



Alcohol
and Drug
Foundation

Stretch Reconciliation Action Plan

December 2023 - December 2025



The Alcohol and Drug Foundation acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners of Country across Australia. We pay respects to Elders past and present. We also acknowledge their continuing connection to land, sea, community and cultural heritage.



About the artwork

This artwork, *Together*, commissioned by the Alcohol and Drug Foundation (ADF) conveys the central theme of inspiring positive change through working together.

A large circle at the heart of the artwork represents the ADF, which has been serving communities across Australia for almost 65 years. A weaving ochre shape surrounds the ADF circle, representing harm reduction and evidence-based approaches to reduce harm from drugs and alcohol.

Small yellow u-symbols represent staff at ADF working together and embodying the spirit of reconciliation. Four vibrant circles on a connected pathway (that surrounds the ADF) represent its key values—Impact, Collaboration, Adaptability and Courage. The fifth circle on the pathway shows how the ADF leadership team is deeply connected to these values, modelling them through the way they lead the organisation. Smaller circles on the same pathway represent the ADF working together with communities to agree on local solutions for local communities.

Alongside the pathway, concentric circles surround by u-symbols represent the vision of *Lives Unlimited*. These symbols depict people living full lives in a healthy, independent and sustainable way in their own communities.

The background features organic lines and shapes which represent Country. These features remind us that the ADF performs its work on land that always was, and always will be, Aboriginal land.



About the artist

Charmaine Mumbulla is a proud Kurna and Narungga woman from Point Pearce in South Australia, with family ties to the Gumbaynggirr people of the NSW Mid North Coast.

Together with her partner, she runs a Sydney-based creative agency called Mumbulla Creative. Charmaine has a background in the arts, education and law, and is passionate about working on projects that support reconciliation and social justice. She works closely with organisations to tell their stories through her art.



A message from the CEO Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate the Alcohol and Drug Foundation (ADF) on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP).

The ADF has a concerted role to play in reconciliation, namely in working alongside Aboriginal and Torres Strait Islander peoples to prevent and minimise the trauma of alcohol and other drugs on their communities.

With a focus on evidence-based solutions, the ADF recognises that Aboriginal and Torres Strait Islander community members have the knowledge, connections and approaches to overcome the harm and stigma of alcohol and other drugs.

In its last Innovate RAP, this mission manifested in the ADF focussing on increasing Aboriginal and Torres Strait Islander lead and partnered Local Drug Action Teams (LDATs), providing funding to educate communities on the risks and harm associated with alcohol and other drug use, with 24% of ADF's LDATs involving Aboriginal organisations as a lead or partner.

These alliances are the lifeblood of the ADF's reconciliation activities, and this Stretch RAP sees the foundation push for further impact. Its first Stretch RAP will improve its culturally appropriate tools and resources for Aboriginal and Torres Strait Islander-led LDATs, and it will also review its current Community Action Plans with the First Nations communities the ADF works alongside.

These initiatives, among many others, show the ADF building on its successes and taking an ambitious step on its reconciliation journey. It will put into action all it has learnt so far and with long-term strategies and measurable goals, so these initiatives become integrated into its business. The result will be better outcomes for and relationships with the First Nations communities the ADF partners with.

On behalf of Reconciliation Australia, I commend the ADF on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



A message from the CEO Alcohol and Drug Foundation

As CEO of Alcohol Drug Foundation (ADF), and on behalf of the ADF Board, Executive, leadership team and employees, I am proud to introduce ADF's third Reconciliation Action Plan (RAP) – our Stretch RAP December 2023 – December 2025.

For the ADF, our vision for reconciliation recognises the impact that racism, dispossession and intergenerational trauma has on Aboriginal and Torres Strait Islander peoples and its contribution to the burden of harm from alcohol and other drugs. Our commitment to reconciliation goes beyond the implications for our work and recognises its importance for the broader community, seeing active efforts of reconciliation is a responsibility of all.

Reconciliation is an ongoing journey that requires our organisation to hear the voices of Aboriginal and Torres Strait Islander peoples. This includes developing a clear strategic vision in developing our Reconciliation Action Plan. We use this as a reporting framework within our governance, and clear aspirations for leadership through our community of practice. The work that we do reflects the views of our people and the people we support. It includes cultural safety and respect and cultural competence of our employees, managers, leaders and board members.

Respect, relationships and opportunities mean that we can monitor our reconciliation journey as an organisation with Aboriginal and Torres Strait Islander peoples in our ways of working.

Dr Erin Lalor AM
Chief Executive Officer
Alcohol and Drug Foundation



Our vision for reconciliation

Our vision for reconciliation is to improve the lives of Aboriginal and Torres Strait Islander peoples through preventing and minimising the harm of alcohol and other drugs.

We are committed to being courageous in continuing our important journey of reconciliation. We embrace the opportunity to deepen our understanding of the diversity of Aboriginal and Torres Strait Islander cultures, of the truth of Australian history and its ongoing impact on the lives of Aboriginal and Torres Strait Islander Australians today. We seek to strengthen our role in making a positive and meaningful difference in respect and opportunities for Aboriginal and Torres Strait Islander Australians. We will develop our capacity to role model cultural respect and safety and making it business as usual within the workplace.

We will take the time to understand our shortcomings and adapt as we learn new ways of working. We will work collaboratively with Aboriginal and Torres Strait Islander Australians, create equitable partnerships and focus on outcomes that are defined by and beneficial to Aboriginal and Torres Strait Islander Australians.

Our organisation

Celebrating close to 65 years of service to the community, the Alcohol and Drug Foundation (ADF) is Australia’s leading organisation committed to inspiring positive change and delivering evidence-based approaches to minimise alcohol and drug harm.

We reach millions of Australians through sporting clubs, community organisations, health care settings and schools, providing educational information, drug and alcohol prevention programs and advocating for lives unlimited by alcohol and drug harm.

Our over 111 employees are located across Australia. Our national office is based in Melbourne with offices in Sydney, Canberra, Brisbane, Darwin, Perth, Adelaide, Hobart and Launceston, and satellite locations across regional areas. We currently employ six Aboriginal and Torres Strait Islander employees, with an emphasis on increasing this number through our Recruitment and Retention Strategy.

The Reconciliation Action Plan Manager is leading our reconciliation journey.



Our vision, mission and ambition

Lives unlimited by alcohol and drug harm

The ADF’s mission is to: ‘Inspire positive change and deliver evidence-based approaches to minimise alcohol and drug harm’.

We are community centric and we co-design our programs with communities, supporting them to build capacity to create change.

We build strong alliances that help deliver positive outcomes and strengthen our collective impact. Our approach is reflected in an organisational culture of collaboration and innovation.

Using the latest evidence, we advocate for change in policy and practice within government, society and business. We work to reduce the misinformation and stigma about alcohol and other drugs.

Our ambition is that by 2025 we have changed knowledge, attitudes and practices so that we prevent and delay uptake amongst young people and strengthen prevention and harm reduction strategies for all. We will have achieved this by increasing adoption of evidence-based approaches.

The future we want to create:

- Increased knowledge about alcohol and other drugs and their associated harms.
- Fewer young people reporting use of alcohol and other drugs.
- Later age of use of alcohol and other drugs.
- Fewer people reporting they are victims of harms associated with alcohol and other drugs.
- Changed attitudes / reduced stigma related to alcohol and other drugs and people who use them.
- Increased adoption of evidence-based approaches and practices that prevent and reduce harm.



We are community centric and we co-design our programs with communities, supporting them to build capacity to create change.





Our programs

ADF programs and services are accessed by both Aboriginal and Torres Strait Islander and non-Indigenous individuals and organisations.

Our Good Sports program has been working for 25 years to support and inspire community sporting clubs to set up a better environment for players, volunteers, supporters and officials - helping tackle tricky topics such as alcohol, drugs, smoking, mental health and safe transport. The program reaches over 11,000 clubs across Australia.

The Local Drug Action Team (LDAT) program fosters organisational partnerships within communities, helping them to engage, build knowledge and skills to identify and tackle alcohol and other drug concerns where they live and work.

We are currently supporting over 270 LDATs across the country with advice, resources, and support to build capacity to understand and identify alcohol and drug issues and deliver evidence-based actions to address them.

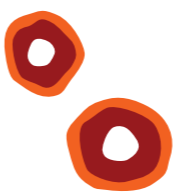
Twenty-four per cent of our LDATs involve Aboriginal organisations as a lead or partner and are working specifically within Aboriginal and Torres Strait Islander communities.

We believe all Australians should have access to quality, evidence-based information to help them make informed decisions about alcohol and other drug use and harm reduction.

Through our Information Services' program, we directly support many thousands of Australians who use alcohol or drugs, as well as their friends and family, by providing the most up-to-date facts, and sharing contact details for counselling, treatment, and support services.



We will develop our capacity to role model cultural respect and safety, as business as usual.



Our Reconciliation Action Plan

We are committed to being courageous in continuing our important journey of reconciliation. We are committed as an organisation to deepen our understanding of the diversity of Aboriginal and Torres Strait Islander cultures, of the truth telling of Australian history and its ongoing impact on the lives of Aboriginal and Torres Strait Islander Australians today. We seek to strengthen our role in making a positive and meaningful difference to the lives Aboriginal and Torres Strait Islander Australians.

We will develop our capacity to role model cultural respect and safety, as business as usual. We will take the time to understand and adapt the way in which we develop and deliver our business to Aboriginal and Torres Strait Islander peoples through ways of working. We will work collaboratively with Aboriginal and Torres Strait Islander Australians, create equitable partnerships and focus on outcomes that are defined by and beneficial to Aboriginal and Torres Strait Islander Australians.

The ADF aims to create long term impact by helping to prevent and minimise harm from alcohol and other drugs. Our Stretch Reconciliation Action Plan will ensure Aboriginal and Torres Strait Islander Australians play a central role in how we work with Aboriginal and Torres Strait Islander communities towards this shared aim.

Our initial Reflect RAP focused on building relationships and raising awareness with our stakeholders to ensure there is shared understanding and ownership of our RAP within our organisation. The RAP, launched in 2014, provided a solid grounding for our work as we initiated key commitments, including formalising Acknowledgement of Country in regular meetings as well as identifying existing work and relationships with Aboriginal and Torres Strait Islander individuals and organisations. We embarked on a number of collaborative projects with Aboriginal and Torres Strait Islander led organisations.

Building an Innovate RAP required ongoing learning, adaptation and reflection. COVID-19 taught us a new way of working. As an organisation we had to learn how to work and live with restrictions that we had never known before. Face to face meetings with our external Aboriginal and Torres Strait Islander stakeholders was not existent during this time. In a growing and developing organisation, care was taken not to step too quickly, but to take the time in building foundations while establishing mechanisms to deliver the plan.

Cultural respect and learning has been critical, and we continue to build this as more staff have come into the work of reconciliation. Our commitment to work with a RAP Manager has provided the opportunity to learn through new experiences and cultural understanding. The foundation of our key relationships is complemented by existing work with Aboriginal and Torres Strait Islander peoples in various projects across Australia. We have, and will continue to, work to strengthen these relationships and opportunities to understand and respond to what we need to change both at an individual and organisational level.

Since then, we've committed to implementing processes and structures to work in a culturally respectful way. We have extended Beyond Cultural Awareness Training program designed to challenge and change our own thinking and capability in initiating and maintaining relationships with Aboriginal and Torres Strait Islander peoples.

Reconciliation is an ongoing journey that requires our organisation to hear the voices of Aboriginal and Torres Strait Islander peoples.

To date there have been 244 ADF employees attend the Cultural Respect and Safety training workshop. Participants undertake a two-day self-reflective process to challenge assumptions and beliefs in order to prepare for aligning with and contributing to ADF commitments towards reconciliation. We are continuing to deliver face to face training with staff across Australia and also offer employees at the ADF CORE Training through AIATSIS – ten on-line modules that are self-paced as an alternative means of cultural learning for staff at the ADF.

Through our recent Innovate RAP, we have demonstrated our commitment to developing sustainable partnerships with Aboriginal and Torres Strait Islander stakeholders and communities, with an increase in Aboriginal and Torres Strait Islander lead and partnered Local Drug Action Teams (LDATs), providing funding and working together to educate communities on the risks and harm associated with AOD use. Although we have made good progress over the course of our Reflect and Innovate RAPs, there is more work to be done.

In shaping the evolution of our Stretch RAP, it has been important that our RAP Working Group were consulted at all stages of the development. RAP Working Group meetings were held throughout all stages of the Stretch RAP development.

The ADF Executive team, CEO and Board were all consulted and presented the draft Stretch RAP and was endorsed by the CEO and Board to submit to Reconciliation Australia. The feedback from our employees at the ADF reflected that our approach to how we work with Aboriginal and Torres Strait Islander employees, businesses, stakeholders and communities are consistent with our ADF values.

The ADF aims to create long term impact by helping to prevent and minimise harm from alcohol and other drugs. Our Reconciliation Action Plan will ensure Aboriginal and Torres Strait Islander Australians play a central role in how we work with Aboriginal and Torres Strait Islander communities towards this shared aim.

Reconciliation is an ongoing journey that requires our organisation to hear the voices of Aboriginal and Torres Strait Islander peoples. This includes developing a clear strategic vision in developing our Reconciliation Action Plan. We use this as a reporting framework within our governance, and clear aspirations for leadership through our community of practice. The work that we do reflects the views of our people and the people we support, and includes cultural safety and respect and cultural competence of our employees, managers, leaders and board members.

Respect, relationships and opportunities mean that we can monitor our reconciliation journey as an organisation with Aboriginal and Torres Strait Islander peoples in our ways of working.

Preamble



We are committed to continuing to support our **Good Sports program**, which currently has over 11,500 clubs with approximately 550 Aboriginal and Torres Strait Islander Good Sports clubs.



The **ADF Community of Practice (CoP)** was launched in February 2022 to provide LDATs with a great opportunity to hear strategies and ideas on how to increase parental engagement and improve impact of activities in their communities. We will continue to support the Aboriginal and Torres Strait Islander LDATs participating in this program and look to increase this number annually.



The **ADF LDAT program** is committed to improving culturally appropriate tools and resources to Aboriginal and Torres Strait Islander-led and partnered LDATs (68). We are continually reviewing and improving our current Community Action Plans (CAPs) and resources with Aboriginal and Torres Strait Islander LDATs and are developing a Ways of Working Engagement Plan. This engagement plan will be used not only across the LDAT program but provide cultural support and advice for our Good Sports program and across the ADF more broadly.



ADF to continue to distribute **Reconciliation Australia's National Reconciliation Week (NRW) resources** and reconciliation materials to all offices across Australia. Posters will be displayed in each state office and staff will attend state and local NRW events. Staff will also hold a morning or afternoon tea in each state office during NRW.



The ADF commitment to NRW and reconciliation continues to increase with staff supporting **NRW events**. The ADF has organised at least one internal NRW event, a morning or afternoon tea and will continue and encouraged to attend at least one external NRW event. We understand the positive impact that equitable participation can have toward overcoming entrenched disadvantage. We are continuing to actively pursue long-term, meaningful and sustainable opportunities for engagement with Aboriginal and Torres Strait Islander peoples, communities and businesses and promote this through our programs at the ADF and through our social media platforms.



In September 2020 the ADF partnered with **Supply Nation** to include Aboriginal and Torres Strait Islander businesses as a supplier for ADF. (The ADF access the Supply Nation data base to source Aboriginal and Torres Strait Islander businesses, and we are continuing to encourage staff to increase the number of suppliers from the Supply Nation database).



ADF Senior Leadership group, management and managers to continue to be provided with training to understand and appreciate the effects of racism, to support and complement our existing **RAP Learning and Development Pathways**.



The ADF will continue with our commitment that 100% of ADF staff to complete one of the ADF RAP Learning and Development pathways including face to face **Cultural Respect and Safety training**, online Cultural Awareness training and local Cultural Awareness training.



Our RAP Working Group

Our Working Group consists of senior level employees from across the organisation that bring a diverse set of skills and experience that will be instrumental in bringing our Stretch RAP to life. Our RAP Manager has over 25 years' experience working with Aboriginal and Torres Strait Islander peoples and communities and is a proud Aboriginal woman.

The RAP Working Group consists of:

Name	Position
Tamara Nikolaou	RAP Manager
Glen Douglas	Chief Operating Officer, RAP Sponsor
Kim Hubery	Manager, People and Culture
Prani Harrison	Communications Officer, Marketing and Communications
Dr Skye McPhie	Manager, Research and Evaluation
Eleanor Costello	Manager, Evidence
Sallee Cook	Program Manager Good Sports
Leanne Fuelling	Program Manager LDAT
Mona Malouf	VIC/TAS State Manager
Kasey Hilderson	Regional Community Development Manager, NSW/ACT Team

Program Highlights

Whittlesea Local Drug Action Team

'Building stronger families and safer communities in Whittlesea' Local Drug Action Team has delivered the WAY Up program. The program organises cultural activities for young Aboriginal people with connection to the City of Whittlesea, outside of Melbourne.

Through the sharing of cultural knowledge and participation in Aboriginal culture, the program aimed to increase feelings of cultural knowledge and cultural connections within the lives of 10- to 17-year-olds. The program encompassed 10 weekly sessions over Term 4 2019 and early Term 1 2020. Due to COVID-19 restrictions, the LDAT were unable to hold their intended camp for program participants in Term 2. However, the LDAT adapted elements of the camp by delivering two facilitated online workshops for program participants – one focused on basket weaving and the other on Wayapa Wurkk (earth mindfulness movement).



“

The WAY Up program has provided a wonderful opportunity through a range of activities for Aboriginal youth in Whittlesea to connect to culture, which we know can prevent and protect people from a range of health-related harms,” reported Senior Community Development Officer at the Alcohol and Drug Foundation, Stefanie Maciulaitis.

“The LDAT must also be commended for adapting the WAY Up program and continuing to connect with the young people in the digital space throughout lockdown. They have been an absolute pleasure to support and learn from.”

Relationships

Our organisation relies on the guidance and support of communities to have the most meaningful impact. We believe building relationships that celebrate the uniqueness of Aboriginal and Torres Strait Islander cultures is a vital step in working together to build strong communities. Our commitment to listening, acting and changing means we will nurture trustful relationships with Aboriginal and Torres Strait Islander peoples with open hearts and minds.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	Dec 2023, 2024, 2025	CEO
	• Continue our work Australia-wide with Local Drug Action Teams (LDAT) program to improve our LDAT Community Action Plans.	Dec 2023, 2024, 2025	LDAT Manager
	• Continue to review and update LDAT resources for Aboriginal and Torres Strait Islander led and partnered LDATs.	Dec 2023, 2024, 2025	LDAT Manager
	• Increase the number of Aboriginal and Torres Strait Islander led and partnered LDATs over the next three years.	Dec 2023, 2024, 2025	LDAT Manager
	• Promote LDAT round of funding annually to Aboriginal and Torres Strait Islander media outlets nationally.	Dec 2023, 2024, 2025	LDAT Manager
	• Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	Dec 2023, 2024, 2025	Marketing and Communications Manager
	• Establish and maintain 68 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	Dec 2023, 2024, 2025	LDAT Manager

Through our Local Drug Action Teams (LDATS), we will continue to support and work with 68 Aboriginal and Torres Strait Islander lead and or partnered LDATs. (The next round (six) of the LDAT funding opportunity will seek a higher number of Aboriginal and Torres Strait Islander LDATs offered re-current and new funding opportunities).





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff. 	2023, 2024, 2025	RAP Manager
	<ul style="list-style-type: none"> Each RAP Working Group member will attend one external event within their state and drive internal NRW events internally with other staff members during NRW. <p>RAP Working Group members will present at all staff events during NRW and facilitate lunch box sessions.</p>	27 May - 3 Jun 2023, 2024, 2025	RAP Working Group Sponsor
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in external events to recognise and celebrate NRW. 	27 May - 3 Jun 2023, 2024, 2025	RAP Sponsor and RAP Manager
	<ul style="list-style-type: none"> All senior leaders and staff will continue to participate in one internal ADF NRW week event. 	27 May - 3 Jun 2023, 2024, 2025	RAP Sponsor and RAP Manager
	<ul style="list-style-type: none"> ADF staff and senior leaders will continue to participate in at least one external NRW week event annually. 	27 May - 3 Jun 2023, 2024, 2025	RAP Sponsor and RAP Manager
	<ul style="list-style-type: none"> Organise internal NRW events, including at least one organisation wide NRW event, each year. 	27 May - 3 Jun 2023, 2024, 2025	RAP Manager/ Marketing and Communication Manager
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2023, 2024, 2025	RAP Manager/ Marketing and Communication Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	Jul 2023, 2024, 2025	CEO
	<ul style="list-style-type: none"> The ADF will continue to publicly communicate our continued commitment toward reconciliation through the formal launch of our Stretch RAP 2023–2025. 	Dec 2023	CEO
	<ul style="list-style-type: none"> Participate in Reconciliation Australia's quarterly Leadership Gatherings for Stretch and Elevate RAP Partners. 	Quarterly 2023, 2024, 2025	RAP Manager
	<ul style="list-style-type: none"> Promote our commitment to reconciliation through RAP launch events in each state office. 	Dec 2023	RAP Sponsor and RAP Manager
	<ul style="list-style-type: none"> Continue to share and discuss our RAP journey during ADF events (All Staff Meeting, Senior Leadership Group Meetings). 	Jul 2023, 2024, 2025	RAP Manager
	<ul style="list-style-type: none"> Continue to monitor our approach and engagement internally through the development of and employment engagement survey to gauge feedback on employee sentiment in our RAP delivery. 	Jul 2024	RAP Manager/ People and Culture Manager
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	Jul 2023, 2024, 2025	RAP Manager
	<ul style="list-style-type: none"> Ensure accessibility of Stretch RAP December 2023–December 2025 by publishing on ADF website and the company intranet. 	Dec 2023	Marketing and Communications Manager
	<ul style="list-style-type: none"> Include an overview of the Stretch RAP 2023–2025 in our company induction process. 	Dec 2023	Learning and Development Manager
	<ul style="list-style-type: none"> Continue to provide copies of our RAP in reception areas and at internal events. 	Dec 2023, 2024, 2025	RAP Manager
	<ul style="list-style-type: none"> Collaborate with at least five RAP and other like-minded organisations to implement ways to advance reconciliation, including the Lowitja Institute, Primary Health Care Networks and the Dhadjowa Foundation to support the strategic, coordinated and culturally appropriate support to Aboriginal and Torres Strait Islander peoples. 	Dec 2024	RAP Sponsor
	<ul style="list-style-type: none"> Continue to support over 11,000 clubs and hold Good Sports awards annually. We will improve our data management systems to include the number of Aboriginal and Torres Strait Islander sporting clubs and members in our Good Sports program. 	Dec 2024	Good Sports Manager
	<ul style="list-style-type: none"> Continue to present two annual Aboriginal and Torres Strait Islander educational Community of Practice (CoP) sessions to employees. 	Dec 2025	LDAT Manager



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures concerned with anti-discrimination, including Workplace Behaviour Policy and Code of Conduct.	Dec 2025	People and Culture Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	Dec 2025	RAP Manager
	Continue to engage with ADF employees for the continuous improvement of our Workplace Behaviour Policy and Code of Conduct Policy.	Dec 2025	People and Culture Manager
	Implement and communicate an anti-discrimination policy for our organisation.	Dec 2023	People and Culture Manager
	Continue inclusion of our anti-discrimination in our Workplace Behaviour policy and Code of Conduct policy in induction for new staff.	Dec 2025	People and Culture Manager
	Review ADF Workplace Behaviour Policy and ADF Code of Conduct Policy annually to remove any barriers for our Aboriginal and Torres Strait Islander employees.	Dec 2025	People and Culture Manager
	Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	Dec 2025	RAP Sponsor and RAP Manager
	ADF senior leaders to continue to publicly support Acceptable Workplace Behaviour initiatives and campaigns through internal news channels and social media platforms.	Dec 2025	RAP Sponsor and RAP Manager

Respect

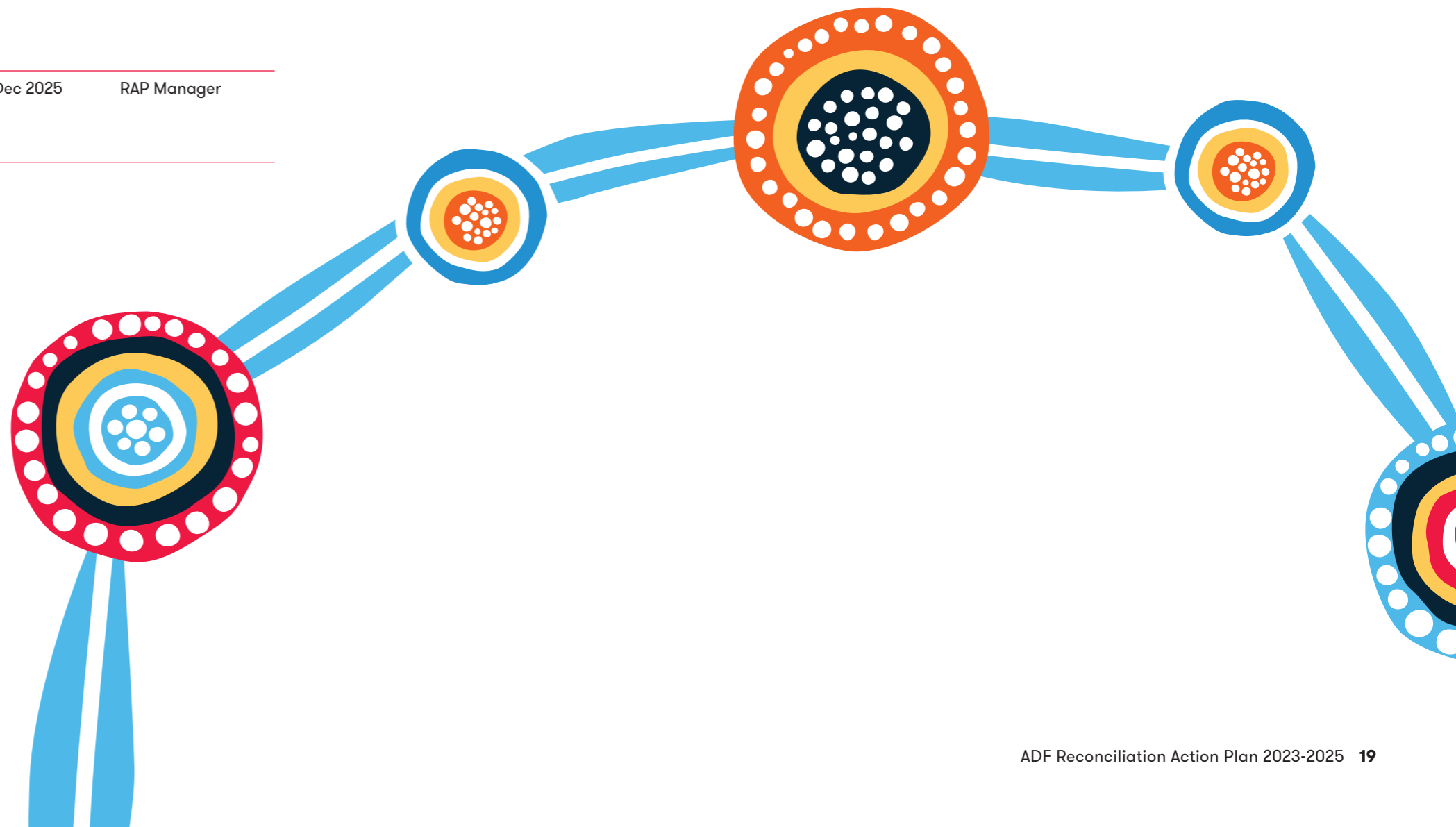
We embrace the opportunity to deepen our understanding of the diversity of Aboriginal and Torres Strait Islander cultures, of the truth of Australian history and its ongoing impact on the lives of Aboriginal and Torres Strait Islander Australians today. We will create a welcoming and inclusive environment that values the knowledge of Aboriginal and Torres Strait Islander peoples. The Alcohol Drug Foundation is committed to reconciliation and improving the outcomes and opportunities for Aboriginal and Torres Strait Islander peoples.

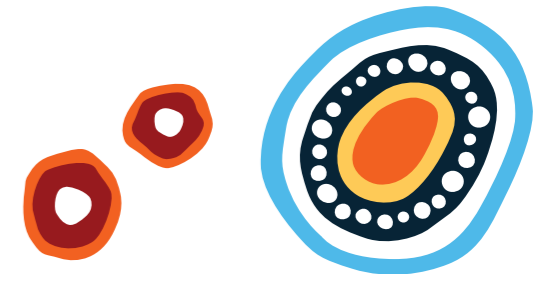
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Dec 2024	RAP Manager
	Conduct an annual review of the ADF RAP Learning and Development Strategy.	Dec 2024	Learning and Development Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	Dec 2024	RAP Manager
	Implement our ADF RAP Learning and Development Strategy in consultation with RAP Working Group.	Dec 2024	Learning and Development Manager
	Implement and communicate a cultural learning strategy to our employees.	Dec 2025	RAP Manager
	Review RAP Learning and Development Strategy which includes RAP Learning and Development pathways.	Dec 2025	Learning and Development Manager
	Commit all RAP Working Group members, People and Culture managers, senior executive group and all new employees to undertake formal and structured cultural learning.	Dec 2025	RAP Manager
	Continue our formal and structured cultural learning delivered through the RAP Learning and Development Strategy.	Dec 2025	Learning and Development Manager
	RAP Working Group members, managers and all new employees have an option to participate in face-to-face Cultural Respect and Safety training.	Dec 2025	RAP Manager
	All new employees are to undertake online Cultural Awareness training within six months of employment.	Dec 2025	Learning and Development Manager
	100% of employees to participate in local Cultural Awareness face to face training.	Dec 2025	RAP Sponsor and RAP Manager
	100% all employees to undertake formal and structured cultural learning.	Dec 2025	Learning and Development Manager
	100% of ADF Board members to register external cultural immersion training undertaken yearly.	Dec 2023, 2024, 2025	Learning and Development Manager
	Review ADF's Aboriginal and Torres Strait Islander alcohol and other drugs suite of resources annually.	Dec 2025	Evidence and Innovation Manager



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase ADF employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	Dec 2025	RAP Manager
	<ul style="list-style-type: none"> Continue to include a Welcome to Country and/or Acknowledgement of Country at the commencement of meetings and events. 	Dec 2025	RAP Manager
	<ul style="list-style-type: none"> Staff and senior leaders to continue to deliver Acknowledgement of Country at all staff meetings and public events. 	Dec 2025	RAP Manager
	<ul style="list-style-type: none"> Continue to work with cultural leaders to include reference to significance of protocols in Welcome to Country and the meaning behind them. 	Dec 2025	RAP Manager
	<ul style="list-style-type: none"> Implement and communicate a cultural protocol document, tailored for all local communities we operate in, including protocols for Welcome to Country and Acknowledgement of Country. 	Dec 2025	RAP Manager
	<ul style="list-style-type: none"> Continue to invite a local Traditional Owner or Custodian to deliver Welcome to Country, or other appropriate cultural protocols at a minimum of two significant events per year. This may include official meetings, organisational events and during celebrations for NRW and NAIDOC Week. 	Dec 2025	RAP Manager
	<ul style="list-style-type: none"> Display customised Acknowledgement of Country plaques in seven of our offices and site-based locations Australia wide. 	Dec 2025	RAP Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> ADF RAP Working Group members to continue to participate in a minimum of one internal and one external NAIDOC Week event annually. 	Jul 2023, 2024, 2025	RWG
	<ul style="list-style-type: none"> Continue to review and amend internal policies and procedures where required, to ensure there are no barriers towards participation in NAIDOC Week events by our workforce. 	Jul 2023, 2024, 2025	RAP Manager
	<ul style="list-style-type: none"> Continue to encourage and support our employees to participate in a minimum of one internal and one external event that celebrates and recognises NAIDOC Week. 	Jul 2023, 2024, 2025	RAP Manager
	<ul style="list-style-type: none"> In consultation with our Aboriginal and Torres Strait Islander stakeholders, we will continue to support a minimum of one external NAIDOC Week event on the lands on which we operate. 	Jun 2023, 2024, 2025	RAP Manager





We will engage Aboriginal and Torres Strait Islander peoples to guide the design of the work we do across all levels of the organisation. We will create culturally safe and respectful opportunities for Aboriginal and Torres Strait Islander peoples to work collaboratively with the ADF and engage with our external clubs and communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Continue to engage with Aboriginal and Torres Strait Islander employees to gain feedback on effectiveness of recruitment, retention and professional development strategies. <p>Aboriginal and Torres Strait Islander employees to sit on interview panels where identified positions are being recruited.</p>	Review annually 2023, 2024, 2025	RAP Manager
	<ul style="list-style-type: none"> Set targets of minimum one identified position annually for increasing Aboriginal and Torres Strait Islander employment within the ADF. 	Review annually 2023, 2024, 2025	People and Culture Manager
	<ul style="list-style-type: none"> Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	Review annually 2023, 2024, 2025	RAP Manager
	<ul style="list-style-type: none"> Continue our recruitment and retention strategy and seek continuous improvements within the recruitment, retention and professional development of our Aboriginal and Torres Strait Islander workforce. 	Jul 2025	People and Culture Manager
	<ul style="list-style-type: none"> Continue to maintain our current opportunities for vacancies that encourage Aboriginal and Torres Strait Islander people to apply for identified and non-identified positions within the ADF. 	Jul 2025	People and Culture Manager
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	Review annually 2023, 2024, 2025	People and Culture Manager
	<ul style="list-style-type: none"> Continue to include an Aboriginal and/or Torres Strait Islander representative on interview panels when the role relates to Aboriginal and Torres Strait Islander communities and cultures or if the applicant identifies as an Aboriginal and/or Torres Strait Islander person. 	Review annually 2023, 2024, 2025	People and Culture Manager
	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions. <p>ADF to provide management and executive training opportunities internally and externally for Aboriginal and Torres Strait Islander employees who would like to further their career aspirations at the ADF.</p>	Review annually 2023, 2024, 2025	People and Culture Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Review Procurement Policy annually to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	Review annually 2023, 2024, 2025	Finance Manager
	<ul style="list-style-type: none"> Continuously review and update Procurement Policy to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	Review annually 2023, 2024, 2025	Finance Manager
	<ul style="list-style-type: none"> Continue with Supply Nation membership annually. 	Review annually 2023, 2024, 2025	Finance Manager
	<ul style="list-style-type: none"> Continue to promote Supply Nation membership and opportunities to procure goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	Review annually 2023, 2024, 2025	Finance Manager
	<ul style="list-style-type: none"> Maintain commercial relationships with five Aboriginal and/or Torres Strait Islander businesses annually. 	Review annually 2023, 2024, 2025	Finance Manager
	<ul style="list-style-type: none"> Employees are encouraged to access the Supply Nation database when sourcing the procurement of goods and services. 	Apr 2025	Learning and Development Manager
	<ul style="list-style-type: none"> Establish commercial relationship with between five to ten Aboriginal and Torres Strait Islander businesses by the end of the RAP period. 	Apr 2025	Finance Manager
	<ul style="list-style-type: none"> Continue to support all relevant employees utilising the Supply Nation database. 	Apr 2025	Learning and Development Manager
	10. Promote Closing the Gap internally and through our external stakeholders.	<ul style="list-style-type: none"> ADF RAP Working Group continue to support Closing the Gap initiatives annually. 	Jul 2023, 2024, 2025
<ul style="list-style-type: none"> ADF Senior Leadership group and staff to continue to support Closing the Gap initiatives annually. 		Jul 2023, 2024, 2025	RAP Working Group Sponsor
<ul style="list-style-type: none"> Continue to promote implementation of the National Agreement on Closing the Gap in partnership with Aboriginal and Torres Strait Islander external stakeholders. 		Jul 2023, 2024, 2025	RAP Manager



Governance



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Continue to ensure the ADF RAP Working Group has Aboriginal and Torres Strait Islander representation.	Jul 2023, 2024, 2025	RWG Sponsor
	• Apply and update where necessary, the ADF RAP Working Group Terms of Reference and review annually.	Jul 2023, 2024, 2025	RWG Sponsor
	• RAP Working Group to meet quarterly to drive and monitor Stretch RAP implementation. Meeting Minutes and monitoring results to be communicated in the business.	Jan, May, Sep, Dec 2023, 2024, 2025	RWG Sponsor
12. Provide appropriate support for effective implementation of RAP commitments.	• Continue to provide the internal capacity and embed resources required for the successful implementation of Stretch RAP commitments.	Dec 2025	RAP Manager
	• Embed key RAP actions in performance expectations of senior management and all staff.	Dec 2025	RAP Manager
	• Explore mechanisms to embed RAP actions in annual performance planning system using CultureAmp.	Apr 2023, 2024, 2025	RAP Sponsor
	• Use RAP Business Plan, with associated RACI to clearly identify roles responsible and accountable for RAP actions.	Dec 2025	RAP Manager
	• Encourage the contribution and commitments of ADF employees towards achieving Stretch RAP outcomes, by including actions in performance expectations of all applicable staff, where possible.	Dec 2025	RAP Manager
	• Explore and embed appropriate systems and capability to track, measure and report on Stretch RAP commitments.	Dec 2025	RAP Manager
	• Maintain an internal RAP Sponsor from senior management.	Dec 2025	RAP Sponsor
	• ADF Chief Operating Officer continue to sponsor the Stretch RAP.	Dec 2025	Chief Operating Officer
	• Stretch RAP commitments, achievements and challenges to be included as discussion points within Senior Leadership Group meetings.	Dec 2025	RAP Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. 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 Sep 2023, 2024, 2025	RAP Manager
	• RAP Working Group to review the performance, achievements and challenges of the Stretch RAP and provide information to Reconciliation Australia through the RAP Impact Questionnaire.	30 Sep 2023, 2024, 2025	RAP Working Group Sponsor
	• Report RAP progress to all staff and senior leaders quarterly.	Dec 2023, 2024, 2025	RAP Manager
	• Review the performance, achievements and challenges of the Stretch RAP and distribute information through the ADF annual report.		
	• Schedule quarterly lunchtime sessions for all ADF staff on RAP progress.	March, June, Sep, Dec 2023, 2024, 2025	RAP Manager
	• Include as appropriate in ADF all staff meeting agendas and Senior Leadership Group meetings.	March, June, Sep, Dec 2023, 2024, 2025	RAP Manager
	• Include our learnings, challenges and achievements of our Stretch RAP through our ADF annual report.	Dec 2023, 2024, 2025	RAP Manager
14. Continue our reconciliation journey by developing our next RAP.	• Investigate participation in Reconciliation Australia Workplace RAP Barometer.	May 2024	RAP Manager
	• RAP Working Group, RAP Manager and RAP Sponsor to register via Reconciliation Australia's website to begin developing the next RAP.	Dec 2025	RAP Manager
	• Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	Apr 2025	RAP Manager
	• Continue to develop and publish bi-annual updates to communicate progress against RAP deliverables to the ADF Board, CEO, Executive Team and staff.	Apr 2025	RAP Manager
	• Establish and share a Case Study Library on the ADF intranet and external website to record and share achievements on RAP deliverables.	Apr 2025	Marketing and Communications Manager



CONTACT DETAILS

Tamara Nikolaou
RAP Manager

E tamara.nikolaou@adf.org.au