



LUTHERAN CARE

REFLECT

Reconciliation Action Plan

Feb 2022 - Feb 2023



RECONCILIATION
ACTION PLAN

REFLECT



LUTHERAN
CARE

ACKNOWLEDGEMENT

Lutheran Care celebrates Aboriginal and Torres Strait Islander peoples' cultures as the oldest continuing cultures in the world. We recognise Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the land and respect their deep spiritual connection to land and water. We acknowledge the trauma, grief and loss of both past and present. We recognise and pay our respects to Elders past, present and emerging leaders and descendants.

OUR RECONCILIATION VISION

Our vision is to build a strong foundation and enduring partnerships for relationships with Aboriginal and Torres Strait Islander peoples in the design, delivery and experience of our services in South Australia and the Northern Territory. Lutheran Care commits to a shared journey that supports reconciliation, healing and justice.



ABOUT THE ARTIST

Rachael Swan completed the cover artwork for Lutheran Care's Reconciliation Action Plan in November 2019.

It is titled "Places LC services in Central Australia and Adelaide and surrounding areas". Rachael is a proud Pertame (Southern Aranda/Luritja) woman and is a staff member in our office in Alice Springs. She is an active member of our RAP Reference Group.



Rachael has written the following explanation of her work:

In this painting I have painted a map of the communities that the Lutheran Care team travel to in Central Australia to help our people understand money and what it could be used for, to empower them to look after their families. The circles are the communities.

I have also included LC's stakeholders, Government agencies and funding bodies that enable us to deliver our services. In the Northern Territory services include our Financial Capability & Wellbeing program, Intensive Family Support Services (keeping children with their families - no more stolen generations, which is a part of what reconciliation is about), and the Kwatja Etatha Playgroup (getting families together for children and parents to interact with one another in the peaceful church grounds). In South Australia, our services include Foster Care, Emergency Relief and other programs as well. The large circle at the bottom is Adelaide connected to Alice Springs.

This painting is a reflection of how I feel about Lutheran Care's work and especially how we are working with Aboriginal and Torres Strait Islander groups/families in relation to financial education and this Reconciliation Action Plan.

The rainbow serpent is a representation of how the land, rivers and hills were formed and our connection to our storyline and dreaming. The wavy 'U' patterns on the rest of the painting can also represent travel, hills and distance. The colours I used represent the colours of the desert (Central Australia) and the sea (Adelaide and surrounding areas).



Karen Mundine
Chief Executive Officer
Reconciliation Australia

MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Lutheran Care to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Lutheran Care joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an

organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Lutheran Care to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations to Lutheran Care, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



RECONCILIATION
AUSTRALIA





Rohan Feegrade
Chief Executive Officer
Lutheran Care

MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

I am delighted to present Lutheran Care's Reflect Reconciliation Action Plan (RAP). This 12-month plan represents a two-year journey and the growth in our resolute commitment towards reconciliation and the creation of futures filled with wonderful opportunities for all Australians.

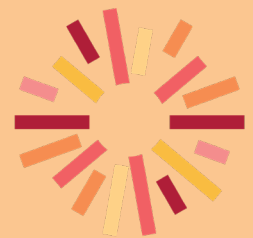
Lutheran Care has been working with Aboriginal and Torres Strait Islander peoples and communities across South Australia since 1969 and in the Northern Territory since 2009.

We strongly believe in the importance of building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities, in order to produce just, respectful and mutually beneficial outcomes.

We also recognise that reconciliation is an evolving and purposeful journey that requires both commitment and effort. This being the case, Lutheran Care will continue to heal and grow our partnership with the Aboriginal and Torres Strait Islander peoples, communities and organisations to foster mutual understanding and harmony.

I wish to acknowledge the contribution of Lutheran Care's Aboriginal and Torres Strait Islander staff to the development of our RAP. I especially thank them for the cultural knowledge and wisdom they have shared through this process and share on a daily basis with their colleagues.

I would also like to give a huge thanks to all members of our RAP Reference Group for their dedicated and passionate contribution towards the preparation of this Plan.



**LUTHERAN
CARE**



OUR BUSINESS

Lutheran Care (LC) provides community services in South Australia and Northern Territory through a range of programs and service sites. We support communities through responding to the needs of individuals and families, community development, and provision of learning opportunities, accommodation and support. Current programs include emergency relief, financial counselling, family support and education, family and relationship counselling, foster care, homelessness services, National Disability Insurance Scheme services and Culturally and Linguistically Diverse services. LC is committed to reducing barriers encouraging inclusion and participation in the community of people with a disability, people of all ages, genders, Lesbian, Gay, Bi-Sexual, Transgender, Intersex and Queer (LGBTIQ) people, Aboriginal and Torres Strait Islander peoples and people from Culturally and Linguistically Diverse (CALD) backgrounds.

As at the time of writing this report, Lutheran Care employs 153 staff, six of whom identify as Aboriginal or Torres Strait Islander people. We have 14 office spaces: 12 in South Australia and 2 in the Northern Territory.

OUR RAP

Lutheran Care is committed to reconciliation and walking together to achieve stronger and better outcomes for Aboriginal and Torres Strait Islander peoples. We believe that reconciliation is everybody's responsibility. In 2019, in accordance with Lutheran Care's commitment to a process of continual improvement, the organisation embarked upon a journey to develop our Reflect Reconciliation Action Plan. Our RAP was initially championed by the General Manager Development & Quality. To demonstrate the strength of our commitment to reconciliation and our RAP we now have a Senior Manager, Community Development and Reconciliation within our management structure who will champion our RAP.

Lutheran Care has had deep relationships with Aboriginal and Torres Strait Islander peoples and communities over its 51 years of providing services in South Australia and 11 years of providing services in the Northern Territory. We seek to strengthen our relationships with Aboriginal and Torres Strait Islander peoples and organisations through this RAP and value our membership with Reconciliation SA.





Reconciliation Action Plan Reference Group

The formation of an internal Reconciliation Action Plan Reference Group in 2019 which continues today, was an important step in developing this RAP. This group worked closely with our RAP Consultant, Craig Rigney, CEO of Kornar Winmil Yunti over the last two years to develop this RAP. The RAP Reference group comprised staff from our NT office in Alice Springs and our SA offices and included Aboriginal and Torres Strait Islander peoples and staff and non-Indigenous staff. It included members of our Executive Team, Management, Team Leaders and practitioners. This Reference Group will continue to meet to help Lutheran Care achieve the RAP deliverables and to progress the goals of this RAP.

The RAP Reference Group oversaw the RAP's development supported by the organisation's key stakeholders. This Group has taken the responsibility of engaging with our diverse staff in drafting our Reflect RAP, and overseeing its achievement of outcomes and continuing evolution to reach new levels of inclusion for all Australians. The RAP Reference Group includes representatives from a wide variety of areas of Lutheran Care, which has ensured ownership of the plan throughout the organisation.

We will implement our RAP by maintaining a strong RAP Reference Group which will provide regular progress reports to our Executive Team and staff of Lutheran Care.



Current RAP Reference Group Membership

Jennifer Wagner: Aboriginal Cultural Worker – Foster Care; Michelle Keane: Executive Manager People and Culture; Pippa Webb: Executive Manager Development & Quality; Stephanie McGarrigan: Senior Manager Community Development and Reconciliation; and Robyn Lines: Foster Care Specialist Team – Case Worker.

The work of this group focused on:

- meeting to discuss and share views in relation to developing aspects of the Reconciliation Action Plan
- conducting an all-staff survey on their understandings of reconciliation
- developing principles, actions and deliverables for inclusion in the Reconciliation Action Plan
- commissioning the artwork for this Reconciliation Action Plan from one of our staff members, Rachael Swan

Our staff survey conducted in October 2019 showed positive results, with the majority of staff showing understanding and empathy for Aboriginal and Torres Strait Islander peoples:

- 85% of staff stated they knew what reconciliation is/means
- 97% thought the relationship between Aboriginal and Torres Strait Islander peoples and other Australians is very important
- 85% support celebrating key reconciliation dates e.g. participating in National Reconciliation Week
- 92% believed LC should provide more opportunities to learn about Aboriginal and Torres Strait Islander peoples/cultures/histories
- 96% believe LC should seek to build stronger relationships with Aboriginal and Torres Strait Islander peoples and organisations
- 90% thought LC should seek to be an employer of choice for Aboriginal and Torres Strait Islander peoples.

The process to date has also uncovered gaps in our understandings and opportunities to explore, including how we visibly demonstrate our commitment to reconciliation through our communication strategies and workplace environment. We are certain our desire to improve the relationship between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples will drive ways of working and listening in Lutheran Care and deepen respect and understanding between cultures.

We have also actively sought to explore opportunities for partnerships with Aboriginal and Torres Strait Islander Controlled Organisations, in areas of service delivery and as suppliers for our business operations. New and growing partnerships with Intract and with Kornar Winmil Yunti are evidence of this commitment and we recognise the specialist knowledge and experience that these partnerships bring to Lutheran Care. The collaboration and sharing of expertise will no doubt increase the capacity of each organisation into the future.



RELATIONSHIPS

Principle: Lutheran Care aspires to build strong and trusting relationships with Aboriginal and Torres Strait Islander peoples and communities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Promote positive race relations through anti-discrimination strategies	• Research best practice and policies in areas of race relations and anti-discrimination.	MAR 2022	Executive Manager Development & Quality
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	MAR 2022	Executive Manager People & Culture
2. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Research best practice and principals that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	MAR 2022	Executive Manager Community Services Executive Manager Development & Quality
	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	MAR 2022	Executive Manager Community Services Executive Manager Development & Quality
3. Celebrate, support and actively participate in National Reconciliation Week	• Promote National Reconciliation Week to LC staff through internal communication utilising Reconciliation Australia's thematic materials.	27 MAY – 3 JUN 2022	Communications Officer, Managers
	• Encourage staff to attend National Reconciliation Week events in their own community.	27 MAY – 3 JUN 2022	Lead: Executive Manager Community Services Support : RAP Reference Group
	• RAP Reference Group actively participate or lead at least one National Reconciliation Week event.	27 MAY – 3 JUN 2022	Central Australia Senior Manager NT, Senior Manager Community Development and Reconciliation



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Maintain and build support for Reconciliation SA to aid the promotion of reconciliation in SA.	• Collaborate with Reconciliation SA in the promotion of reconciliation state-wide.	Nov 2022	CEO
	• Request Reconciliation SA's calendar of events and activities for distribution to LC staff.	Jul 2022	Communications Officer
5. Promote reconciliation through our sphere of influence.	• Display a framed reconciliation statement in client and reception areas at Lutheran Care sites.	MAR 2022	Chief Operations Manager
	• Communicate our commitment to reconciliation to all staff.	MAR 2022	Lead: CEO Support: Communication Officer
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	MAR 2022	Communications Officer, Senior Manager Community Development and Reconciliation
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	JUN 2022	Central Australia Senior Manager NT, Senior Manager Community Development and Reconciliation
	• Launch event held in SA and NT to raise awareness of RAP commitment to all staff and external stakeholders.	OCT 2022	Lead: Central Australia Senior Manager NT Support: RAP Reference Group



Principle: Fostering respect for Aboriginal and Torres Strait Islander peoples' cultures, histories and knowledge is important to Lutheran Care. We will increase our understanding about shared histories and promote ways in which Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples can come together to celebrate Aboriginal and Torres Strait Islander peoples' cultures.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Compile results of a survey to measure staff's current knowledge and understanding of Aboriginal and Torres Strait Islander peoples and cultures and the impact of colonisation to aid in informing LC's approach to staff cultural training.	JUL 2022	General Manager Development & Quality, Executive Manager People & Culture
	• Conduct a review of cultural training needs within LC.	JUL 2022	Executive Manager People & Culture
	• Source cultural training in SA and NT for LC staff.	JUL 2022	Executive Manager People & Culture
	• Include Aboriginal and Torres Strait Islander guest speakers in LC's internal conferences/retreats.	JUL 2022	Executive Manager People & Culture



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols via appropriate training.	JUN 2022	Executive Manager People & Culture
	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	JUN 2022	Chief Operations Manager
	• Ensure that Acknowledgement of Country is noted as an opening agenda item at Board, Leadership and All Staff meetings, as well as public and formal events.	MAR 2022	Executive Manager Development & Quality
	• Develop and implement a policy re: Inviting local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	NOV 2022	Lead: Executive Manager Development & Quality Support: Managers of other sites as appropriate
3. Celebrate, support and actively participate in NAIDOC Week.	• RAP Reference Group to participate in an external NAIDOC Week event.	JUL 2022	Lead: Senior Manager Community Development Support: RAP Reference Group
	• Encourage staff to attend internal and external NAIDOC Week events in their own community.	JUL 2022	Lead: Senior Manager Community Development Support: RAP Reference Group
	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	JUN 2022	Lead: Senior Manager Community Development Support: RAP Reference Group



Principle: Lutheran Community Care is committed to ensuring that Aboriginal and Torres Strait Islander voices are included in governance and decision-making.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Maintain an effective RAP Reference Group to drive governance and monitor implementation of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RAP Reference Group	JUL 2022	Senior Manager Community Development and Reconciliation Executive Manager People & Culture
	• Annually review and update Terms of Reference for the RAP.	JUL 2022	Senior Manager Community Development and Reconciliation RAP Reference Group
	• Meet at least four times per year to drive and monitor RAP implementation.	FEB 2022 APR 2022 JUL 2022 OCT 2022	Senior Manager Community Development and Reconciliation RAP Reference Group
2. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	OCT 2022	Senior Manager Community Development and Reconciliation
3. Provide appropriate support for effective implementation of RAP commitments	• Define and maintain resource needs for RAP implementation.	JUN 2022	Senior Manager Community Development and Reconciliation
	• Engage senior leaders and staff in the delivery of RAP commitments.	JUN 2022	Senior Manager Community Development and Reconciliation
	• Define and maintain appropriate systems and capability to track, measure and report on RAP commitments.	OCT 2022	Executive Manager Community Services



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Report RAP achievements and challenges internally and externally.	• Report achievements and challenges to staff via CEO Newsletter.	JUN 2022 DEC 2022	Senior Manager Community Development and Reconciliation
	• Report progress in implementing our RAP to LC Board every 6 months.	JUN 2022 DEC 2022	Chief Executive Officer
	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	JUNE 2022 (and annually)	Lead: Senior Manager Community Development Support: RAP Reference group
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 AUG 2022 (and annually)	Lead: Senior Manager Community Development Support: RAP Reference group
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 SEP 2022 (and annually)	Lead: Senior Manager Community Development Support: RAP Reference group



OPPORTUNITIES

Principle: Lutheran Care recognises and appreciates the specialist knowledge, skills and experiences that Aboriginal and Torres Strait Islander peoples bring to our organisation. We are committed to greater inclusion of Aboriginal and Torres Strait Islander peoples in our workforce.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	OCT 2022	Executive Manager People & Culture
	• Review on-boarding documentation and processes to identify Aboriginal and Torres Strait Islander staff and volunteers.	SEP 2022	Executive Manager People & Culture
	• Conduct review of LC staff and volunteers to establish baseline metrics of Aboriginal and Torres Strait Islander peoples and Torres Strait Islander employment.	SEP 2022	Executive Manager People & Culture
	• Investigate potential tertiary institutions and schools in relation to providing employment opportunities for Aboriginal and Torres Strait Islander students.	SEP 2022	Executive Manager Development & Quality
2. Explore opportunities for engagement with Aboriginal and Torres Strait Islander owned businesses and suppliers.	• Develop a business case in relation to development of new commercial relationships with Aboriginal and Torres Strait Islander owned businesses.	FEB 2022	Executive Manager Finance Chef Operations Officer
	• Investigate Supply Nation Membership.	Feb 2022	Executive Manager Finance Chef Operations Officer



Contact Details -

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External Consultant:

Craig Rigney | CEO | KKY

Lutheran Care RAP Reference Group:

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Livia Carusi | Kirsty Blackmore |

Amanda Newmarch | Michelle Merrick



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