

**Reconciliation
Action Plan
January 2021 -
December 2022**



Copyright

Lives Lived Well Reconciliation Action Plan 2021-22

Original Version published by Lives Lived Well, March 2014
Current version published by Lives Lived Well, January 2021

This document is licensed under a Creative Commons Attribution 3 Australia licence.

© Lives Lived Well, 2021

You are free to copy, communicate and adapt the work, as long as you attribute Lives Lived Well and abide by the licence terms. To view a copy of this licence, visit www.creativecommons.org/licenses/by/3.0/

Attribution

Content from this report should be attributed as:

Lives Lived Well, Lives Lived Well Reconciliation Action Plan 2021

For a copy of this document go to www.liveslivedwell.org.au

Or contact:

Marketing & Communications
Lives Lived Well
PO BOX 332
Spring Hill Q 4004

t: (07) 3834 0200

e: marketing@liveslivedwell.org.au

Contents

Message from Reconciliation Australia	4
Message from the CEO	5
About Lives Lived Well	6
Our Vision and Purpose for Reconciliation	10
Our Reconciliation Action plan	11
Relationships	15
Respect	18
Opportunities	20
Governance	22
Want more information?	24

Reconciliation Australia commends **Lives Lived Well** on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for **Lives Lived Well** to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, **Lives Lived Well** will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. **Lives Lived Well** is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals your organisation's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations **Lives Lived Well** on your **Innovate RAP** and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from the CEO

Lives Lived Well acknowledges the Turrbal people as the Traditional Owners of the land on which the organisation's corporate office is located. We respectfully recognise Elders past, present and future and acknowledge the Traditional Custodians of land across Australia where our offices are situated, from Northern Queensland to New South Wales, and their Elders both past and present.

We recognise that it is our responsibility to strengthen relationships, understanding and respect between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

This plan provides us with a formal avenue to embed Reconciliation in Lives Lived Well culture, through concrete actions directed towards creating meaningful and respectful relationships with sustainable opportunities for Aboriginal and Torres Strait Islander people.

Lives Lived Well joins with Reconciliation Australia and other organisations in fostering a shared understanding of cultural communities and acknowledgement.

I look forward to continuing this important work towards Reconciliation, together with our staff, our members and the wider community.

Mitchell Giles
Chief Executive Officer
Lives Lived Well



About Lives Lived Well

Lives Lived Well (LLW) is a non-government organisation that provides support for people with alcohol, drug or other addictions such as gambling in Queensland and New South Wales. We also support individuals with mental health concerns, particularly young people.

We provide a range of free services to encourage positive behavioural change, reduce harm and aid recovery.

LLW is committed to working with and supporting Aboriginal and Torres Strait Islander individuals, families and communities to maintain and improve good health and wellbeing. We acknowledge the impact of alcohol and other drugs, and poor mental health on social and emotional wellbeing.

Our commitment is demonstrated by incorporating and embedding culturally appropriate programs and services for our Aboriginal and Torres Strait Islander clients, in consultation with local Aboriginal and Torres Strait Islander communities.

Our programs and services extend from far north Queensland to southern New South Wales. Service types include outreach counselling, live-in rehabilitation programs, youth programs, support groups, gambling help and counselling for family and friends. Aboriginal and Torres Strait Islander peoples are an important part of our client base. We acknowledge and accept our responsibility to provide the best and most culturally appropriate services we can.

We currently employ more than 400 people across 50 locations and services in Australia.

The programs we deliver that are specific to Aboriginal and Torres Strait Islander peoples are outlined on the following pages.

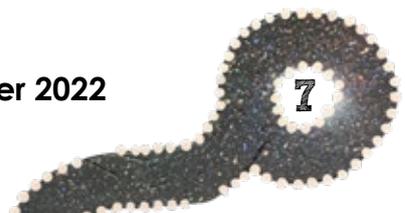


Current Programs and Services

Shanty Creek

Shanty Creek is an alcohol and drug residential rehabilitation service located at Mareeba, west of Cairns. It is located on the borders of Muluridji and Djabugay traditional country.

Shanty Creek helps Aboriginal and Torres Strait Islander peoples aged 18 years and over, mostly from Far North Queensland.

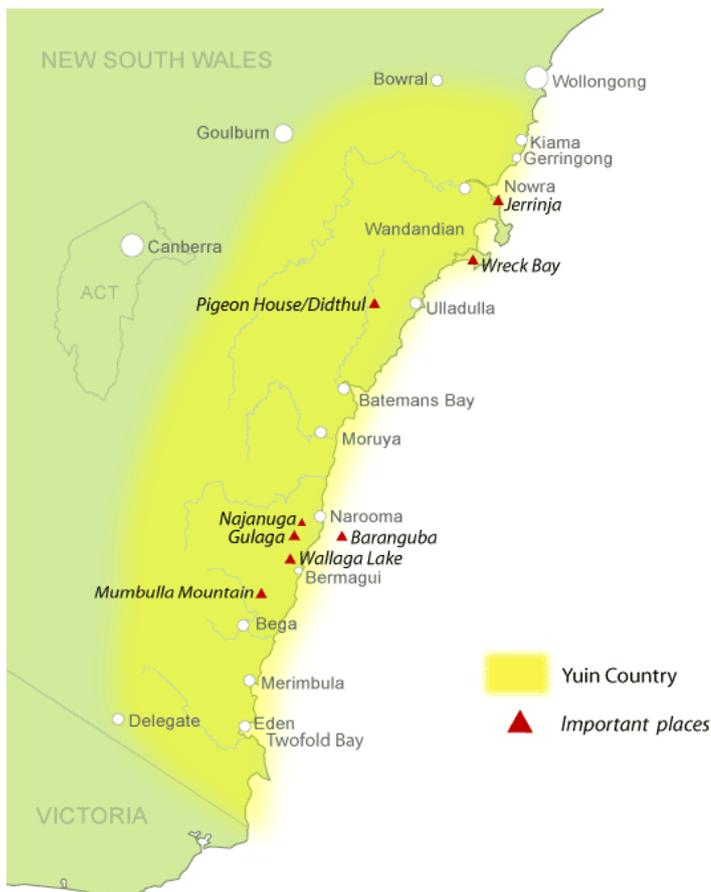


CLAIS

Based on the Gold Coast, our Clinical Liaison Aboriginal and Torres Strait Islander Service (CLAIS) supports young Aboriginal and Torres Strait Islander peoples and their families to address issues relating to alcohol and other drugs.

This service provides advocacy, support and counselling for Aboriginal and Torres Strait Islander peoples, working in partnership with government and non-government services. CLAIS also delivers Aboriginal and Torres Strait Islander Mental Health First Aid training in conjunction with the Karulbo Aboriginal and Torres Strait Islander Partnership.





Mudjilali Men's Group

Based in Bega, NSW - the Mudjilali Men's Group program covers the area from Wallaga Lake (near Narooma) down to Eden. This service collaborates with partner agencies and elders to run Aboriginal men's groups across the lower south coast of New South Wales in Eden, Wallaga Lake and Bega.

The group meets an important need for soft entry drug and alcohol services on the lower south coast of NSW. It offers a range of group activities; meetings in community, AOD support, holistic health and welfare support, cultural programs introducing younger Aboriginal men to culture, cultural camps and trips, community education events, as well as attendance reports to courts and probation and parole.



Our Vision and Purpose for Reconciliation

Our vision for Reconciliation is an Australia that values and acknowledges the importance of Aboriginal and Torres Strait Islander cultures, knowledge and histories as being intrinsic to our national identity and essential to our wellbeing so all Australians can live their lives well.

Our vision for Reconciliation aligns with the value we place on self-determination for all those we work with in recovery from alcohol, drug, gambling or mental health concerns.

And in our own workplace, by providing a safe and respectful place for Aboriginal and Torres Strait Islander peoples to work and pursue career opportunities.

Through Reconciliation, we are collectively and individually enriched by the understanding and inclusion of Aboriginal and Torres Strait Islander knowledge, experiences and perspectives.



Our Reconciliation Action Plan

We are committed to playing our role in bringing about Reconciliation for the wellbeing of all Australians and believe that establishing a Reconciliation Action Plan outlines our commitment to specific and measurable actions towards Reconciliation.

The Reconciliation Action Plan has been developed and championed by the Reconciliation Advisory Group and in particular David Hudson, our external cultural champion, who comes from the Ewamian/Western Yalanji people and is a cultural educator, musician and artist, and our internal champion Leslie Coe, our Team Leader in Dubbo. This group seeks to lead and support LLW in its Reconciliation efforts.

The Group is made up of ten (10) Aboriginal and/or Torres Strait Islander peoples and non-Indigenous people from varied roles such as the People & Culture Manager, Team Leader South West Queensland and the Senior Workplace Health and Safety Advisor. The group covers regions across LLW and is chaired by Mitchell Giles, Chief Executive Officer. The group is advised by David Hudson.





This is our second RAP, with our first being developed in 2014. Since that time, we have:

- Reviewed and tailored an inclusive consultation process across the organisation with support from the CEO and Board of Directors. At the time, LLW had an Indigenous Director on the Board to help facilitate the first consultation.
- Established a Reconciliation Advisory Group, which reviewed and refreshed the Terms of Reference.
- Engaged David Hudson as our advisor and champion for Reconciliation.
- Provided more support for communicating significant cultural events, such as NAIDOC and Reconciliation Week, and messages from the CEO.
- Supported Traditional Owner acknowledgements at our launches/events and invited Traditional Owners to do those acknowledgements.
- Introduced tools to support observance of cultural protocols including Welcome to Country/Acknowledgement of Country for internal meetings and events.
- Introduced paid leave for attendance at NAIDOC events by Aboriginal and Torres Strait Islander employees.
- Participated in local community NAIDOC events each year and held local internal events to celebrate NAIDOC Week.
- Introduced an additional five days of paid leave (LLW Leave) which can be used to meet cultural observations and commitments.
- Invited local Elders or community representatives to participate in all local service launches across QLD and NSW.
- Entered into formal service delivery partnerships with Aboriginal Medical Services and local representative organisations to strengthen long term partnerships.

- 
- Regularly engaged with local Aboriginal and/or Torres Strait Islander organisations and networks to support engagement of Aboriginal and Torres Strait Islander peoples with our services.
 - Provided cultural awareness and competence training for our senior leaders. Cultural awareness and competence workshops have been embedded in to onboarding inductions across LLW.
 - Commissioned an original artwork by David Hudson depicting the essence of LLW's work. It features local totems symbolising all the areas we work. Elements of this artwork have been incorporated into many of our brochures, signage, email signatures, clothing and other publications such as our Annual Report.
 - Created service environments that are welcoming and acknowledging of Aboriginal and Torres Strait Islander peoples through physical cues such as artwork and signs acknowledging local Traditional Owners.
 - In consulting with local Traditional Owners, most of our residential services have adopted service names drawn from the local language (e.g. Mirikai, Wunya, Wyla and Elouera) to honour traditional owners on whose land we work.
 - Our clinical service delivery is underpinned by culturally appropriate practice in our Aboriginal and/or Torres Strait Islander people services and in our broader service settings.
 - Introduced recruitment policy and activities to support the recruitment of Aboriginal and Torres Strait Islander peoples (e.g. sourcing channels, hiring panel make up).
 - In our recruitment practices, we assess our candidates for their knowledge and experience in culturally appropriate practice. This is informed by having Aboriginal and/or Torres Strait Islander people representation on the interview panels, particularly for Identified positions.
 - Developed a Cultural Capability Framework to be embedded across Lives Lived Well practice.

Whilst we have made some progress against our original RAP, we did not achieve all that we set out to do. We have learned through this experience and have put in place stronger supports, resourcing and executive sponsorship. Importantly we have harnessed internal and external Aboriginal and/or Torres Strait Islander people expertise, perspectives and energy through our Reconciliation Advisory Group to support execution of our Reconciliation goals.

Governance

The delivery of our Reconciliation Action Plan forms part of LLW's Strategic Plan and is embedded within our current business plan.

As CEO, Mitchell Giles is accountable for the delivery of the Plan. The Reconciliation Advisory Group leads the development, champions the execution of the Plan and monitors progress against the Plan. The structure of the Governance Model includes reporting, committee membership and oversight of the Reconciliation Action Plan (RAP). Reporting to Reconciliation Australia will also occur.

The Group will report against the RAP twice a year to the LLW Board. Progress and outcomes will be communicated regularly across the organisation, as well as to any communities which have been involved in the consultative process.

Relationships

Lives Lived Well acknowledges the responsibility that everyone has in strengthening and valuing relationships. This includes developing and maintaining new and existing partnerships with organisations that are committed to working together for better health and wellbeing of Aboriginal and Torres Strait Islander peoples.



Action	Responsibility	Timeline	Deliverable
1.1 Promote positive race relations through anti-discrimination strategies.	CEO and People & Culture Manager	Review in Jan 2021	<ul style="list-style-type: none"> Conduct a review of all People & Culture policies and procedures to identify any existing anti-discrimination provisions, and any future needs.
		Commence in Jan 2021	<ul style="list-style-type: none"> Communicate our Diversity & Inclusion Policy to the wider organisation.
		Commence in Feb 2021	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our Diversity & Inclusion Policy.
		Completed Dec 2021	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism.
1.2 Build relationships between Aboriginal, Torres Strait Islander and other employees by creating an internal collaboration platform for all staff to use.	Team Leader Marketing and Communication	Review in Jan 2021	<ul style="list-style-type: none"> Create an internal Social Media platform to generate feedback from employees on the RAP.
	People & Culture Manager	Review in March 2021	<ul style="list-style-type: none"> Encourage our staff to engage in and share ideas or activities which support Reconciliation.
	People & Culture Manager	Review in March 2021	<ul style="list-style-type: none"> Maintain the dedicated page on our intranet to communicate our work and progress in delivering our RAP.
1.3 Promote Reconciliation through the establishment of a subgroup of the RAP to generate future strategies.	People & Culture Manager and Champion	Review in January 2021	<ul style="list-style-type: none"> Set up a subgroup of the RAP to meet every 3 months to consider and develop future actions or strategies which promote Reconciliation for review at RAC meetings.

1.4 Celebrate National Reconciliation Week (NRW) and provide opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships.	Champion	May 2021, 2022	<ul style="list-style-type: none"> Continue to organise at least one internal event each year, registered on the NRW website, and invite external organisations to join the celebration of Reconciliation.
	All Managers	May 2021, 2022	<ul style="list-style-type: none"> Encourage on site Managers to organise representation of services at local events across their services area.
	All Team Leaders	May 2021, 2022	<ul style="list-style-type: none"> Plan RAP Advisory Group members attendance in an external NRW event.
		May 2021, 2022	<ul style="list-style-type: none"> Encourage and remind all staff to participate in at least one NRW event per annum.
		May 2021, 2022	<ul style="list-style-type: none"> Promote Reconciliation Australia's NRW resources and Reconciliation materials to our staff.
1.5 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	All Clinical Services Managers, with Executive support in consultation with others	Review in January 2021	<ul style="list-style-type: none"> Establish a statement such as a Memorandum of Understanding re: Community Aboriginal and Torres Strait Islander Medical Services (AMS) in key LLW service areas.
		Review in June 2021	<ul style="list-style-type: none"> Create and maintain opportunities for Aboriginal and Torres Strait Islander health professionals to engage with clients and treatment areas.
		Review in June 2021	<ul style="list-style-type: none"> Continue to build strong and beneficial alliances with key sector leaders in Closing the Gap initiatives.
		Review in June 2021	<ul style="list-style-type: none"> Continue to work alongside Aboriginal and Torres Strait Islander support services to ensure Closing the Gap outcomes are key considerations in care planning for people's recovery.
		Commence in July 2021	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.
		Completed by December 2021	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.

1.6 Promote Reconciliation through our sphere of influence.	Executive Director, People & Culture Manager and Team Leader - Marketing and Communication	Review in January 2021	<ul style="list-style-type: none"> Implement strategies to engage our staff in Reconciliation.
		May 2021	<ul style="list-style-type: none"> Acknowledge and recognise the achievements of staff through a formal recognition award for their work in building stronger relationships with Aboriginal and Torres Strait Islander peoples and stakeholders.
		Review in January 2021	<ul style="list-style-type: none"> Continue to encourage our staff to work with external services/ stakeholders participating in and or contributing to Closing the Gap initiative and/or Alcohol and Other Drug treatment services.
		Review in June 2021	<ul style="list-style-type: none"> Communicate our commitment to Reconciliation publicly by participating in conferences or seminars to share our achievements and learnings in local and internal media and national news.
		Review in June 2021	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive Reconciliation outcomes.
		Review in October 2021	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance Reconciliation by participating in conferences or seminars to network, share achievements and obtain information to assist in building stronger relationships with Aboriginal and Torres Strait Islander peoples.
		December 2021	<ul style="list-style-type: none"> LLW where appropriate to nominate and acknowledge achievements of external services/stakeholder participating in and or contributing to Closing the Gap initiative and/or Alcohol and Other Drug treatment services.
		January 2021	<ul style="list-style-type: none"> Organisational and Clinical Induction to include RAP and expectations of working with Aboriginal and Torres Strait Islander Peoples.

Respect

Lives Lived Well acknowledges and respects the Traditional Owners of Country throughout Queensland and New South Wales and their continuing connection to land, waters and community. We seek to create genuine opportunities to collaborate and integrate their knowledge into our work in supporting individuals and communities. In addition to this, we will celebrate the success of Aboriginal and Torres Strait Islander peoples and their sharing of their customs, cultures, knowledge and languages to improve our work for the benefit of the Australian community.



Action	Responsibility	Timeline	Deliverable
2.1 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	CEO	Review by January 2021	<ul style="list-style-type: none"> Continue our current protocols and encourage staff to undertake the respectful protocol of inviting a Traditional Owner to perform a Welcome to Country ceremony for formal LLW events.
	All Executive Directors, People & Culture Manager and Team Leader - Marketing and Communication	January 2021	<ul style="list-style-type: none"> Staff provide an Acknowledge of Country before local meetings which reflects the local community in which they are located.
		December 2021	<ul style="list-style-type: none"> Embed and communicate a cultural protocol document for all LLW which reflects each community of services provided by LLW completed in consultation with Traditional Owners.
	All Managers	Review in March 2022	<ul style="list-style-type: none"> Ensure all staff across LLW follow these protocols, where appropriate.
		December 2021	<ul style="list-style-type: none"> Ensure each employee receives a copy of the cultural protocol document.
		Review in October 2021	<ul style="list-style-type: none"> Invite Traditional Owners to attend one staff gathering per annum in each tribal geography.
		October 2021	<ul style="list-style-type: none"> Introduce LLW Business Cards with Acknowledgement of Country wording.

2.2 Encourage employees to engage in cultural learning to increase understanding, awareness and education of the diverse cultural backgrounds of Aboriginal and Torres Strait Islander people.	Executive	Review by January 2021	<ul style="list-style-type: none"> Engage culturally specific team strengthening training opportunities for the RAP Advisory Group, and other leadership positions within LLW to participate in; to further develop knowledge and understanding of Aboriginal and Torres Strait Islander cultures.
		Review in October 2021	<ul style="list-style-type: none"> Conduct a review of the cultural learning needs within LLW including awareness, competence and inclusive practice in our service delivery.
		Review in March 2021	<ul style="list-style-type: none"> Consult with Aboriginal and Torres Strait Islander staff to develop, implement and communicate a cultural learning strategy which is relevant to all our staff.
2.3 Foster further respect by celebrating and providing opportunities for LLW staff and Aboriginal and Torres Strait Islander employees to engage with their culture and community through NAIDOC week events.	All Clinical Services Managers	Review by January 2021	<ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.
	All Executive Directors, People & Culture Manager and Team Leader - Marketing and Communications	Review in October 2021	<ul style="list-style-type: none"> Contact local NAIDOC Committees and see what support and assistance can be offered for NAIDOC Week.
		Review in January 2021	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff.
		Review in January 2021	<ul style="list-style-type: none"> Organise for the RAP Working Group to participate in an external NAIDOC Week event.
		Review in January 2021	<ul style="list-style-type: none"> Organise for staff to attend local NAIDOC day/week activities or NAIDOC celebrations organised in the community.
2.4 Build respect for Aboriginal and Torres Strait Islander cultures and histories by acknowledging significant days in the year to pay respect to Aboriginal and Torres Strait Islander peoples and cultures.	Team Leader - Marketing and Communications	Review by January 2021	<ul style="list-style-type: none"> Develop a calendar of significant events in the year and communicate this to LLW employees.
		Completed by February 2021	<ul style="list-style-type: none"> Train the Marketing team in cultural protocols for communication and use of language and images.

Opportunities

We believe that Aboriginal and Torres Strait Islander Peoples should have the opportunity to be able to live their lives well. Our philosophy is that with the right support people can change. In our programs, we pay our respect to the history, culture and beliefs of Aboriginal and Torres Strait Islander people to create equal and equitable participation in life opportunities, through a culturally appropriate service delivery.



Action	Responsibility	Timeline	Deliverable
3.1 Create opportunities with LLW to increase Aboriginal and Torres Strait Islander employment including traineeship and apprenticeships	People & Culture Manager	Review by Jan 2021	<ul style="list-style-type: none"> Establish baseline data for Aboriginal and Torres Strait Islander employees.
		Review in October 2021	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Recruitment Strategy as part of LLW's People Strategy to: <ul style="list-style-type: none"> Increase the number of Aboriginal and Torres Strait Islander employees (measure) at all levels within the organisation. Increase the number of people who identify as Aboriginal and/or Torres Strait Islander applying for roles within LLW. Investigate opportunities within LLW services which could support traineeships and apprenticeships for Aboriginal and Torres Strait Islander people. Identify third party organisations which can support LLW to offer traineeships and apprenticeships to Aboriginal and Torres Strait Islander people. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.
		Review in March 2021	<ul style="list-style-type: none"> Ensure as part of any recruitment and selection process for leadership positions, the inclusion of an identified Aboriginal and/or Torres Strait Islander person in the selection processes, whenever possible.
		Review in March 2021	<ul style="list-style-type: none"> Ensure as part of the recruitment process for identified roles, or roles operating in a specific location, the inclusion of having a recognised Traditional Owner, senior and/or persons with cultural authority and expertise from the local area acknowledged and the panel have specific questions related to Aboriginal & Torres Strait Islander peoples of the local area.
		Review in March 2021	<ul style="list-style-type: none"> Include Aboriginal & Torres Strait Islander LLW representatives on employment and interview selection panels for "identified positions" as well as team leader and manager roles.
		Review in March 2021	<ul style="list-style-type: none"> Identify additional channels to advertise employment opportunities within LLW in Aboriginal and Torres Strait Islander media.

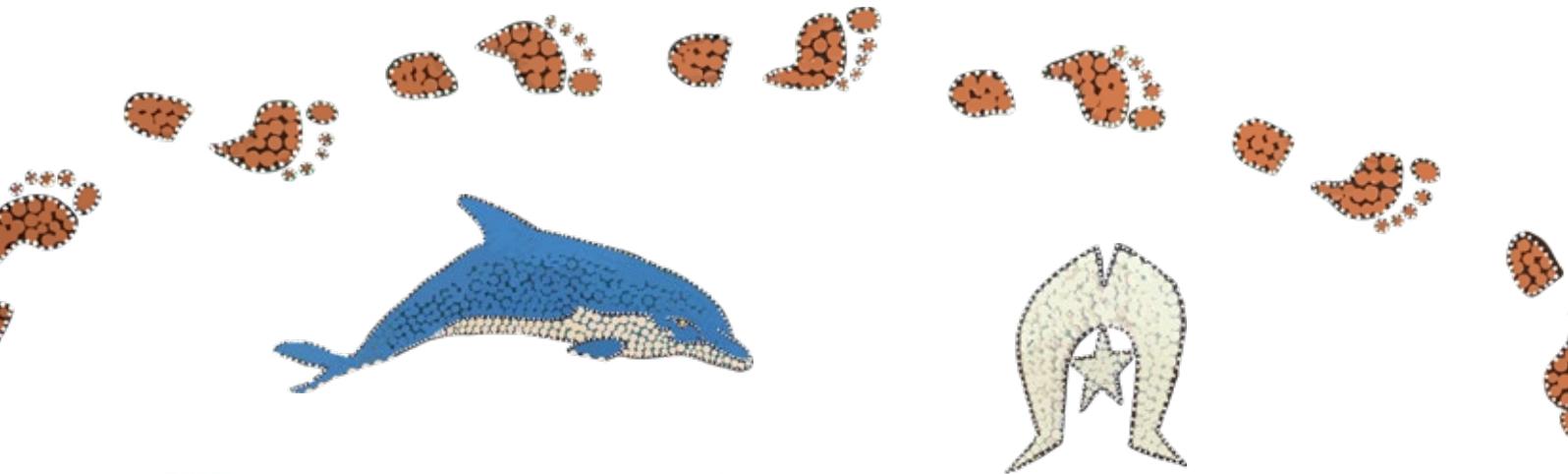
<p>3.2 Identify opportunities and develop mechanisms to increase the support and participation of Aboriginal and Torres Strait Islander employees in the workplace.</p>	<p>People and Culture Manager</p>	<p>Review by January 2021</p>	<ul style="list-style-type: none"> • Develop an Aboriginal and Torres Strait Islander retention strategy which supports the retention of Aboriginal and Torres Strait Islander employees within the organisation which would include: <ul style="list-style-type: none"> • Gathering feedback from Aboriginal and Torres Strait Islander employees as to their current experience within the organisation and the support provided to them. • Investigating and researching support that exists in other organisations for Aboriginal and Torres Strait Islander employees which have been shown to increase their participation and future development within an organisation. • Exploring the availability of individuals internally or in the community to provide mentoring support to our Aboriginal and Torres Strait Islander employees. • The development of a possible support/mentoring framework which can be offered to Aboriginal and Torres Strait Islander employees. • The development and implementation of a future Aboriginal and Torres Strait Islander professional development strategy.
<p>3.3 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>All Managers with support from Facilities Manager</p>	<p>Review by January 2021</p>	<ul style="list-style-type: none"> • Investigate becoming a member of Supply Nation.
		<p>Review in March 2021</p>	<ul style="list-style-type: none"> • Develop and implement a procurement policy to increase supplier diversity through preferred suppliers.
		<p>Review in October 2021</p>	<ul style="list-style-type: none"> • Extend commercial relationships with Aboriginal and/or Torres Strait Islander businesses.
		<p>Review in October 2021</p>	<ul style="list-style-type: none"> • Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.
		<p>Review in March 2021</p>	<ul style="list-style-type: none"> • Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.

Governance



Action	Responsibility	Timeline	Deliverable
4.1 Maintain a RAP Working Group, comprising of Aboriginal and Torres Strait Islander peoples and other Australians both internal and external members to support the development and delivery of the LLW RAP.	CEO and Champion	Review by January 2021	<ul style="list-style-type: none"> The RAP Advisory Group to meet quarterly. Two of these meetings annually to include team strengthening activities.
		Review in March 2021	<ul style="list-style-type: none"> Ensure continuity of the RAP Advisory Group to support developing and implementing the LLW RAP.
		Review in October 2021	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RAP Advisory Group.
		Review in October 2021	<ul style="list-style-type: none"> Review yearly the Terms of Reference for the RAP Advisory Group.
4.2 Provide appropriate support for effective implementation of RAP commitments	CEO and all Executive Directors, People & Culture	Review by January 2021	<ul style="list-style-type: none"> Define resource needs for RAP implementation.
		January 2021	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of our RAP commitments.
		January 2021	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments.

4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	CEO, People & Culture Manager and Team Leader - Marketing and Communication	September 2021, 2022	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.
		January 2021 Review in October 2021	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly.
		November 2021, 2022	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings annually in line with LLW's Annual Report.
4.4 Continue our Reconciliation journey by developing our next RAP.	People and Culture Manager	June 2022 Six months prior to RAP expiry date	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP.



Want more info?

For more information about Lives Lived Well's Reconciliation Action Plan, contact:

Marketing

Lives Lived Well
PO Box 332
Spring Hill QLD 4004

07 3834 0200
marketing@llw.org.au

Copies of this document are also available from www.liveslivedwell.org.au

