



## Acknowledgement of traditional ownership

Toora acknowledges that Aboriginal people are the Traditional Custodians of this land that we live and work on. We would like to pay our respect to their Elders past and present, to celebrate their ongoing contribution to Australian culture, and express gratitude for the privilege of being here.

## About this RAP

This document has been prepared by the Reconciliation Action Plan (RAP) Committee, which consists of workers from each of the Toora services. We have consulted and sought feedback from the Indigenous Reference Group established in partnership with EveryMan Australia and will continue to seek this support as we work through this RAP and in developing future RAPs. The Indigenous Reference Group is comprised of Aboriginal and Torres Strait Islander staff from both agencies and its role is to provide advice on culturally appropriate employment practices and other organisational matters.

We would like to acknowledge the contributions of the Indigenous Reference Group in preparing this document and the ACT Council of Social Services (ACTCOSS) for the Aboriginal and Torres Strait Islander Good Practice Standards for Culturally Appropriate Community Services around which this RAP is shaped.

## Original art by Awesome Kato and Awesome Nicky

Butterflies are symbolic of change and these butterflies by Kato (10) and Nicky (9)—who are both proudly Yuin and Wiradjuri—have clap stick bodies and include waterholes with women and kangaroo tracks coming down from Mount Ainslie.



## Our vision for reconciliation

Toora's vision for reconciliation is of a nation that truly acknowledges and celebrates Aboriginal and Torres Strait Islander peoples as the original Custodians of this land. This is an Australia where Aboriginal and Torres Strait Islander and other Australian peoples have a shared understanding and mutual respect of each other's cultures and enjoy equal opportunities for participation in our community.

Through progressing reconciliation and healing we will improve the wellbeing of both the Aboriginal and Torres Strait Islander communities and the wider Australian community. We embrace a comprehensive approach involving all Toora women and their multiple communities; clients; Aboriginal and Torres Strait Islander partners; workers and Board, in our reconciliation journey.

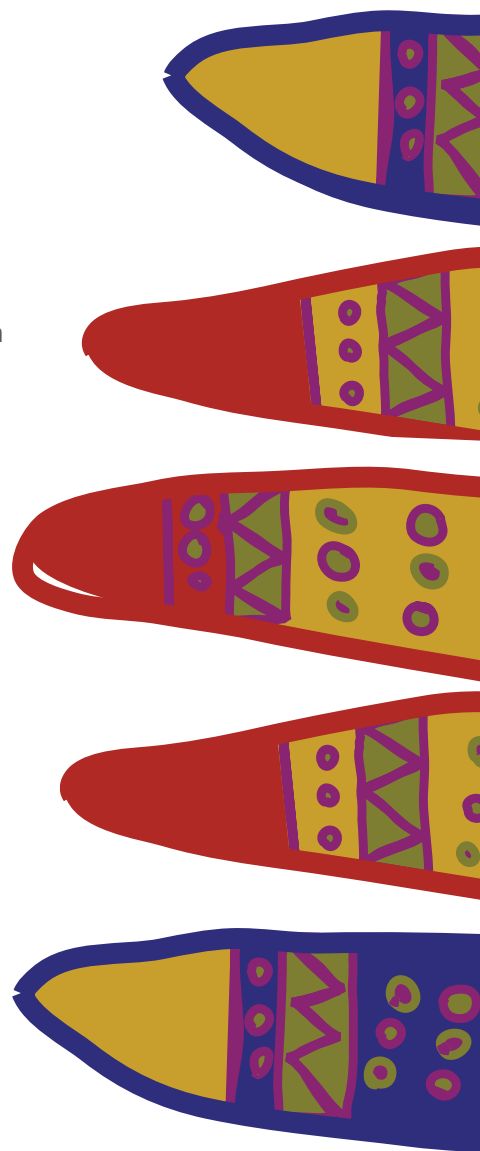
## Our business

Toora is a not-for-profit organisation that supports women with complex issues who have experienced past or present traumas such as:

- the impact of their own or another's drug and alcohol use
- domestic, family and sexual violence
- mental health issues
- homelessness or needing support to stay out of the homelessness system
- the ACT corrections system.

Our current alcohol and other drug (AOD) health treatment, domestic violence, and homelessness programs range across a variety of settings such as crisis, medium-term and head tenancy accommodation, day program, counselling and outreach support, allowing Toora to provide a wrap-around trauma-informed care model, in an integrated service system. We deliver these complex services within a gender-specialist and human rights framework. We operate from seven office sites across Canberra. We regularly consult with government bodies, peak bodies and community groups across the Territory.

Diversity is a documented and practiced value at Toora and is reflected in our employment policies that ensure a mixture of identity and culture. At the moment, Toora employs 45 staff members and one Aboriginal. An improvement in the numbers of Aboriginal and Torres Strait Islander staff is a priority in the new RAP. We recognise the dominant culture in this and are committed not to impose it on others. Our work practices encourage staff to challenge themselves to gain and increased self-awareness of their own prejudice.



## Message from Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see Toora Women Inc. continue its reconciliation journey and to formally endorse its first Innovate RAP and second RAP overall.

Through the development of an Innovate RAP, Toora continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

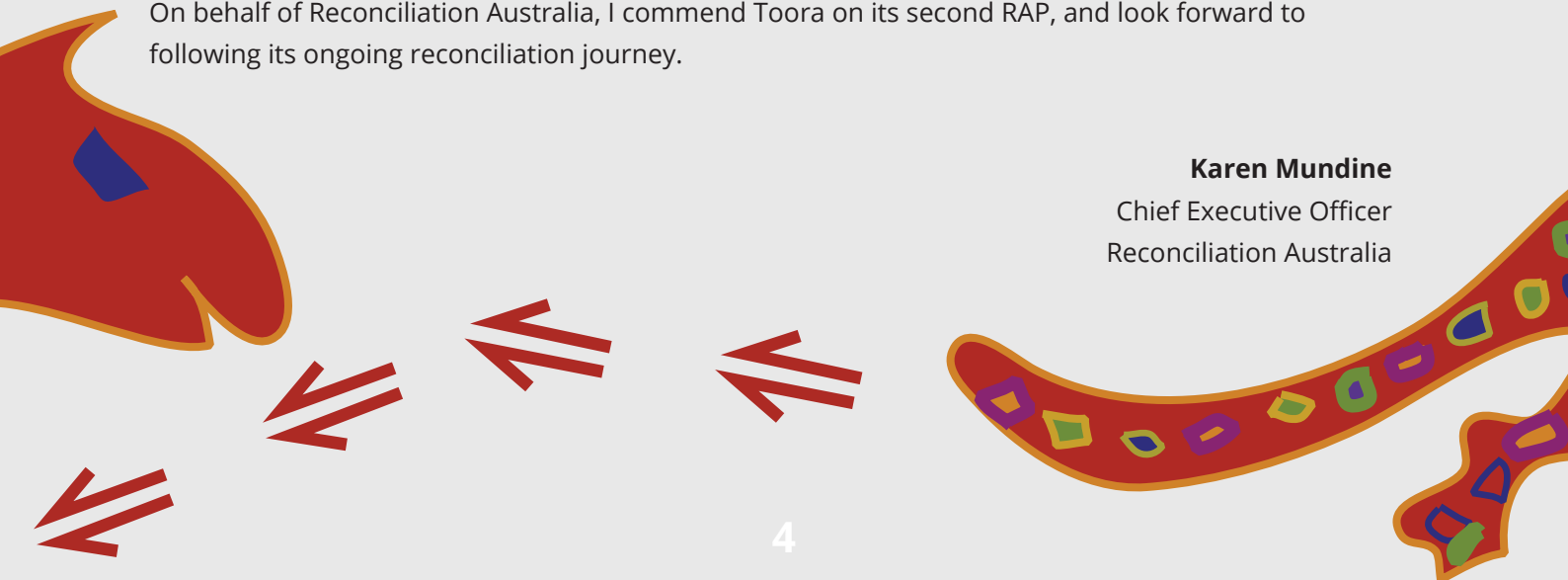
The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Toora with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Toora will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Toora well as it embeds and expands its own unique approach to reconciliation. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

*“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”*

On behalf of Reconciliation Australia, I commend Toora on its second RAP, and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## Our reconciliation journey

Toora has been committed to reconciliation since opening in 1983. We have worked to develop relationships with Aboriginal and Torres Strait Islander peoples and organisations, build respect and identify and pursue opportunities for reconciliation.

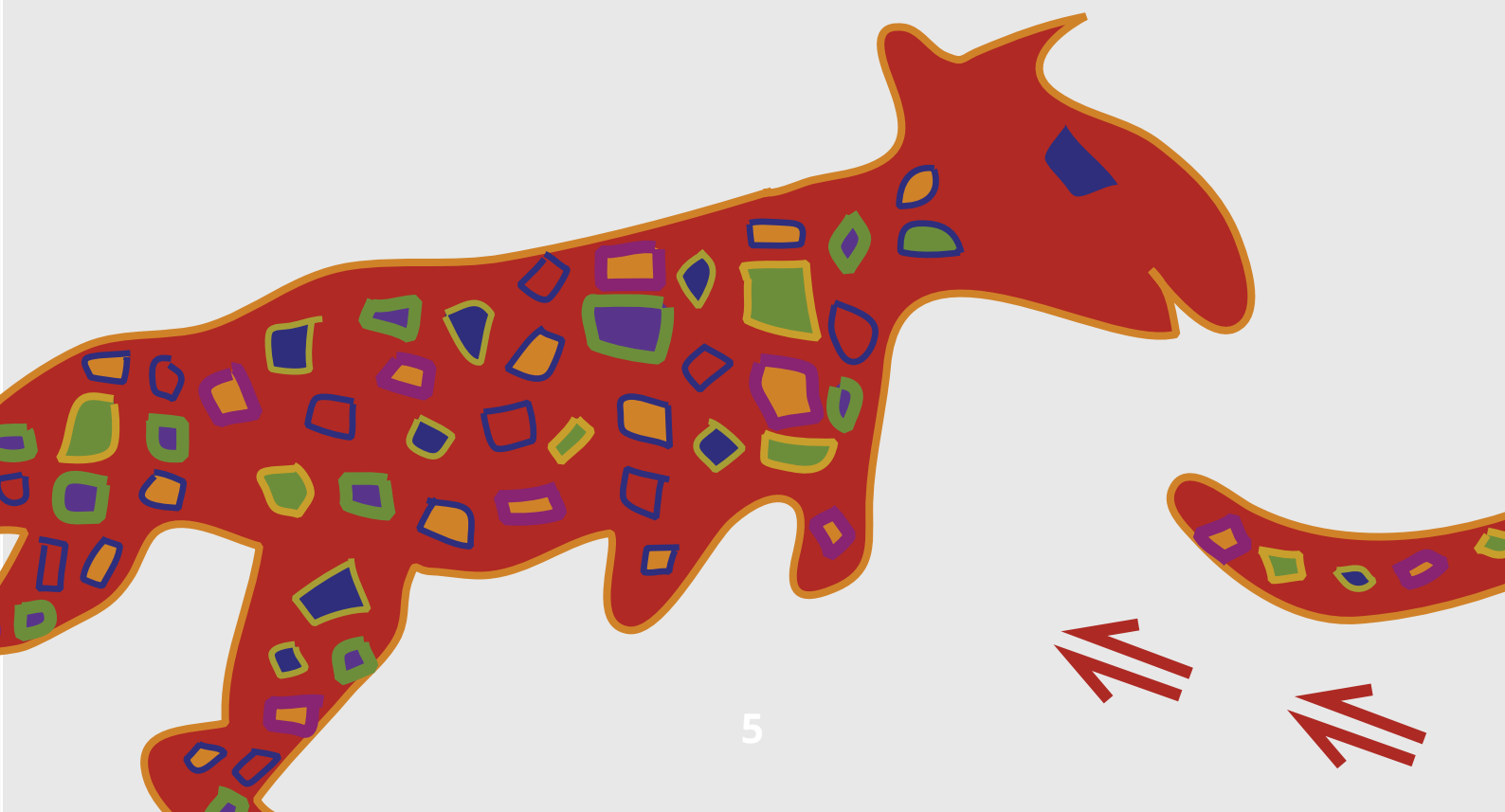
Toora has worked to identify and articulate actions that we can undertake to contribute to reconciliation in a political forum, professionally and personally. We are committed to engaging with issues in a meaningful way.

Toora workers have had access to opportunities to engage with reconciliation through increasing their knowledge and building their understanding of Aboriginal and Torres Strait Islander histories, cultures and contemporary issues and by participating and contributing to events that foster reconciliation.

RAP will ensure that reconciliation remains at the forefront of Toora culture and that worker's commitment to reconciliation is recorded in structured way.







We developed our first Reconciliation Action Plan in 2012. At the time, we considered that we were providing culturally safe services but key learnings from the 2012 RAP recognized that we have a way to go. We are committed to this process and cultural safety is a priority for us moving forward. Our new RAP builds on Toora achievements and learnings, working towards embedding the principles of reconciliation into organisational culture, and endeavors to advance our contribution to the reconciliation process.

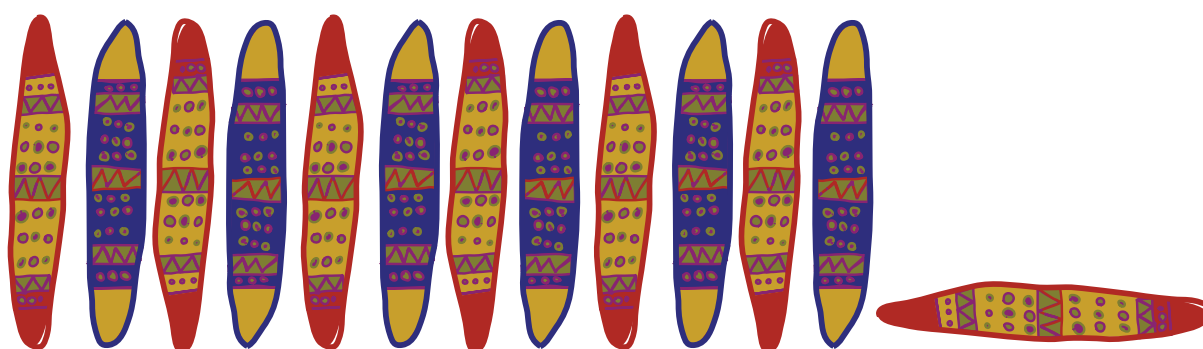
This Reconciliation Actions Plan will be championed by the Toora Board, Executive Director, Leadership team and RAP Committee.



## Respect and Commitment






**Standard to be achieved:** Toora respects the traditions and cultures of Aboriginal and Torres Strait Islander communities, understands their historical dispossession, and actively works to eliminate racism and improve the status of Aboriginal and Torres Strait Islander peoples in the community.

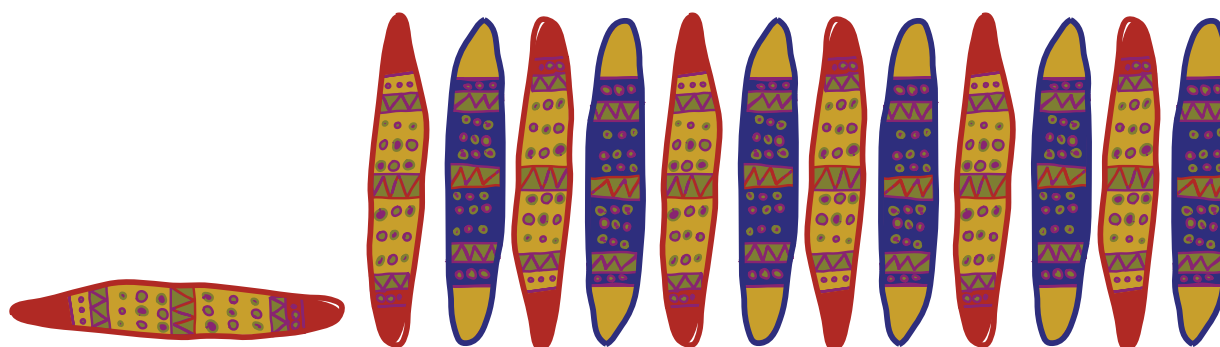
Action	Responsibility	Timeline	Measurable target	Pillar	How will we know it's done?
Acknowledge Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of the land.	Executive Director	Ongoing Review July 2020	An Acknowledgement of Country statement is included in all Toora publications, email signatures, events and meetings.	Respect 	Minutes Reports Email signature
Review of Toora Values Statement to include "Reconciliation".	PQR Officer	Jan 2020	Toora Values Statement is revised to include Reconciliation. Reconciliation is added as stated value in Toora future printed materials.	Relationships 	Revised values statement Email signature Reports, website
Make Toora's Reconciliation Action Plan publicly available.	Executive Director	Jan 2020 Nov 2020 Nov 2021	Toora RAP will be available on Toora and Reconciliation Australia websites. RAP progress report included in Toora Annual Report.	Relationships 	Website Annual Report
Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Indigenous Reference Group Chair	Jul 2020	Pre & post survey. Aboriginal Elder to attend.	Respect 	Survey Monkey Minutes
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	RAP Chair	Jan 2021	Protocol document in place.	Respect 	Document
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Executive Director	November 2020	Aboriginal Elder to attend.	Respect 	Promotional materials



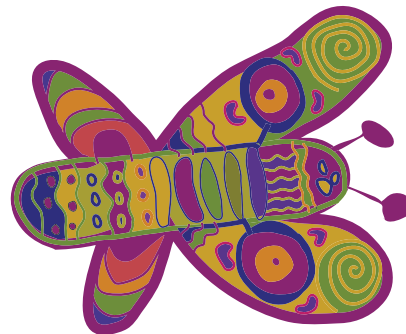


## Respect and Commitment continued.

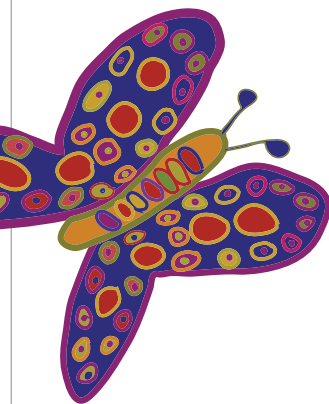






Action	Responsibility	Timeline	Measurable target	Pillar	How will we know it's done?
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Chair	Annually  August 2020	RAP Committee to participate in an external NAIDOC Week event.  Review HR policies and procedures to remove any barriers to staff participating in NAIDOC Week.  Promote and encourage participation in external NAIDOC events to all staff.	Respect 	Promotional material  Policies  RAP report
Promote reconciliation through our sphere of influence.	RAP Chair	June 2020	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.  Collaborate with RA and other like-minded organisations to develop ways to advance reconciliation.	Relationships 	Minutes
Promote positive race-relations through anti-discrimination strategies.	PQR Officer	January 2021	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.  Develop, implement and communicate an anti-discrimination policy for our organisation.  Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.  Educate senior leaders on the effects of racism.	Relationships 	Policy schedule  Minutes  Training documents
Continue our Reconciliations journey by developing our next RAP.	Executive Director	Jul 2021	Register via Reconciliation Australia's website to begin developing our next RAP.	Governance 	A new RAP
Provide appropriate support for effective implementation of RAP commitments.	Executive Director	Mar 2020	Define resource needs for RAP implementation.  Engage our senior leaders and other staff in the delivery of RAP commitments.  Define and maintain appropriate systems to track, measure and report on RAP commitments.  Appoint and maintain an internal RAP Champion from senior management.	Governance 	Minutes and reports



## Staff Knowledge and Development






**Standard to be achieved:** People working in the organisation have the knowledge, attitude and access to training and resources to work with Aboriginal and Torres Strait Islander peoples in a culturally appropriate manner.

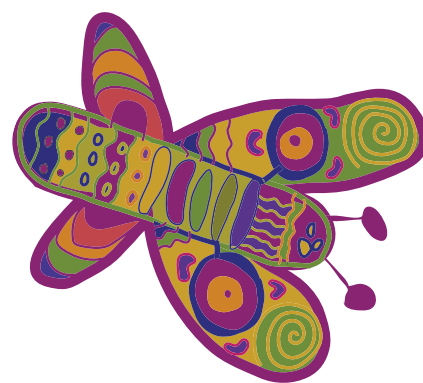
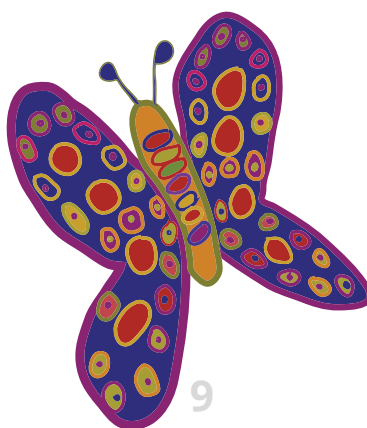
Action	Responsibility	Timeline	Measurable target	Pillar	How will we know it's done?
<p>Increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</p> 	<p>Executive Director</p> <p>PQR Officer</p> <p>Financial Controller</p> <p>Executive Director</p>	<p>Ongoing</p> <p>Review: May 2020</p> <p>May 2021</p> <p>Mar 2020</p> <p>Ongoing Jan 2020</p> <p>Jul 2021</p>	<p>All workers attend Cultural Awareness training in 1st year of employment with refresher every 3rd year.</p> <p>Completion of on-line cultural learning is included in the worker induction program.</p> <p>Toora RAP is supplied and explained to all workers and included in the standard induction package for new employees.</p> <p>Opportunities are provided for RAP Committee members, supervisors of Aboriginal and Torres Strait Islander staff, and other key leadership staff to participate in formal and structured cultural learning.</p> <p>Conduct a review of cultural learning needs within our organisation.</p> <p>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</p> <p>Develop, implement and communicate a cultural learning strategy for our staff.</p>	<p>Respect</p> 	<p>Training report</p> <p>Induction Report</p> <p>Employment checklist</p> <p>Training report</p>
Encourage staff participation in Aboriginal and Torres Strait Islander events with a view to fostering a culture within Toora of learning from and with Aboriginal and Torres Strait Islander people.	<p>Stakeholder Communication Committee Chair</p> <p>Executive Director</p>	<p>Oct 2020</p> <p>July 2020</p>	<p>A calendar of events for our services to participate in is developed.</p> <p>Attendance to Aboriginal and Torres Strait Islander cultural events is recognised as worker training opportunities and supported and budgeted for.</p>	<p>Respect</p> 	<p>Calendar of events</p> <p>Toora Workforce Development Strategy report</p> <p>Training Plans</p>
Develop a governance program to provide Aboriginal and Torres Strait Islander staff with practical experience in governance of community organisations.	PQR Officer	Jan 2021	Aboriginal and Torres Strait Islander staff undertake training.	<p>Opportunities</p> 	Training report
Provide culturally sensitive professional development opportunities to deliver capacity of community sector Aboriginal and Torres Strait Islander staff.	RAP Committee Chair	December 2020	Toora and EveryMan Indigenous staff to develop and deliver an in-house cultural awareness program to staff of both agencies	<p>Respect</p> 	<p>Training report</p> <p>Training lesson plans</p>
RAP committee to participate in Aboriginal and Torres Strait Islander movie club.	RAP Committee Chair	One week prior to quarterly AF meeting	RAP committee members make available an Indigenous film for staff to discuss at staff Advisory Committee.	<p>Respect</p> 	AF minutes
Sharing Aboriginal and Torres Strait Islander History.	RAP Committee Chair	<p>July 2020</p> <p>Review: Jan 2021</p>	<p>RAP Committee to explore Aboriginal and Torres Strait Islander history facts.</p> <p>A 'Fact of the Month' is written, posted on SharePoint and archived.</p>	<p>Respect</p> 	<p>Monthly schedule of 'Facts'</p> <p>SharePoint archive files</p>



# Aboriginal and Torres Strait Islander Employment




**Standard to be achieved:** Toora employs Aboriginal and Torres Strait Islander peoples, values their expertise and provides them with culturally appropriate support

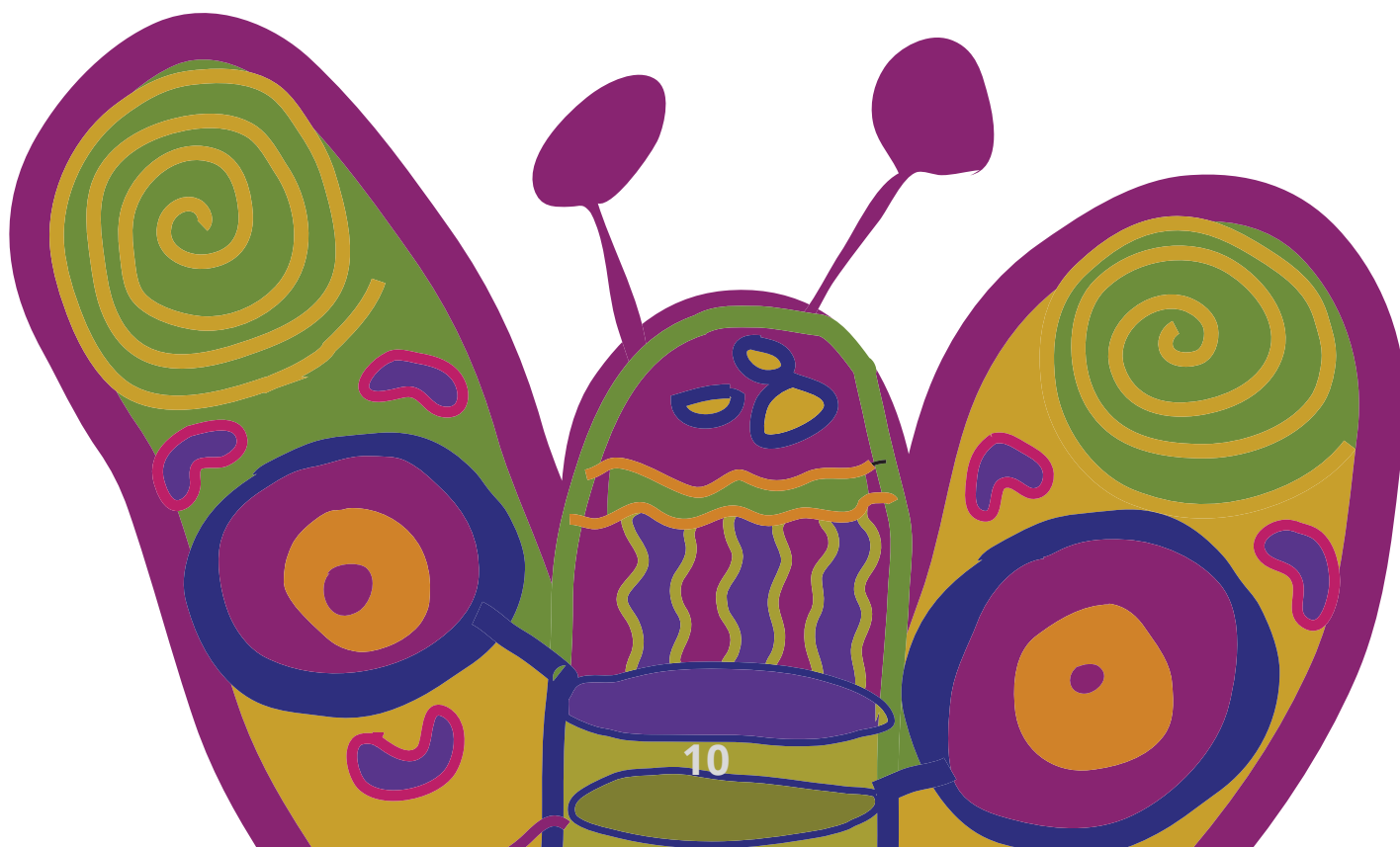
Action	Responsibility	Timeline	Measurable target	Pillar	How will we know it's done?
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development."	Executive Director	Ongoing  Review: May 2020  May 2021	All external Toora job advertisements are circulated to Aboriginal and Torres Strait Islander networks including word-of-mouth and include an encouragement to apply.  Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.  Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.  Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.  Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Opportunities 	Recruitment records  Recruitment, Appointment and Induction policy
Maintain an Indigenous Reference group comprised of Aboriginal and Torres Strait Islander staff from Toora Women Inc and EveryMan Australia to advise on culturally appropriate employment practices and other organisational matters.	Executive Director	Mar 2020 Jun 2020 July 2021	A reference group is established and meet regularly. Terms of reference (TOR) established.  Increase percentage of Aboriginal and Torres Strait Islander employees from 1% to 3% of our workforce.	Governance 	Minutes TOR Employment records
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	RAP Chair	Jan 2021	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. Investigate Supply Nation membership. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.  Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.  Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Opportunities 	Procurement strategy Supplier list



## Culturally Appropriate Service Delivery



**Standard to be achieved:** Toora makes Aboriginal and Torres Strait Islander peoples feel welcome and included and provides them with services in a culturally appropriate manner.

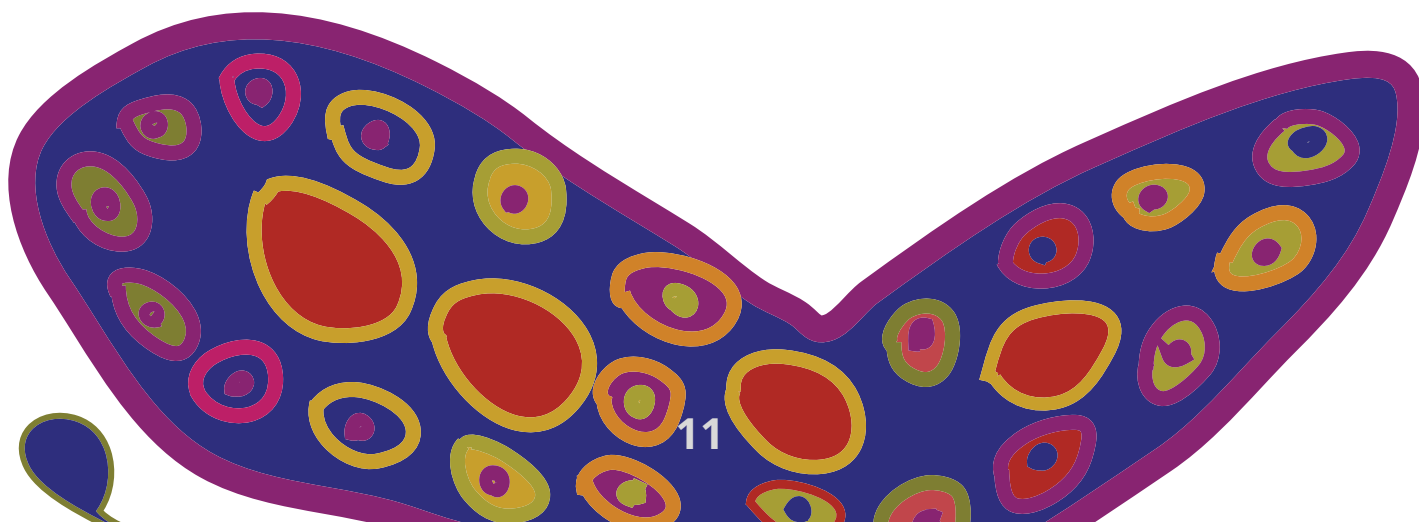
Action	Responsibility	Timeline	Measurable target	Pillar	How will we know it's done?
Ensure Toora Services are accessible for Aboriginal and Torres Strait Islander clients and workers.	PQR Officer	Jun 2021	Incorporate feedback suggestions from clients regarding improving accessibility for Aboriginal and Torres Strait Islander women.	Relationships 	Client satisfaction report
	RAP Committee Chair	Dec 2020	A directory of Aboriginal and Torres Strait Islander organisations and services is in place and used for referrals and to provide information for clients.		Directory
	PQR Officer	Dec 2021	Information about the service, equality of access, and the rights of clients is provided in plain English through a variety of methods including verbally.		SharePoint Website Pamphlets/posters
Ensure staff members know the strategies used by the organisation to welcome, communicate, engage, assess and support Aboriginal and Torres Strait Islander peoples	TDVHS Director TAOD Director	December 2020	Toora forms are written using plain English and/or assistance is offered if a client is required to fill out a form.	Opportunities 	SharePoint forms folder
	TDVHS Director TAOD Director	December 2020	Assessment of Aboriginal and Torres Strait Islander clients includes an assessment of cultural needs.		Assessment form
Make our spaces Aboriginal and Torres Strait Islander friendly	RAP Committee Chair	Mar 2020	Aboriginal and Torres Strait materials and artworks are displayed at each of Toora work site.	Respect 	Posters/artworks



## Engagement with Communities




**Standard to be achieved:** Toora has relationships with Aboriginal and Torres Strait Islander organisations and communities and collaborates with them to improve outcomes for Aboriginal and Torres Strait Islander peoples.

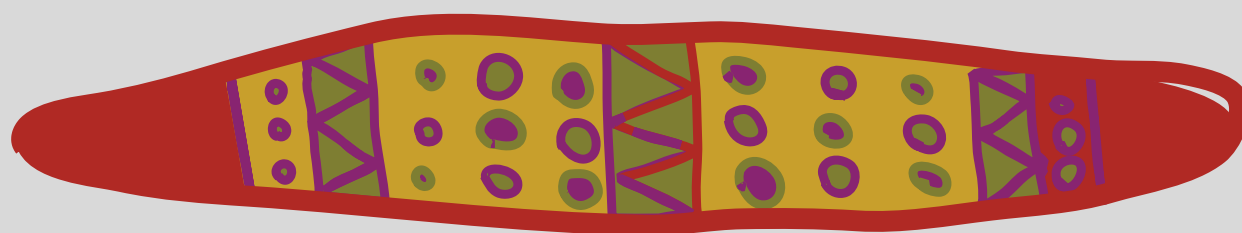
Action	Responsibility	Timeline	Measurable target	Pillar	How will we know it's done?
Maintain relationships with Aboriginal and Torres Strait Islander Communities	RAP Committee Chair  RAP Committee Chair	Ongoing  December 2020	The Toora/EveryMan Indigenous Reference Group assists in overseeing our RAP.  Toora promotional material is distributed to Aboriginal and Torres Strait Islander organisations and locations where Aboriginal and Torres Strait Islander peoples may see them.  Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.  Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Relationships 	Minutes  Minutes Pamphlets
Participate in events, projects and celebrations with Aboriginal and Torres Strait Islander organisations and communities such as National Reconciliation week	RAP Committee Chair  RAP Committee Chair  RAP Committee Chair	December 2020  Review: Jul 2020 Jul 2021  Review: Jul 2020 Jul 2021	Toora is aware of dates and events of significance to Aboriginal and Torres Strait Islander peoples  Invite Aboriginal and Torres Strait Islander organisations and communities to attend Toora Women's events.  Accept invitations from Aboriginal and Torres Strait Islander organisations and encourage worker participation in at least two events per annum (NAIDOC, Sorry Day and National Reconciliation week)  Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.  RAP Committee members to participate in an external NRW event.  Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.  Organise at least one NRW event each year.  Register all our NRW events on Reconciliation Australia's NRW website.	Relationships 	Schedule of dates and events   Event attendance list   Emails Photos



## Service Development and Evaluation

**Standard to be achieved:** Toora includes the perspectives and needs of Aboriginal and Torres Strait Islander peoples in the design, planning evaluation and improvement of its services.

Action	Responsibility	Timeline	Measurable target	Pillar	How will we know it's done?
Data and feedback from Aboriginal and Torres Strait Islander clients is collected and recorded	PQR Officer	6-monthly Review: May 2020 May 2021	Data and feedback from Aboriginal and Torres Strait Islander clients are collected and evaluated at Toora off-site meeting.	Governance 	Off-site reports and minutes
Maintain an effective RAP committee to drive governance of the RAP"	RAP Committee Chair	Monthly Review Oct 21	RAP meets monthly to have an overview of the implementation and tracking of the RAP  Maintain Aboriginal and Torres Strait Islander representation on the RWG.  Establish and apply a Terms of Reference for the RAP Committee.	Governance 	Minutes
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally."	Executive Director	Quarterly  Sept 2020  Sept 2021	Quarterly RAP reports are presented to all staff, Leadership and Board.  Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.  Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.  RAP progress report included in Toora Annual Report	Governance 	Report



**For all enquiries about this RAP,  
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