



# REFLECT RECONCILIATION ACTION PLAN

January 2020 - January 2021





## THE ARTIST

The artwork for the ECH Reconciliation Action Plan was undertaken by emerging Indigenous artist Haylee Williams.

Haylee's painting "Bringing People Together" represents ECH as an inclusive, respectful and diverse organisation, sharing the many stories that creates the rich tapestry of the organisation.

Haylee sees the collaboration with ECH as an opportunity to represent Aboriginal artists and to share her passion for dot painting with the wider community.



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# CHAIR AND CHIEF EXECUTIVE'S MESSAGE

ECH has developed the following Reconciliation Action Plan (RAP) to guide its work with the many Aboriginal communities we actively work with.

From the Kurna people of the Adelaide Plains region to the Peramangk people of the Adelaide Hills region and Ngarrindjeri people of the Fleurieu Peninsula region, ECH is committed to continuing on this reconciliation journey.

ECH believes we are all entitled to human rights without discrimination. Human rights are based on principles of dignity, equality and mutual respect, shared across cultures, religions and philosophies.

Respect for human rights is the cornerstone of strong communities in which everyone can make a contribution and feel included – something ECH is committed to.

The ECH RAP is a clear action plan that aligns with the ECH vision of enabling clients to stay who they are, where they are. ECH understands the importance of place, the celebration of culture and the rights of dignity and respect.

Warm regards,

**David Panter**  
Chief Executive

**Sue Vardon**  
Chair

# ECH BUSINESS

Since its foundation in 1964, ECH has established itself as a highly respected and trusted provider of aged care services in South Australia.

Today, ECH is one of the largest not-for-profit providers of integrated retirement living accommodation and ageing care services that enable people to continue to live independently at home as they age.

ECH is highly committed to being inclusive of clients and staff with differing backgrounds. ECH is constantly tailoring its services to reach diverse social groups, such as culturally and linguistically diverse (CALD), lesbian, gay, bisexual, transgender and intersex (LGBTI) and Aboriginal and Torres Strait Islander communities.

ECH is proudly South Australian, providing services to people residing in metropolitan Adelaide and South Australian areas.

ECH provides operational services through seven Adelaide metropolitan sites, located at Henley Beach, Kidman Park, Clarence Gardens, Walkerville, Smithfield, Happy Valley and Mount Barker, as well as two operational sites in regional Victor Harbor. Additionally, ECH has a corporate head office located in Parkside in metropolitan Adelaide.

ECH currently employs 623\* people through four service types; retirement living accommodation, at-home services, social programs and wellness services.

ECH currently has three Aboriginal and Torres Strait Islander employees, with the ECH workforce strategy strongly aimed at attracting and retaining a more diverse workforce, including Aboriginal and Torres Strait Islander peoples.

\*As at 7 February 2020

# ECH RAP

ECH is an enterprise that promotes self-determination and enables people to have the best life possible as they age. ECH recognises that a central element to the notion of 'best life possible' is the acknowledgement and respect of each person's diversity, individual worldview and life story.

Additionally, ECH works to ensure that services are delivered in a culturally appropriate, responsive and sensitive manner.

ECH recognises that Aboriginal and Torres Strait Islander peoples have higher vulnerabilities as they age, including lower life expectancy and higher rates of social, physical and mental health conditions, including poverty, chronic conditions, depression, anxiety and suicide.

These vulnerabilities are a result of generations of dispossession, colonisation, systemic racism, intergenerational trauma and non-recognition and prohibition of cultural rites, language, connection to country, laws and traditions.

ECH also recognises the resilience of Aboriginal and Torres Strait Islander peoples and cultures, the most enduring and continuous civilisation in human history.

ECH is working with Aboriginal and Torres Strait Islander communities to develop current and new services that are tailored to the needs of these communities, whilst focusing on the strengths of Aboriginal and Torres Strait Islander peoples by using co-design principles.

An internal staff RAP Working Group will be established to formulate and progress the ECH Reconciliation Action Plan and all staff will receive ongoing information, education and training about their role in the successful implementation of the RAP.

Education will be designed to increase staff and volunteer's knowledge, empathy and skills in working with Aboriginal and Torres Strait Islander people and Elders.



ECH established an internal Diversity Reference Group (DRG) in 2016. Members of the Diversity Reference Group receive training and education about diverse community groups, including Aboriginal and Torres Strait Islander communities.

Education has been delivered to the group by the Living Kurna Centre, a cultural centre in Adelaide whose purpose is to build respect and recognition of Kurna culture. Future Aboriginal and Torres Strait Islander cultural awareness training is planned for members of the Diversity Reference Group to build on this foundational knowledge.

Members of the DRG spread the knowledge they receive to their own work teams, ensuring that the entire ECH workforce benefits from ongoing education, resourcing and training received by DRG members.

An internal Aboriginal and Torres Strait Islander co-design working group was developed in 2018. This group attended three workshops from Aboriginal consultant, Dana Shen, aimed at providing knowledge in the basic principles of working with Aboriginal and Torres Strait Islander people, including cultural norms and protocols.

These workshops provided the basis of a co-design framework which guides an ECH project focused on developing one or more tailored services for Aboriginal and Torres Strait Islander Elders, particularly focused on the housing needs of older members of Aboriginal communities.

The Diversity Project Manager has met with several Aboriginal Elders groups in metropolitan Adelaide, including the Grannies Group in Port Adelaide, to seek approval and guidance in the development and delivery of these co-designed tailored services for Aboriginal and Torres Strait Islander peoples.

# ECH PARTNERSHIPS

ECH is a member organisation of Weaving the Nets, an Adelaide-based network for organisations working with and supporting Aboriginal and Torres Strait Islander peoples.

ECH established an Aboriginal Advisory Group at the end of 2018, comprising of Aboriginal Elders and ECH Aboriginal staff. The Aboriginal Advisory Group was established to guide the progress of co-designing one or more tailored services for Aboriginal and Torres Strait Islander peoples, and/or redesigning current services to be culturally appropriate for Aboriginal and Torres Strait Islander peoples.

## RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within ECH local area or sphere of influence.	January 2020	Diversity Manager
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2020	Diversity Manager
	• Undertake individual and group yarns with Aboriginal and Torres Strait Islander Elders and co-design tailored services for Aboriginal and Torres Strait Islander people aged 50 and over.	December 2020	Diversity Manager ECH Aboriginal Advisory Group
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to ECH staff.	May 2020	Diversity Manager Internal Communications Business Partner Operational Services Managers
	• RAP Working Group members to participate in an external NRW event.	May 2020	Diversity Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2020	Diversity Manager Internal Communications Business Partner

3. Promote reconciliation through ECH sphere of influence.	• Communicate ECH commitment to reconciliation to all staff.	February 2020	Diversity Manager Internal Communications Business Partner
	• Identify external stakeholders that ECH organisation can engage with on ECH reconciliation journey.	February 2020	Diversity Manager
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on ECH reconciliation journey.	February 2020	Diversity Manager
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	March 2020	Diversity Manager Human Resource Manager
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2020	Diversity Manager Human Resources Manager Quality and Compliance Manager
5. Raise awareness of ECH RAP to internal and external stakeholders	• Develop and implement a strategy to raise awareness amongst ECH staff, volunteers and clients about ECH RAP.	June 2020	Diversity Manager
	• Develop and implement a strategy to ensure that internal stakeholders understand their responsibilities within ECH RAP.	June 2020	Diversity Manager Internal Communications Business Partner
	• Ensure that Aboriginal and Torres Strait Islander people and culture are represented within ECH marketing images and included on the ECH website and intranet.	December 2020	Marketing Manager Internal Communications Business Partner
	• Ensure that an electronic copy of the ECH RAP is available via the ECH website and the intranet-based Diversity Knowledge Base.	March 2020	Diversity Manager Marketing Manager Internal Communications Business Partner
	• Hold a RAP launch event at the ECH Head Office in Parkside.	March 2020	Chief Executive Diversity Manager Internal Communications Business Partner



## RESPECT

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within ECH organisation.	April 2020	Learning & Capability Manager
	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within ECH organisation.	August 2020	Diversity Manager
	• Source and offer Aboriginal and Torres Strait Islander Cultural Awareness Training to staff members and volunteers, including e-learning and face-to-face training.	June 2020	Learning & Capability Manager
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within ECH organisation's operational area.	February 2020	Diversity Manager
	• Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2020	Diversity Manager
	• Develop staff resources about cultural protocols to be aware of and adhere to when working with Aboriginal and Torres Strait Islander peoples.	July 2020	Diversity Manager Learning and Capability Manager

3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst ECH staff about the meaning of NAIDOC Week.	First week in July, 2020	Diversity Manager Internal Communications Business Partner
	• Introduce ECH staff to NAIDOC Week by promoting external events in ECH local area.	June 2020	Diversity Manager Internal Communications Business Partner
	• ECH RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2020	Diversity Manager
4. Raise awareness with ECH staff about significant dates for Aboriginal and Torres Strait Islander peoples.	• Disseminate a list of culturally significant dates for Aboriginal and Torres Strait Islander peoples via the internal Diversity Knowledge Base.	February 2020	Diversity Manager
	• Inform staff about upcoming dates of significance for Aboriginal and Torres Strait Islander peoples via the fortnightly staff newsletter.	Review June 2020 and December 2020	Diversity Manager Internal Communications Business Partner

## OPPORTUNITIES

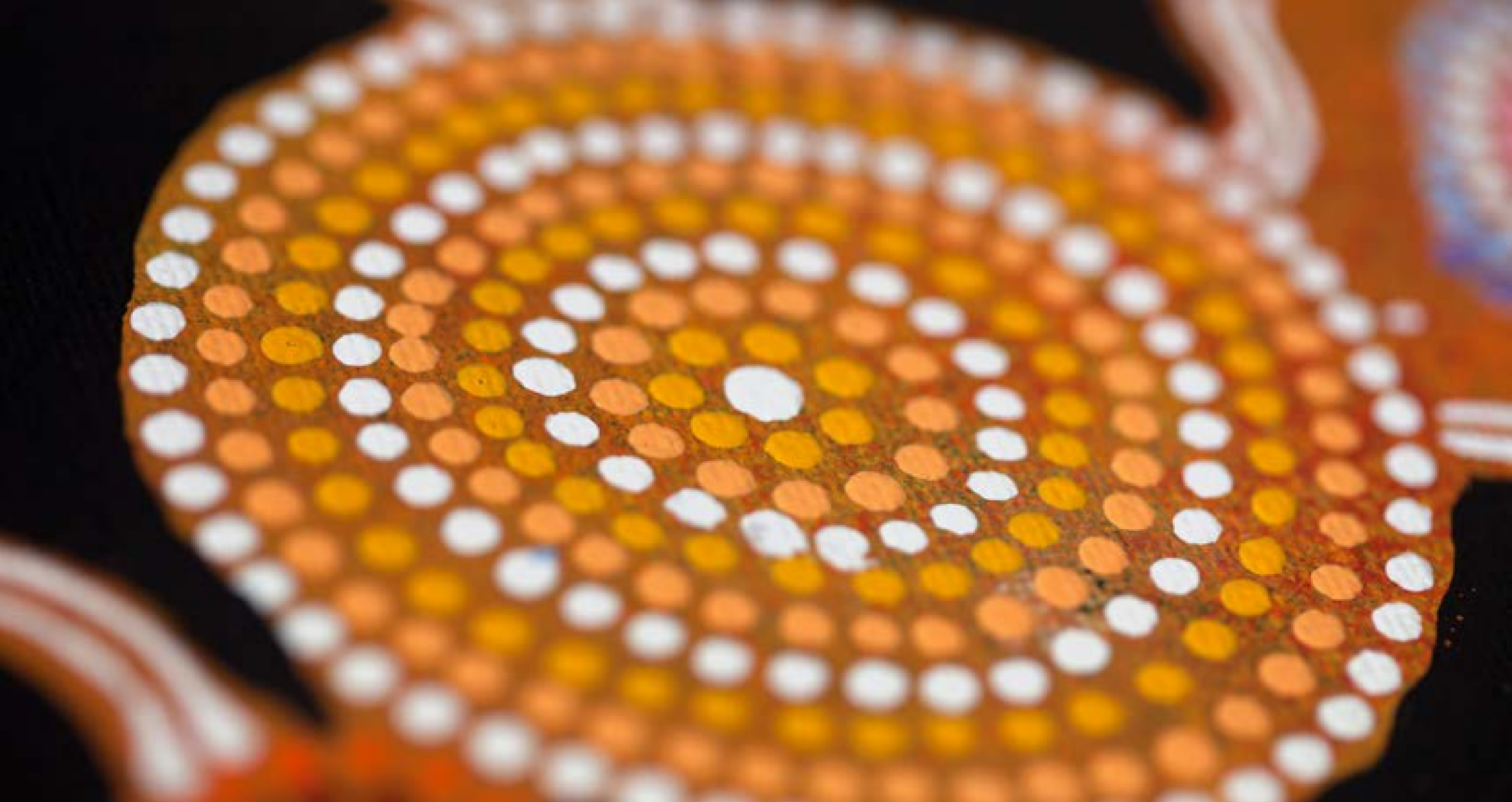
Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within ECH organisation.	June 2020	HR Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2020	HR Manager
	• Review current employment and human resource guidelines to ensure that Aboriginal and Torres Strait Islander cultural protocols are acknowledged and accounted for, e.g. cultural/ceremonial leave.	June 2020	HR Manager
	• Investigate potential trainee and internship partnerships with Tauondi Aboriginal College.	December 2020	HR Manager
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2020	Deputy Chief Finance Officer
	• Investigate Supply Nation membership.	January 2020	Chief Operating Officer
3. Improve health and aged care outcomes with Aboriginal and Torres Strait Islander clients through partnerships with Aboriginal and Torres Strait Islander care providers.	• Identify Aboriginal and Torres Strait Islander organisations suitable for future collaboration and partnerships.	October 2020	Diversity Manager
	• Investigate the mutual benefits of partnerships with Aboriginal and Torres Strait Islander health providers, such as Aboriginal Community Care SA.	October 2020	Chief Executive



## GOVERNANCE

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	March 2020	Chief Executive Diversity Manager
	• Draft a Terms of Reference for the RWG.	February 2020	Diversity Manager Chief Executive
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2020	Diversity Manager Chief Executive
	• RWG to meet quarterly to monitor and report on RAP implementation	March 2020 June 2020 September 2020 December 2020	Diversity Manager
2. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation	February 2020	Diversity Manager Quality & Compliance Manager
	• Engage senior leaders in the delivery of RAP commitments	January 2020	Chief Executive
	• Define appropriate systems and capability to track, measure and report on RAP commitments	February 2020	RAP Working Group Quality & Compliance Manager
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September 2020	Diversity Manager Quality & Compliance Manager
4. Continue our reconciliation journey by developing our next RAP	• Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP	September 2020	Diversity Manager





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