information that we can use to track changes in staff attitudes and behaviours over time as we implement the Stretch RAP and future RAPs. We aim to participate in the Barometer Survey bi-annually.

As a result of this process, we were also able to benchmark Northcott's results with those from other organisations. Some notable findings from the survey included:

- 98% of Northcott respondents believed that relationships between Aboriginal and Torres Strait Islander peoples and other Australians are important for Australia as a Nation
- 93% agreed that Aboriginal and Torres Strait Islander cultures are important to Australia's identity as a Nation
- 87% of staff support Northcott actively trying to recruit more Aboriginal and Torres Strait Islander staff
- 77% of respondents were aware of our RAP
- 74% of staff understood how the RAP was impacting the organisation
- 93% of Northcott staff had participated in a reconciliation activity compared to 73% of staff from other organisations



Relationships

Northcott recognises that relationships remain central to how we work with Aboriginal and Torres Strait Islander communities, organisations and individuals.

We will continue to build effective and collaborative relationships with Aboriginal and Torres Strait Islander communities to achieve our vision of 'building an inclusive society where people can live the life they choose'. For Northcott, the continuation of positive and productive relationships will ensure that Aboriginal and Torres Strait Islander people with disability, their families and the community will continue to see Northcott as a trusted and credible organisation.

Focus areas

The Northcott Stretch RAP will focus on developing stronger connections with Aboriginal organisations and individuals as we prepare for the introduction of the NDIS across NSW and the ACT. This aligns with our strategy to:

- Strengthen and evolve services that drive inclusion
- Lead and influence change through customer and community engagement

Action	Target	Timeline	Responsibility
The RAP Working Group (RWG) will continue to actively implement and monitor the RAP	RWG will continue to oversee the progress of the RAP with a minimum of four meetings per year	March, May, September, December 2016, 2017, 2018, 2019	Aboriginal and Torres Strait Islander Programs Advisor, RWG Chair and CEO
	Northcott's CEO to continue as the internal champion for the Stretch RAP	March 2016, 2017, 2018, 2019	CEO
	Communicate the RAP's progress to Northcott staff regularly	March and October 2016, 2017, 2018, 2019	Aboriginal and Torres Strait Islander Programs Advisor and Communication Team
	Establish Terms of Reference for the RWG	April 2016	Aboriginal and Torres Strait Islander Programs Advisor
	Three additional Aboriginal and/or Torres Strait Islander staff members to be appointed to the current RWG 2016-2019	May 2016	Aboriginal and Torres Strait Islander Programs Advisor
Celebrate National Reconciliation Week (NRW) by providing opportunities for Northcott staff to build relationships with the local community	All Regional/Area Managers to ensure NRW events are undertaken in all Northcott locations and linked to performance reporting	27 May – 3 June 2016, 2017, 2018	All Regional Managers and Area Managers (refer to glossary)
	All Northcott NRW events to be registered on the Reconciliation Australia website		
	Encourage staff to participate in external NRW events		
	Invite Aboriginal and Torres Strait Islander staff to share cultural information with other staff through story sharing processes		
	Seek funding to hold or support local events		

Action	Target	Timeline	Responsibility
Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes through the implementation of community engagement plans	Develop and implement guidelines for engaging with our Aboriginal and Torres Strait Islander stakeholders	May 2016	Aboriginal and Torres Strait Islander Programs Advisor
	Commit to establishing two formal partnerships each year with Aboriginal and Torres Strait Islander organisations	March 2017, 2018, 2019	Aboriginal and Torres Strait Islander Programs Advisor
	Develop and implement community engagement goals as a guide for inclusion into all Northcott business plans	April and October 2016, 2017, 2018	Aboriginal and Torres Strait Islander Programs Advisor and Regional Managers
	Consult with three Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	June 2018	Aboriginal and Torres Strait Islander Programs Advisor
Raise external awareness of our RAP to promote reconciliation across our sector	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	February 2016, 2017, 2018	Aboriginal and Torres Strait Islander Programs Advisor and Senior Communication Officer
	Organise a discussion and presentation to the Board, to encourage members from organisations not currently developing or implementing a RAP to do so	May 2016	Aboriginal and Torres Strait Islander Programs Advisor and Senior Communication Officer
	Promote and communicate reconciliation and RAP updates in both general and Aboriginal and Torres Strait Islanders specific Northcott correspondence including via social media and other internal and external media.	September 2016	Aboriginal and Torres Strait Islander Programs Advisor and Senior Communication Officer



Aboriginal Speech Therapy Playgroup

During semester 3, 2014 Northcott partnered with Koolyangarra Aboriginal Family Centre to provide the Aboriginal Speech Therapy Playgroup. The program was the first of its kind in the Penrith Local Government Area and was the result of an innovative cross sector partnership between Northcott, Penrith City Council, Nepean Community Neighbourhood Services and Koolyangarra Aboriginal Family Centre.

The program supported 12 Aboriginal children with speech delays from the local Cranebrook community who were about to enter the schooling system. It was delivered by the Penrith City Early Links Team with assistance from Aboriginal staff at Koolyangarra. Northcott provided a Family Worker and Speech Therapist to work with the children and parents. Highlights of the program included the positive relationships developed between individuals and the range of services, cross agency cooperation, sharing of resources and the significant progress of children and parents who participated in the program.

This program is an example of what can be achieved when local services work together to address unmet need. This partnership built parent capacity around their child's developmental needs, identified children who need further developmental support and positively contributed to each child's readiness for the transition to school.



Respect

Acknowledging and respecting Aboriginal and Torres Strait Islander people with disability, their families, employees and community members is a key factor in ensuring Northcott is a welcoming, appropriate and culturally competent organisation. Respect for Aboriginal and Torres Strait Islander peoples and their culture must be at the core of Northcott's everyday work practices. Our goal is that Northcott is accessible to all people, staff will be culturally competent, and Aboriginal and Torres Strait Islander peoples will feel comfortable, welcome and supported by Northcott.

Focus areas

- Lead and influence change through customer and community engagement
- Build a workforce that shares our values and is customer focussed

Action	Target	Timeline	Responsibility
Employees to participate in cultural education to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop and implement a cultural education strategy for our staff that defines continuous cultural learning needs of employees in all areas of our business and considers various ways in which cultural education can be provided (online, face-to-face workshops, cultural immersion) or a combination of learning modes	May 2016	Learning and Development Advisor and Aboriginal and Torres Strait Islander Programs Advisor
	All new staff complete e-learning cultural awareness as part of the induction process	July 2016, 2017, 2018	Aboriginal and Torres Strait Islander Programs Advisor
	40 current staff per year (5%) to participate in cultural education activities including face to face and cultural immersion.	July 2016, 2017, 2018	Human Resources Services Manager
	50% of managers (total 45) to participate in cultural education training activities annually	October 2016, 2017, 2018	Aboriginal and Torres Strait Islander Programs Advisor and Learning & Development Staff
	Develop and embed a cultural education Key Performance Indicator in staff performance plans for all Regional and Area Managers	November 2016, 2017, 2018	All Regional and Area Managers
Acknowledgement of Country and Welcome to Country cultural protocols to be standard practice at Northcott	Implement and communicate Northcott's <i>Cultural Protocol</i> document for Welcome to Country and Acknowledgement of Country and other protocols	June 2018	Aboriginal and Torres Strait Islander Programs Advisor
	Review <i>Cultural Protocol</i> documents across the organisation yearly	August 2016, 2017, 2018	
	Invite a local Traditional Owner to provide a Welcome to Country at a minimum of five significant events each year. These will include National Reconciliation Week, NAIDOC Week, the Annual Northcott Cricket Legends Lunch, the Northcott Annual General Meeting, office openings and Walk With Me events.	April, June and July 2016, 2017, 2018	

Action	Target	Timeline	Responsibility
Acknowledgement of Country and Welcome to Country cultural protocols to be standard practice at Northcott	Conduct an Acknowledgement of Country at all other community events and internal Northcott events	March 2016, 2017, 2018, 2019	Aboriginal and Torres Strait Islander Programs Advisor
	All staff and Senior Leadership to provide an Acknowledgement of Country at all public events	March 2016, 2017, 2018, 2019	
	Acknowledgement of Country conducted at all formal staff meetings and included as a standing agenda item for these meetings	March 2016	
	Maintain and review a list of key contacts for organising a Welcome to Country	September 2016, 2017, 2018	
	Create and display an Acknowledgement of Country plaque in all 49 location and all new offices for the life of the 2016-2019 Stretch RAP as per cultural protocols document	October 2016	
Celebrate NAIDOC Week across Northcott and provide opportunities for all staff, particularly Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	Review HR policies and procedures to ensure there are no barriers for staff to participate in NAIDOC Week	March 2016	Aboriginal and Torres Strait Islander Programs Advisor
	Incorporate into the Northcott Enterprise Agreement one day's leave for Aboriginal and Torres Strait Islander staff to participate in NAIDOC Week with family and community: <ul style="list-style-type: none"> • Communicate this opportunity to all levels of management and staff • Monitor take-up 		

Action	Target	Timeline	Responsibility
Celebrate NAIDOC Week across Northcott and provide opportunities for all staff, particularly Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in local NAIDOC Week events	July 2016 , 2017,2018	General Manager, People and Culture
	Northcott to support external NAIDOC Week events by hosting a minimum of five stalls at events across NSW	July 2016 , 2017,2018	Regional Managers
	Encourage all staff to attend NAIDOC Week events by: <ul style="list-style-type: none"> Supporting an external NAIDOC Week community event Supporting local NAIDOC Week Committee Senior staff acknowledging NAIDOC Week and its importance at staff meetings, where staff can identify options for participation 	July 2016 , 2017, 2018	Regional Managers
Increase the cultural integrity of our organisation by demonstrating respect for Aboriginal and Torres Strait Islander peoples, cultures, histories and perspectives	Promote the Aboriginal and Torres Strait Islander Protocols Document to ensure the organisation: <ul style="list-style-type: none"> Celebrates and recognises Aboriginal and Torres Strait Islander significant dates Organises and displays Aboriginal and Torres Strait Islander flags in Northcott offices Includes an Acknowledgement of Country in all staff email signatures 	October 2016	Aboriginal and Torres Strait Islander Programs Advisor and Marketing Manager



Opportunities

Northcott acknowledges the potential opportunities Aboriginal and Torres Strait Islander peoples have through engaging with our programs and services. We will commit to strengthening employment and retention of Aboriginal and Torres Strait Islander staff across Northcott through provision of culturally appropriate services, community capacity building and the development of a strong procurement strategy.

Focus area

- Enrich our vibrant and viable organisation.

Action	Target	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander recruitment and retention in Northcott	Increase Aboriginal and Torres Strait Islander employment to 30 of 1010 staff reflecting 2.9%.	June 2016	General Manager, People and Culture
	Capture baseline data of Aboriginal and Torres Strait Islander employees	June 2016	Aboriginal and Torres Strait Islander Programs Advisor
	Engage with existing Aboriginal and Torres Strait Islander staff about employment strategies, including professional development	March 2016	Aboriginal and Torres Strait Islander Programs Advisor
	Continue to advertise all jobs vacancies through Aboriginal and Torres Strait Islander networks	May 2016	Human Resources Services Manager
	Training/career development plans will be provided for all Aboriginal and Torres Strait Islander staff members each year	June 2016, 2017, 2018	Learning & Development Advisor
	HR staff to undertake Aboriginal and Torres Strait Islander recruitment and retention training	May 2016	Organisation Development Manager
	Review and update the Northcott Aboriginal and Torres Strait Islander Employment and Development Strategy to include strategies on retention	March 2016	Aboriginal and Torres Strait Islander Programs Advisor And General Manager, People and Culture
	Investigate options for a scholarship program for Northcott Aboriginal and Torres Strait Islander staff to participate in further education	January 2017	Aboriginal and Torres Strait Islander Programs Advisor
Increase Aboriginal and Torres Strait Islander supplier diversity	Develop, implement and review an Aboriginal and Torres Strait Islander procurement strategy	June 2016	Aboriginal and Torres Strait Islander Programs Advisor and Facilities Services Manager
	Set procurement targets for goods and services from Aboriginal and Torres Strait Islander owned businesses	September 2016	
	Develop at least five relationships with Aboriginal and Torres Strait Islander businesses	June 2018	

Action	Target	Timeline	Responsibility
Improve access to Northcott services for Aboriginal and Torres Strait Islander peoples	Work with Aboriginal and Torres Strait Islander partners and individuals to identify gaps in services and areas of need for Aboriginal and Torres Strait peoples with disability	June 2016	General Manager Operations Support and Specialist Services
	Develop business case and seek funding for identified areas of need: <ul style="list-style-type: none"> Government specific funding targeting Aboriginal and Torres Strait Islander Projects should be identified and applied for across regions 	January 2017	Manager, Fundraising
	Develop community partnerships with Aboriginal and Torres Strait Islander organisations to provide two more culturally appropriate disability services to the community	March 2017	Aboriginal and Torres Strait Islander Programs Advisor
	Actively promote all services for Aboriginal and Torres Strait Islander communities provided by Northcott	August 2017	Aboriginal and Torres Strait Islander Programs Advisor and Service Managers
Recruit an Aboriginal or Torres Strait Islander person to the Northcott Board	Identify at least 3 potential Aboriginal and Torres Strait Islander candidates who would be suitable for the Northcott Board	July 2016	CEO
	Following Board approval send expressions of interest out to potential Board member candidates	November 2016	
	Recruit an Aboriginal and/or Torres Strait Islander person to the Northcott Board	May 2018	

Tracking progress and reporting

Action	Target	Timeline	Responsibility
Report RAP achievements, challenges and learnings internally and externally	Publically release a report on our RAP achievements, challenges and learnings	September 2016, 2017, 2018	Aboriginal and Torres Strait Islander Programs Advisor and CEO
	Aboriginal and Torres Strait Islander Programs Advisor to report to Northcott Board members on the achievements and learnings from the Stretch RAP each calendar year	October 2016, 2017, 2018	Aboriginal and Torres Strait Islander Programs Advisor
	Local Managers to provide the RWG with progress reports on their plan's progress twice a year	May and November 2016, 2017 and 2018	Regional and Area Managers
Report RAP progress to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	September 2016, 2017, 2018, 2019	Aboriginal and Torres Strait Islander Programs Advisor
	Investigate participation in the Reconciliation Barometer	June 2016, 2018	
Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new Northcott RAP based on learnings, challenges and achievements	October 2018	Aboriginal and Torres Strait Islander Programs Advisor
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement	November 2018	
	Submit RAP to Reconciliation Australia for formal endorsement	April 2019	





Artwork by Kerrie Kenton - Northcott Commission © 2013


Let's see what you can do

1800 818 286



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