



Reconciliation Action Plan

May 2023 – April 2025

Contents

Message from Reconciliation Australia	3
Our Vision for Reconciliation	4
Our Business	5
Artwork Story	6
Our Reconciliation Action Plan	7
Case Study	9
Relationships	11
Respect	15
Opportunities	18
Governance	20

Copyright
Lives Lived Well Reconciliation Action Plan 2023-25

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 2023-25

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

P (07) 3834 0200
E marketing@liveslivedwell.org.au

A special thanks to artist David Hudson for developing Lives Lived Well's reconciliation artwork.

Message from Reconciliation Australia

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

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 continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Lives Lived Well will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Lives Lived Well using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Lives Lived Well to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Lives Lived Well will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Lives Lived Well's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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



Karen Mundine

Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

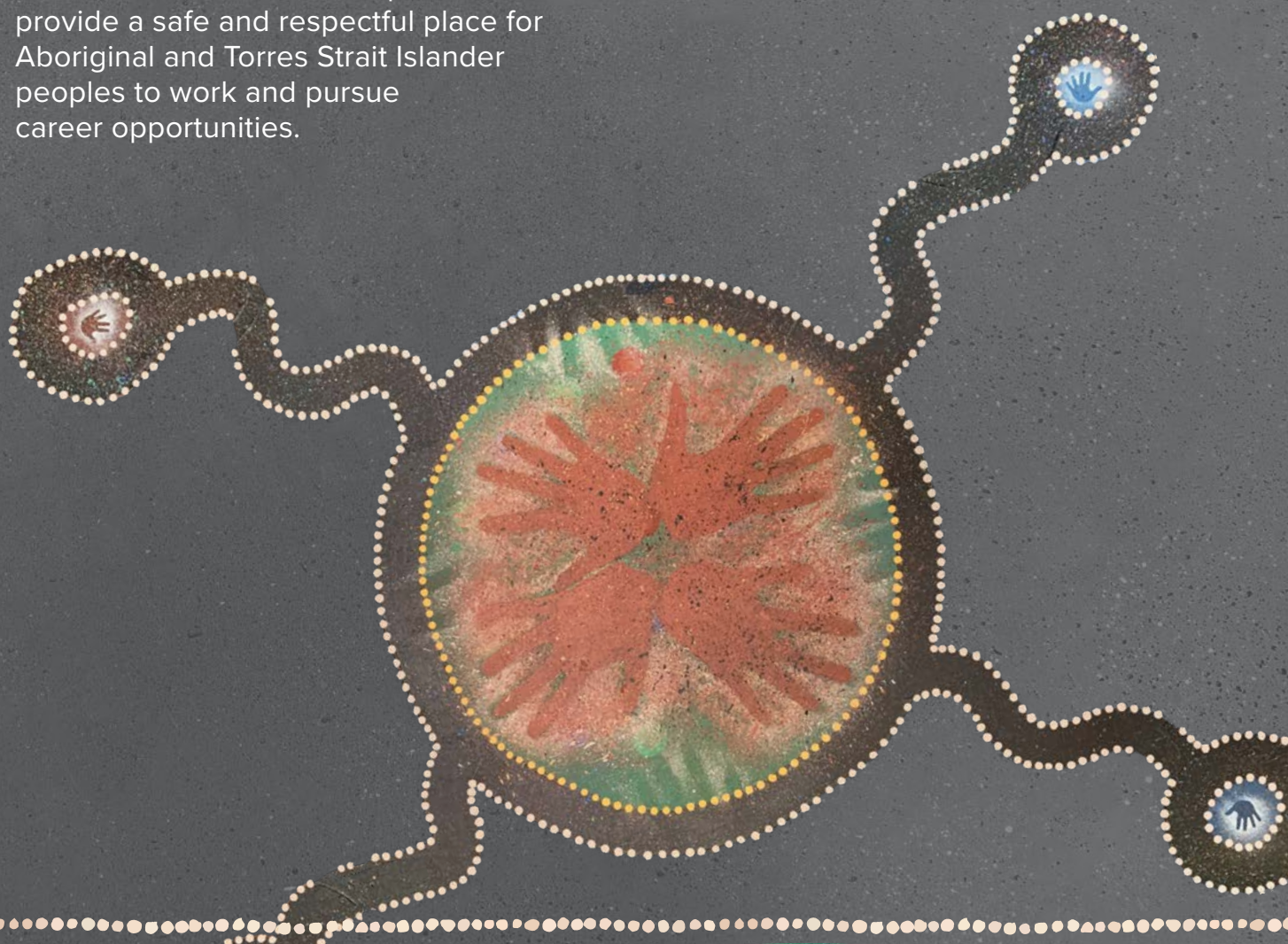
Our vision for reconciliation is an Australia that values and acknowledges the importance of Aboriginal and Torres Strait Islander cultures, knowledge and histories as being intrinsic to our national identity and essential to our wellbeing so all Australians can live their lives well.

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 our vision for our workplace is to provide a safe and respectful place for Aboriginal and Torres Strait Islander peoples to work and pursue career opportunities.

In line with our organisational Value of “leaving a positive wake” – we expect that the actions we take towards achieving our vision for reconciliation will leave a positive wake for our clients and team members, and all those that we engage with in the communities in which we operate.

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



Artwork Story

This painting depicts Lives Lived Well's respect and connection to land, culture and community through its delivery of inclusive alcohol, drug and mental health programs of support across Queensland and New South Wales. Created May 2019, this work pays homage and representation to those service hubs.

By acknowledging the significance of these elements, Lives Lived Well demonstrates its commitment to creating a holistic and comprehensive approach to helping individuals on their journey to recovery and well-being.

Elements: background colours represent coastal ocean, rainforest and outback. The circle in the middle represents the circle of life with its healing hands pointing in the directions of the four cardinal points of the compass. The footprints cover both coastal and hinterland regions. The 7 totems represent the hubs:

Dolphin – Gold Coast

Dhari – Torres Strait Islands east/west

Saltwater Crocodile – Far North QLD

Black Duck – Coastal NSW

Goanna – Inland NSW

Night Owl – Inland QLD

Sea Turtle – Coastal QLD

We do not own the land – it owns us and we belong to it. The ocean, rocks and traditional totems and stories have been here for countless generations. They will still be here when you and I are long gone from Mother Earth. We must protect, heal and look after one another.

David Hudson

Artist



Our Business

Lives Lived Well (LLW) is a non-government organisation that provides support for people with alcohol, drug, and other addictions such as gambling. We also support individuals with mental health concerns. Service types include out-client counselling, residential programs, day programs, youth programs, support groups and counselling for family and friends.

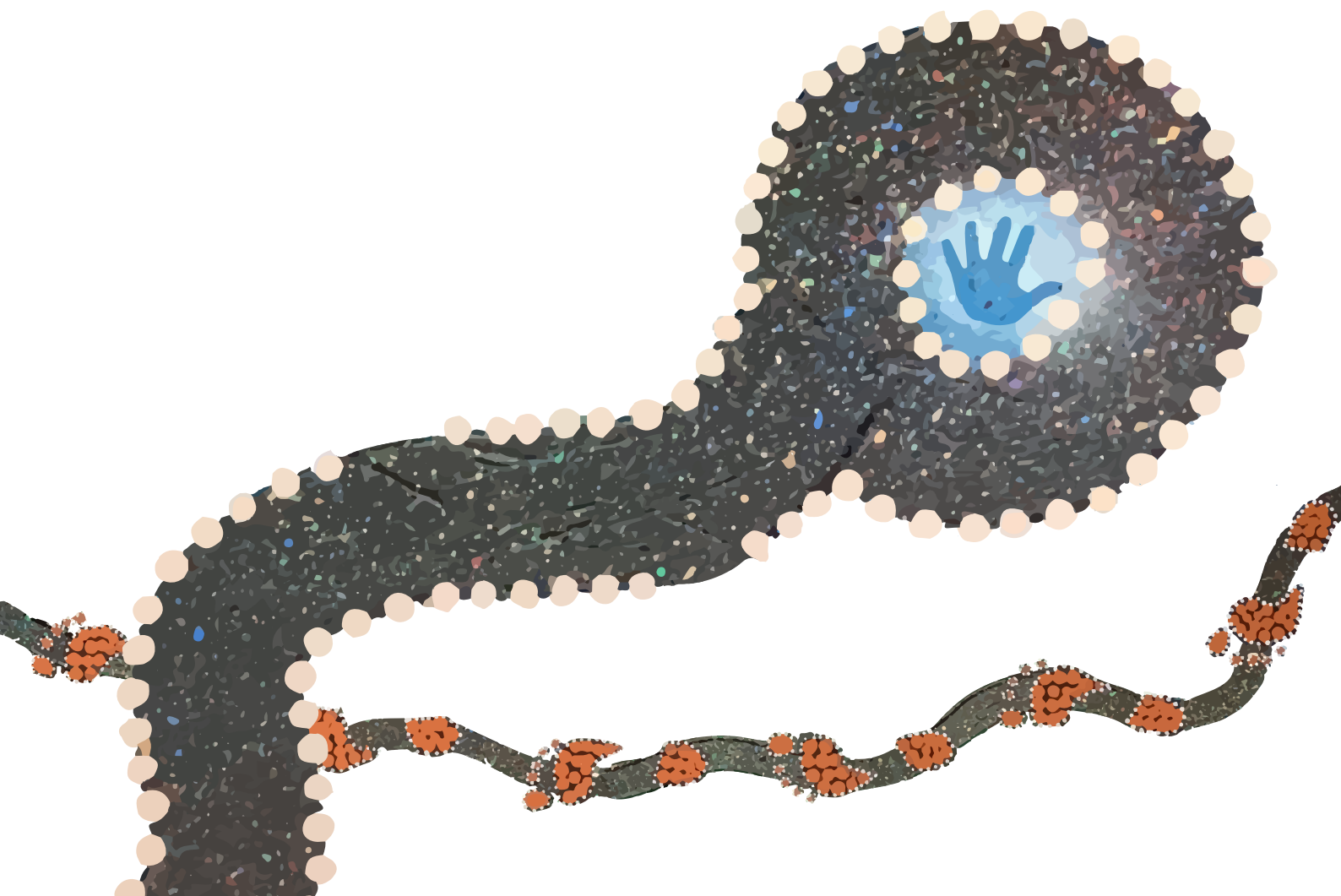
We employ 530 staff across Queensland and New South Wales, which includes 38 Aboriginal and/or Torres Strait Islander staff members.

Currently our organisation's reach is across all of Queensland and parts of NSW (Western, South-East and Northern Rivers). In addition, we recently launched our first service in Adelaide, South Australia.

Our sphere of influence includes internal and external stakeholders including:

- Board, staff, volunteers, students, and contractors,
- clients (approximately 13,000 per annum), their families, and their communities,
- Aboriginal and Torres Strait Islander Traditional Owners and stakeholders in the communities where we operate,
- associated health and welfare service delivery organisations through which we refer or collaborate and,
- stakeholders at government and policy level including funders, and peak bodies of our sectors.

Lives Lived Well currently has 50 offices in service locations in Queensland and NSW including both metropolitan and regional/remote – Gold Coast, Brisbane, Darling Downs, Central Qld, Western Qld, North Qld, Far North Qld, South-East NSW, Western NSW, and Northern Rivers, and recently commenced in Adelaide, South Australia.



Our Reconciliation Action Plan

Lives Lived Well are developing a RAP because 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. We believe we have a duty of care to our clients, staff, and the communities in which we work, to embed reconciliation in our culture through concrete actions directed towards creating meaningful and respectful relationships. We believe that our organisation benefits greatly from fostering a shared understanding and acknowledgement of cultural communities. We acknowledge and accept our responsibility to provide the best and most culturally appropriate services we can.

The RAP is being championed at Executive level by the CEO, and the Director of Data & Quality as Executive Sponsor, with other Executives also represented on the RAP Advisory Group (RAG).

The RAP Advisory Group terms of reference outlines the following requirements for membership of the group to ensure broad participation and that at least 50% of Committee members are First Nations people. Membership includes the following roles to ensure leadership representation and accountability for the main deliverables of the RAP. In addition, the Chair and Project Officer roles will be held by First Nations members, as well as invited representation across all regional areas:

- RAP Chair (identified role)
- RAP Project Officer (identified role)
- CEO
- Executive Sponsor – currently Director Data & Quality
- Clinical Director (or proxy)

- People & Culture Manager
- Marketing Manager
- Capability/Training Manager
- Clinical Services Team Leader representative

Aboriginal and Torres Strait Islander staff members are invited to fill the following roles on the RAP Advisory Group to represent all LLW regions:

- AOD Residential Treatment representative, SEQ
- AOD Residential Treatment representative, Central Qld
- AOD Residential Treatment representative, FNQ
- AOD Residential Treatment representative, Regional NSW
- AOD Community Treatment representative, SEQ (currently represented by RAP Chair)
- AOD Community Treatment representative, SWQ (currently represented by RAP project officer)
- AOD Residential Treatment representative, Central Qld
- AOD/CREST Community Treatment representative, Cairns/FNQ
- AOD Community Treatment representative, Western NSW
- AOD Community Treatment representative, South-East NSW
- AOD Community Treatment representative, Northern NSW
- Youth Mental Health/ headspace representative, (currently Gold Coast, Qld)

Our Reconciliation Journey so Far

Lives Lived Well and its historical merger partners have operated treatment services for more than 40 years in some locations and have a history of respectfully engaging with Aboriginal and Torres Strait Islander stakeholders, clients and their communities, in the places in which we operate. The organisation has grown substantially and since 2019 has more intentionally sought to further its commitment to reconciliation, and to improve the cultural safety of our workplace and services. Some examples of this include:

- Commencement of the Yufla Yumplatok Aboriginal and Torres Strait Islander staff network group,
- Aboriginal and Torres Strait Islander representation on the Clinical Governance Committee,
- Delivery of Red Dust Healing training to a selected group of employees, and consultation with those employees to achieve organisation-wide implementation and training,
- Consultation with all Aboriginal and Torres Strait Islander staff to identify their ideas of how to improve cultural safety within the workplace.

Our reconciliation journey to date has included:

- January 2019- December 2020 Innovate RAP
- January 2021- December 2022 Innovate RAP

Key learnings and significant changes as a result of that journey have included:

- Achievement of complete coverage of consistent cultural awareness training provided to all new and existing employees. Based on feedback, and an internal consultation with First Nations staff members, we are creating our own modified version and content for cultural awareness training – to be delivered to all new employees through our learning management system modules (a mixture of video and online content). In addition, we are implementing local cultural awareness plans specific to local knowledge and histories.

- The Inaugural LLW Deadly Awards were introduced to highlight and celebrate the achievements of staff across the organisation that have been actively contributing towards reconciliation. The nominations in 2022 have demonstrated that there is substantial expansion across our organisation of cultural engagement; collaboration; recognition of and respectful relationships with local Traditional Owners; and intent to expand both identified positions and appropriate cultural frameworks in service delivery.
- After a LLW Reconciliation Action Group review of previous RAP deliverables, it was identified that activities/events that celebrated or acknowledged significant dates were being left to the last minute to plan and were organised with minimal consultation with local community stakeholders. To address this, a requirement was added to every LLW annual regional Operational Plan for local teams to plan events for recognition of days of significance. In addition, a requirement was added for local teams to seek out and formalise relationships and protocols to engage with local Aboriginal and Torres Strait Islander communities and stakeholders. These strategies have helped to ensure these initiatives are better planned and implemented across all teams, and local teams are held accountable against delivery of their local plans.
- Appointment of permanent RAP Project Officer role, and Executive Sponsor, to support and facilitate implementation of RAP deliverables.
- We also identified as one of our key learnings the need for clear and specific actions for each RAP deliverable. For each action we needed to ensure accountability and timeframes were set to ensure successful completion of tasks and to keep us on track. With this third Innovate RAP, we are hoping to consolidate our approach and embed best practice before moving toward a Stretch RAP.

Case Study

Binbi Yadubay AOD Residential Rehabilitation Service (including Withdrawal and Family programs) in Rockhampton

Binbi Yadubay was established as a new AOD residential rehabilitation service in Rockhampton December 2021 – has enrolled 400 clients to date – and has seen 20% of total clients identify as Aboriginal and/or Torres Strait Islander people. This was anticipated throughout the establishment project, and as such many actions were taken to ensure that the service model was culturally responsive and delivered good outcomes for Aboriginal and Torres Strait Islander people accessing the residential service. These actions have included:

- Employment of two identified support worker positions (1 male, 1 female). We also enlisted the support of Ross Atu (Health Equity Project Lead) from CQHHS ATSI HS, in our recruitment process. Ross assisted in the development of our interview questions, as well as panel representation and decision making.
- An intense focus on developing relationships with existing Aboriginal and Torres Strait organisations delivering services to those who may be affected by Substance Use – Helem Yumba, Bidgerdii , Drug Arm,

CQID, Gumbi Gumbi. We have developed strong shared care partnerships with these organizations, working closely to deliver shared care to clients. In particular, with CQID and Gumbi Gumbi which has led to the development of Collaboration Protocols which outline the specifics of seamless shared care processes, sharing of information and resources in order to improve the quality-of-care clients receive. This leads to regular shared care meetings, providing PD opportunities for one another's staff, Co-facilitation of programs, regular co-case conferencing, and other actions ensuring clients receive intensive cultural support alongside their AOD needs.

- Throughout the establishment project, Lives Lived Well (LLW) established connections with the local Aboriginal and Torres Strait Islander community together with the CQHHS. LLW held a workshop with community members at the Dreamtime Centre, including Darumbal Enterprises (Darumbal People Aboriginal Corporation Registered Native Title Body) Elders, to discuss options for naming the facility. Darumbal Enterprises language expert



and Elder, Aunty Nicky Hatfield, assisted and subsequently approved the use of the name Binbi Yadubay (Healthy Beginnings) for the service.

- LLW also commissioned local Elder, Uncle Wade Mann, to provide a cultural immersion training for all LLW clinical staff through the onboarding process to facilitate Darumbal specific training, providing staff with a thorough history of the Darumbal people and lands, and the impact colonisation has had on Darumbal people. Binbi Yadubay is neighbour to the Dreamtime Centre, managed by Uncle Bob, with whom the manager of Binbi Yadubay has established a key relationship, allowing all residents to embark on a cultural tour as part of their treatment episode.
- LLW have also participated in many local community events including gold sponsorship of the NAIDOC event, and many staff attending the NAIDOC ball.
- LLW has embarked on a relationship with The Glen Drug and Alcohol Rehabilitation Centre to complete a program review of our residential service, Binbi Yadubay. To continue this great work, Joe Coyte, CEO, and Kristian Heffernan, Board Member, are

coming up to Rockhampton early 2023 to visit services and meet with some of our key stakeholders to discuss how this service can best support community, with the goal to improve service delivery and outcomes for Aboriginal and Torres Strait Islander people accessing the service.

- Working closely with Murri Court and Murri Court Elders to support clients into treatment. As well as have Elders come to site to meet with existing clients.
- *Red Dust Healing* training for four Binbi Yadubay staff – including two Identified Workers who are now assisting to develop a residential group program that is informed by Red Dust concepts. (*The Red Dust Healing* program teaches skills for clinicians to use to support healing for those who have suffered trauma and assist individuals to become health and culturally strong persons. It also seeks to increase non-Aboriginal understanding of the issues.)



Binbi Yadubay AOD Residential Rehabilitation Service – Rockhampton

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 01

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Review and update our Regional Operational Plans to include:</p> <ul style="list-style-type: none">— a required schedule to recognise Aboriginal and Torres Strait Islander days of cultural significance at a local level which includes ample planning and preparation time— plan to actively seek out, formalise and maintain relationships with local Aboriginal and Torres Strait Islander stakeholders and organisations— develop localised protocols to engage with local Aboriginal and Torres Strait Islander stakeholders and organisations.	<p>May 2023 May 2024</p>	<p>Lead: Clinical Director</p> <p>Support: Clinical Service Mgrs</p>
<p>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement on a regular basis.</p>	<p>Dec 2023</p>	<p>Clinical Service Managers</p>
<p>Develop, implement, review and evaluate, engagement plans to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>Jun 2024</p>	<p>Clinical Service Managers</p>

Relationships



Action 02

Build relationships through celebrating National Reconciliation Week (NRW).

DELIVERABLE	TIMELINE	RESPONSIBILITY
Reconciliation Australia's National Reconciliation Week resources and reconciliation materials will be circulated to all staff via the Lives Lived Well intranet and all staff updates.	May 2023 May 2024	Marketing Manager
Source and/or create local Aboriginal and Torres Strait Islander event calendars and work with local Aboriginal and Torres Strait Islander stakeholders to remain up to date with events happening locally for NRW and throughout the year and promote to the local service team and clients.	May 2023	Clinical Service Managers
Reconciliation Advisory Group members to participate in an external NRW event.	27 May– 3 Jun 2023 and 2024	RAG Chair
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRS.	27 May– 3 Jun 2023 and 2024	Clinical Director
Lives Lived Well local service locations to organise and host at least one NRW event each year in each local area.	27 May– 3 Jun 2023 and 2024	Lead: Clinical Service Mgrs Support: Team Leaders
Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 May 2024	Marketing Manager

Relationships



Action 03

Promote reconciliation through our sphere of influence.

DELIVERABLE	TIMELINE	RESPONSIBILITY
As per the LLW internal communications plan/ calendar activities, ensure inclusion of strategies and activities to engage staff to raise awareness of reconciliation action.	Dec 2023 Dec 2024	Marketing Manager
Increase staff awareness and understanding around the Uluru Statement from the Heart.	May 2023	CEO
Communicate our commitment to reconciliation to internal and external stakeholders through multiple channels including intranet, and social media, and by celebrating progress and achievements.	May 2023	Marketing Manager
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through collaborative opportunities.	Dec 2023 Dec 2024	Exec Sponsor
Collaborate with RAP organisations and like– minded organisations to develop innovative approaches to advance reconciliation.	Dec 2023 Dec 2024	Exec Sponsor
Engage our clients in reconciliation activities through involvement in the celebration of Aboriginal and Torres Strait Islander significant days including National Reconciliation Week.	Dec 2023 Dec 2024	Clinical Director
Continue with negotiations facilitated by NATSIHA and Gindija about the transition of Shanty Creek Residential Rehabilitation program (an LLW operated program for the last 10 years) to an Aboriginal Community Controlled Health Organisation.	Jun 2024	CEO

Relationships



Action 04

Promote positive race relations through anti– discrimination strategies.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Conduct a review of HR policies and procedures to identify existing anti– discrimination provisions, and future needs.	Jun 2024	Director P&C/ HR
Review, communicate and educate an anti– discrimination policy for our organisation.	Jul 2023 Jul 202	Director P&C/ Communication
Engage with Aboriginal and Torres Strait Islander staff and/ or Aboriginal and Torres Strait Islander advisors to consult on our anti– discrimination policy.	Jun 2023	Director P&C/ HR
Educate senior leaders on the effects of racism through anti– discrimination training.	Jun 2023 Jun 2024	Director P&C/ Capability



Respect



Lives Lived Well acknowledges and respects the Traditional Owners of Country and their continuing connection to land, waters and community. We seek to create genuine opportunities to collaborate and integrate their cultures, histories and knowledge into our work in supporting individuals and communities.

Action 05

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Ensure Aboriginal and Torres Strait Islander Cultural Awareness training is completed by 100% of existing staff and included in mandatory training for all new staff.	Jun 2023	Capability Manager
Review cultural learning needs within our organisation, and consult with Aboriginal and Torres Strait Islander stakeholders, to underpin the development and review of a multi-layered cultural learning strategy.	Sep 2023 Sep 2024	Director P&C/ Capability
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform the local/ regional elements of our cultural learning strategy.	Jun 2023	Clinical Service Managers
Communicate and implement a multi-layered cultural learning strategy with completion of required elements prioritised and monitored for all relevant client-facing and clinical leadership employees.	Dec 2023 Dec 2024	Director P&C/ Capability
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning – including attendance by senior leaders at relevant forums and conferences.	Jun 2023 Jun 2024	CEO



Action 06

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jun 2023	Marketing Manager
Review, update, communicate and embed a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Oct 2023	Marketing Manager
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Dec 2023 Dec 2024	Clinical Service Managers
Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings to reflect the local community.	Aug 2023	RAP Chair

Action 07

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

DELIVERABLE	TIMELINE	RESPONSIBILITY
RAP Advisory Group to participate in an external NAIDOC Week event.	First week in Jul 2023 and 2024	RAP Chair



Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.

Jun 2023
Jun 2024

Director P&C

Promote and encourage participation in external NAIDOC events to all staff; and/or seek to host, co-host, or sponsor an event in each local area.

First
week in
Jul 2023
and 2024

Clinical Service
Managers

Action 08

Support clinical service delivery staff with the knowledge and frameworks to demonstrate respect to Aboriginal and Torres Strait Islander clients

DELIVERABLE	TIMELINE	RESPONSIBILITY
Implement cultural guidelines or cultural safety framework across the delivery settings of LLW services and programs	July 2024	Clinical Director
Recognise and reward exemplary delivery of culturally secure services in LLW programs through the annual LLW Deadly Awards.	Sep 2023 Sep 2024	Marketing Manager
Engage with Aboriginal and Torres Strait Islander clients and their experiences and feedback, to improve delivery of services specific to their needs.	Oct 2023	Clinical Director

Opportunities



Lives Lived Well acknowledges that we can influence and provide opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities, through our employment, procurement, professional development, and retention strategies, and positively benefit from diversity and inclusion, becoming an employer of choice for Aboriginal and Torres Strait Islander peoples.

Action 09

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Build understanding and report to Reconciliation Advisory Group on current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jun 2023	HR Manager
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy and our <i>Capability Policy and Learning and Development frameworks</i> .	Sep 2023	Director P&C/HR & Capability
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Mar 2024	Director P&C/HR & Capability
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Sep 2023	Director P&C/HR
Expand recruitment process to include Aboriginal perspectives including interview questions, and representation of panel members (recruitment strategy).	Jun 2023	HR Manager
Review and amend/develop HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2023	Director P&C/HR

Opportunities



Action 10

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, including a focus on local businesses in all areas.	Dec 2023	COO
Obtain Supply Nation membership.	Dec 2023	COO
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Dec 2023	COO
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Dec 2023	COO
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Dec 2023	COO

Action 11

Improve opportunities and support for Aboriginal and Torres Strait Islander employees.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Expand cultural learning professional development opportunities within the organisation, seeking to expand knowledge, cultural capability and cultural safety within the organisation, specifically for Managers to support Aboriginal and Torres Strait Islander staff.	Dec 2023	Capability Manager
Ensure appropriate accessibility for current records of identified Aboriginal and Torres Strait Islander staff, to improve accessibility to support, advocacy, development representation and consultation opportunities	May 2023	HR Manager
Develop and implement a plan to improve career pathway opportunities and career progression into more senior roles within the organisation for Aboriginal and Torres Strait Islander staff.	Jul 2023	Director P&C/ Capability

Governance



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 12

Establish and maintain an effective Reconciliation Advisory Group (RAG) to drive governance of the RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish, apply and review annually a Terms of Reference for the LLW Reconciliation Advisory Group (RAG).	May 2023 May 2024	Lead: Clinical Director Support: Clinical Service Mgrs
Maintain a minimum 50% Aboriginal and Torres Strait Islander representation on the RAG.	May 2023	Clinical Service Managers
Meet bi-monthly as per the requirements of the Terms of Reference to drive and monitor RAP implementation.	May 2023 Jul 2023 Sep 2023 Nov 2023 Jan 2024 Mar 2024 May 2024 Jul 2024 Sep 2024 Nov 2024 Jan 2025 Mar 2025	RAG Chair and Exec Sponsor



Action 13

Provide appropriate support for effective implementation of RAP commitments.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Define resource needs for RAP implementation.	May 2023	CEO
Effectively resource Chair, Project Officer, and Executive Sponsor to support RAP implementation including the Reconciliation Advisory Group, employee support network groups, and working groups as required.	May 2023	CEO
Engage our senior leaders and other staff in the delivery of RAP commitments.	Jun 2023	Exec Sponsor
Include a Reconciliation Advisory Group delegate to the Clinical Governance Committee	Jun 2023	Clinical Director
Define and maintain appropriate systems to track, measure and report on RAP commitments – through the RWG agenda – including data analysis and visibility.	Jun 2023	Exec Sponsor
Maintain an Executive Sponsor to support and guide the RAP process.	Jun 2023	Exec Sponsor
Publish LLW Reconciliation Policy & Procedure to encourage support, responsibility and process mechanisms, for implementation of the RAP commitments.	May 2023	Exec Sponsor



Action 14

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Advise Reconciliation Australia if primary and secondary contact details change to ensure we do not miss out on RAP correspondence.	Jun annually	Exec Sponsor
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug annually	Exec Sponsor
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep annually	Exec Sponsor
Report RAP progress to all staff and senior leaders (Exec/ Board) quarterly.	Jul, Oct 2023 and 2024 Jan, Apr 2024 and 2025	Exec Sponsor
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Mar 2025	Exec Sponsor
Publicly report our RAP achievements, challenges and learnings, annually at a minimum.	Jan 2024 Jan 2025	Exec Sponsor
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Exec Sponsor

Action 15

Continue our reconciliation journey by developing our next RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Register via Reconciliation Australia's website to begin developing our next RAP.	Sep 2024	Exec Sponsor



Lives Lived Well

CONTACT

JULIE DIGNAN
DIRECTOR DATA & QUALITY (Executive Sponsor)
0410514273 | julie.dignan@llw.org.au