

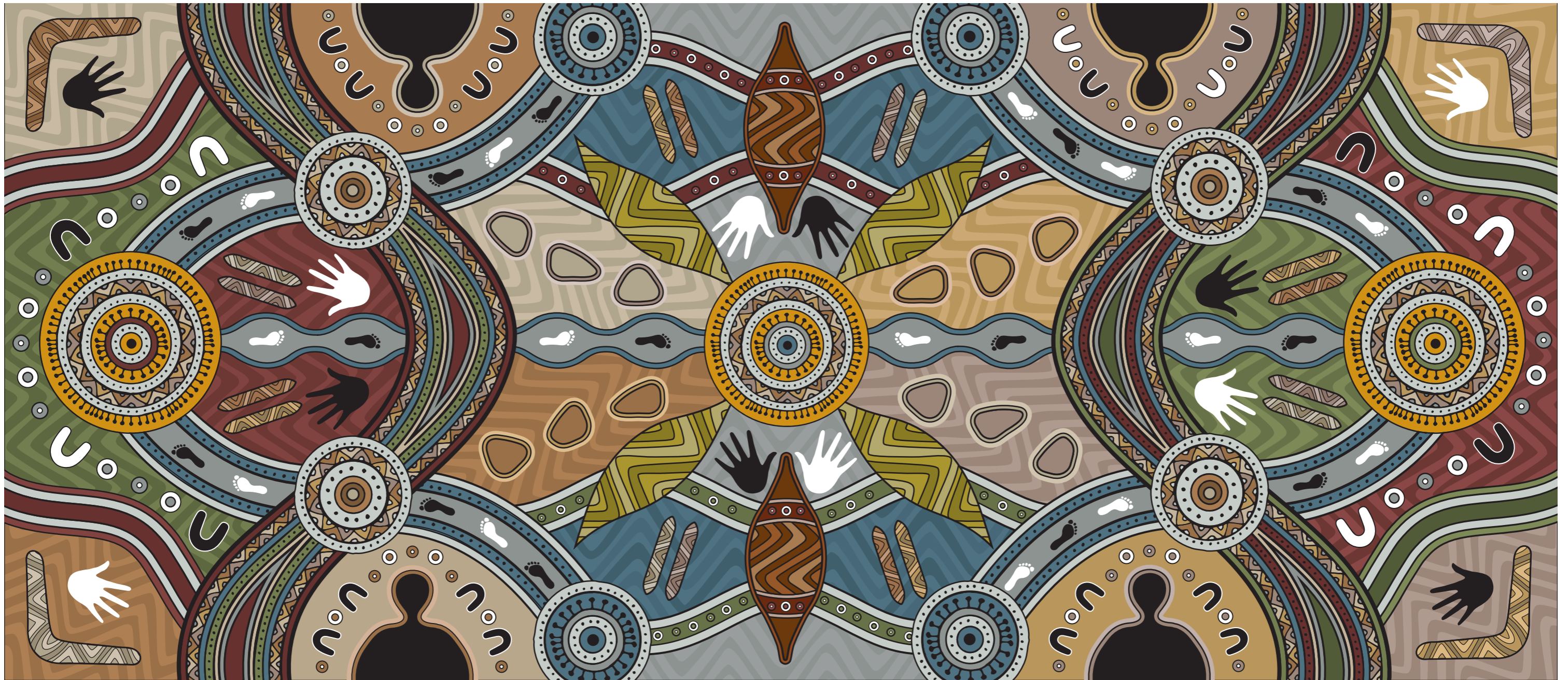


Innovate
Reconciliation
Action Plan.
July 2019 - June 2021



Alcohol
and Drug
Foundation

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, present and future. We also acknowledge their continuing connection to land, sea, community and cultural heritage.



About the Artwork

This artwork represents healing, courage and strength; both as individuals and as a community.

The three large yellow circles represent three generations; Elders/adults, teenagers and children. They also represent the sun, reminding us that on our healing journey that as sure as the sun sets - it too shall rise. The various pathways represent people's life journey and taking the steps towards

healing; they meander through and conclude to the middle circle. The leaves that sprout signify personal growth. The various circles represent the diverse communities within our bigger community. The stones that point inwards in the centre are healing stones and stepping stones.

Whilst on the healing journey, culture guides us and helps shape our values. The shields represent strength and resilience, the boomerangs represent returning to culture, family and community and the message sticks represent exchange of stories and knowledge. The black and white hands

represent Aboriginal and non-Aboriginal people coming together to support one another in the reconciliation journey.

Dixon Patten - Bayila Creative

Our Vision for Reconciliation

The Alcohol and Drug Foundation's (ADF) 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 as the responsibility of all.

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, knowing we will make some mistakes. 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.

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.

Our Organisation

Celebrating over 55 years of service to the community, our purpose is to prevent and minimise the harm caused by alcohol and other drugs in Australia.

We are proudly evidence-based, independent and funded by state and federal governments. We bring expert knowledge and research into the design and implementation of our work. We reach millions of Australians in their communities through our programs and services.

The ADF delivers a number of programs in the community that work with individuals, organisations or the broader community to build capability and capacity to prevent and minimise harm from alcohol and other drugs.

The Good Sports program focuses on alcohol management and is Australia's largest and most successful health promotion initiative in community sport with a reach of more than 8,000 sporting clubs and over two million Australians. The program provides an avenue for community sporting clubs to make their environment more inclusive for children and families, by reducing the impact of risky drinking.

Drug Action Team programs aim to build capacity within local communities to tackle problems associated with alcohol and other drugs. We work with parents, schools, education institutions, health workers, police, community organisations, local residents, businesses and government through these programs.

The DrugInfo program is designed to educate Victorians on the effects of drugs, and measures that can be taken to reduce their harms. It includes a DrugInfo email and phone line, Drug Facts web pages, Text the Effects SMS service and ADF Library.

The Australian Drug Information Network (ADIN) is Australia's leading alcohol and drug search directory. Through ADIN, alcohol and other drug workers and the health sector find reliable information on alcohol, other drugs and mental health, with links to treatment services, research, statistics, guidelines, journals, policy, campaigns, events, curriculum, professional development opportunities and more.

ADF programs and services are accessed by both Aboriginal and Torres Strait Islander and non-Indigenous individuals and organisations. The Local Drug Action Team program highlights the extent of participation with 22% of teams involving Aboriginal organisations as a lead or partner and working specifically within Aboriginal communities. Drug Action Teams work to build and strengthen communities through prevention focused programs.

Our 140 employees are located across Australia. Our national office is based in Melbourne with offices in Sydney, Newcastle, Canberra, Brisbane, Darwin, Perth, Adelaide and Hobart and satellite locations across regional areas.

As of August 2018, a Reconciliation Cultural Advisor is leading our reconciliation journey. With only two current staff that have identified as Aboriginal and/or Torres Strait Islander people, we are committed to engaging Aboriginal and Torres Strait Islander employees through the strategies listed in our Innovate RAP.

Our Mission

We work in partnership with others to support and create evidence-based policies and practices that prevent and minimise the harm caused by alcohol and other drugs.

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

Supported by 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.

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.

Health Equity

There is an unacceptable gap in the mortality and morbidity rates of Aboriginal and Torres Strait Islander people compared to other Australians:

- Between 2010 and 2012, life expectancy was estimated to be 69.1 years for Aboriginal and Torres Strait Islander males and 73.7 years for Aboriginal and Torres Strait Islander females, representing gaps of 10.6 and 9.5 years, respectively, compared with all Australians.
- In 2012-13, nearly one-third of Aboriginal and Torres Strait Islander adults reported that they felt high levels of psychological distress—more than twice the rate for other Australians.
- It was reported in a 2010-11 Victorian survey that 97% of Aboriginal people had experienced racism at least once in the past 12 months.

Aboriginal and Torres Strait Islander people experience significant harms from alcohol and drugs:

- Aboriginal and Torres Strait Islander Australians are more likely to abstain from drinking alcohol than other Australians (31% compared with 23%). On the other hand, Aboriginal and Torres Strait Islander Australians that do drink are more likely to drink alcohol at risky levels at least monthly (35% compared with 25% for other Australians).
- Aboriginal and Torres Strait Islander Australians are more likely to smoke tobacco, with 27.4% of the population being daily smokers - compared to 11.8% for other Australians.
- 27% of Aboriginal and Torres Strait Islander Australians have recently used an illicit substance, with 54.7% reporting that they've used at least one illicit substance in their lifetime.
- In 2016 Aboriginal and Torres Strait Islander Australians were 1.8 times as likely to have used an illicit drug of some kind in the previous 12 months, compared with other Australians.

Sources:

AIHW 2017, 2016 National Drug Strategy household survey, Canberra: AIHW.
AIHW 2015, The health and welfare of Australia's Aboriginal and Torres Strait Islander peoples 2015, Canberra: AIHW.
Kelaheer MA, Ferdinand AS & Paradies Y 2014. Experiencing racism in health care: the mental health impacts for Victorian Aboriginal communities. Medical Journal of Australia 201(1):44-7.

Our Reconciliation Action Plan

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-led organisations. Of note, we worked with remote communities in Central Australia to develop an adaptation to the Good Sports program. We also completed the 'Strong Boorais, Bright Future' (https://youtu.be/n_Rvm8C_6OE) resource with the Victorian Aboriginal Community Controlled Health Organisation.

Since then, we've committed to implementing processes and structures to work in a culturally respectful way. We have extended beyond cultural awareness training to identify and implement a program designed to challenge and change our own thinking and capability in initiating and maintaining relationships with Aboriginal and Torres Strait Islander peoples.

Through this work, we've introduced a Cultural Respect and Safety workshop for all employees under the guidance of our Aboriginal mentor, Sharon Gollan.

Cultural Respect and Safety workshop participants undertake a two-day self-reflection process to challenge assumptions and beliefs in order to prepare for aligning with, and contributing to, ADF commitments in reconciliation. During the development of our Innovate RAP, six Cultural Respect and Safety workshops have been completed with over 90% of staff participating over 18 months. The workshops provided significant learning and opened dialogue and readiness across the ADF to extend our work in reconciliation.

During the period of transition from our first RAP to the current RAP, the ADF has continued to implement new work and initiate actions that will be completed through the next two years. We have worked in NSW to increase Aboriginal participation in Community Drug Action Teams and worked with local and state based organisations to build additional resources and provide relevant support.

Building an Innovate RAP has required ongoing learning, adaptation and reflection. In a growing and developing organisation, care has been taken not to step too quickly, but to take the time in building foundations while establishing mechanisms to deliver the plan. Cultural respect is critical, and we continue to build this as more staff have come in to the work of reconciliation. Our commitment to work in partnership with both an Aboriginal mentor and Reconciliation and Cultural Advisor 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.

As we progress our reconciliation commitments, we also work to consider how they reflect organisational adjustments in order to achieve sustainable action aligned with our work rather than isolated or independent outputs that don't effect change or impact with a lasting value.

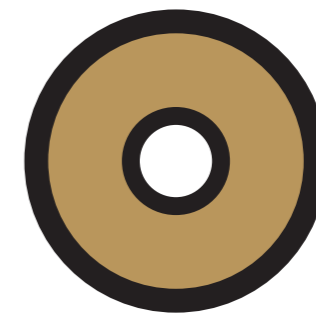
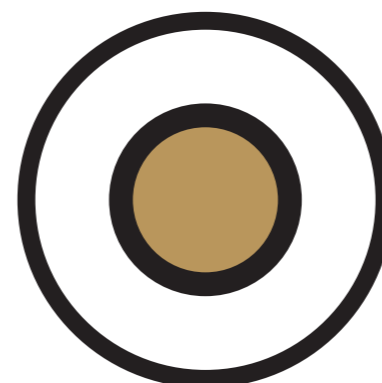
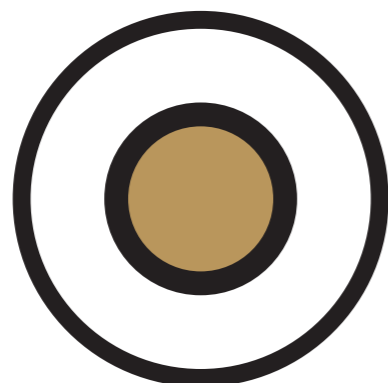
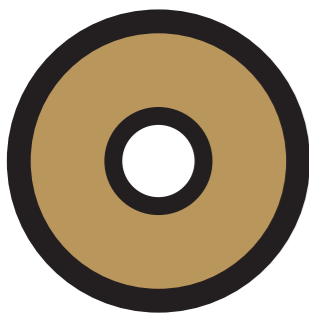
Our vision for reconciliation acknowledges that the work of the ADF can in fact truly produce a positive outcome for Aboriginal and Torres Strait Islander peoples. Our challenge is to act, collaborate, measure, reflect and respond in a way that realises that opportunity.

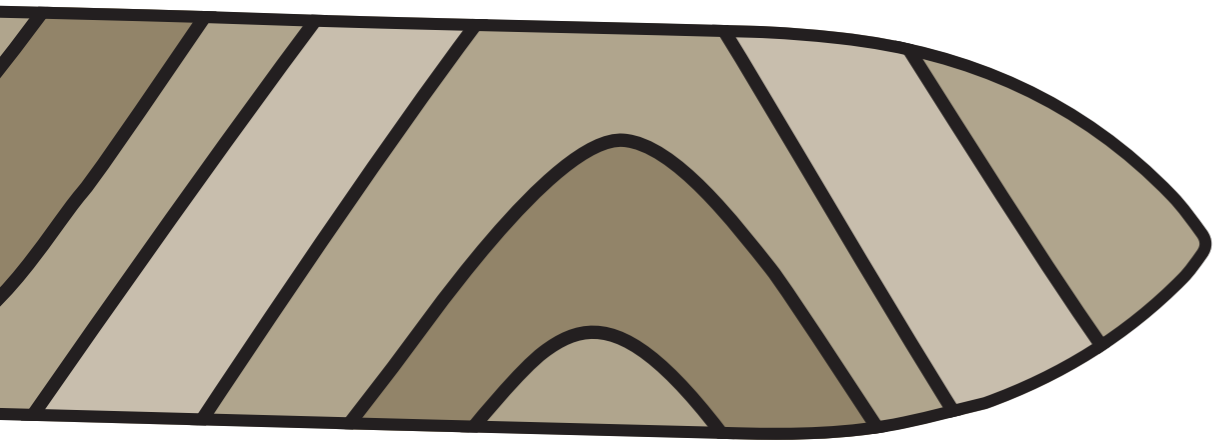
With support from the ADF Executive and endorsement by the Board, our Reconciliation Working Group (RWG) guides the implementation, monitoring and measurement of our Innovate RAP.

Our Reconciliation Working Group consists of employees from across the organisation that bring a diverse set of skills and experience that will be instrumental in bringing our RAP to life.

We currently have one Aboriginal RWG member with a view to increase this in the very near future. The Working Group consists of:

- Kerri Clarke – Reconciliation and Cultural Advisor, Co-Chair
- Glen Douglas – Chief Operating Officer, Co-Chair
- Melinda Lucas – Knowledge Manager
- Sejla Stammers – Information Officer
- Kim Hubery – People and Culture Manager
- Prani Harrison – Communications Officer
- Tony McGuire – Senior Community Development Officer
- Trent Wrightson – Project Support Coordinator

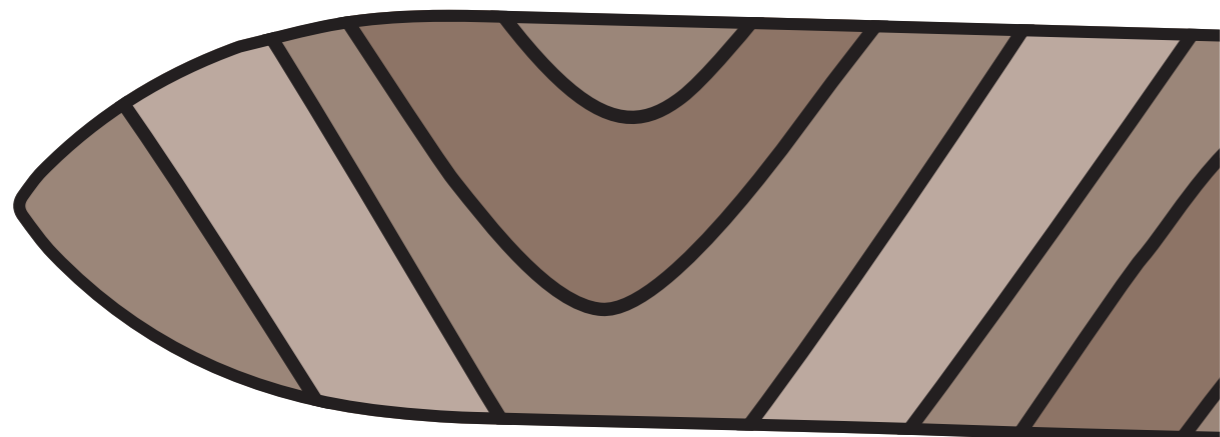




Relationships



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. Reconciliation Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander people and non-Aboriginal and Torres Strait Islander people are represented on the RWG. Continue to engage with our Aboriginal consultant and Reconciliation Advisor to inform our work. RWG oversees the development, endorsement and launch of the RAP. Meet at least twice per year to monitor and report on RAP implementation. Annually review and maintain Terms of Reference for the RWG. 	July 2019, July 2020 July 2019 July 2019 June 2019, 2020, 2021 July 2019, July 2020	Chief Operating Officer (Project Sponsor)
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	<ul style="list-style-type: none"> Annually participate in, promote and support the celebration of National Reconciliation Week (NRW). Annually celebrate, promote and organise internal NRW events and register these via Reconciliation Australia's NRW website. Provide opportunities for staff to participate in NRW activities. Ensure our Reconciliation Working Group participates in an external event to recognise and celebrate NRW. Support an external NRW event. 	May 2019, May 2020 May 2019, May 2020 May 2019, May 2020 May 2019, May 2020 May 2019, May 2020	People and Culture Manager and Head of Marketing and Communications
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	<ul style="list-style-type: none"> Review existing stakeholder framework and extend as required to support mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples. <ul style="list-style-type: none"> Ensure our stakeholder engagement plan includes Aboriginal and Torres Strait Islander stakeholders and any additional requirements required to establish mutually beneficial relationships. Ensure our Aboriginal and Torres Strait Islander stakeholder engagement aligns with our programs and service opportunities. Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. Partner with Aboriginal and Torres Strait Islander peak groups to advocate for policies and programs that support systems to prevent and minimise alcohol and other drug harm amongst Aboriginal and Torres Strait Islander peoples. 	June 2019 June 2020 June 2021	ADF CEO
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	<ul style="list-style-type: none"> Promote reconciliation through ongoing active engagement with all stakeholders. Develop a strategy to communicate our RAP to all internal and external stakeholders, including opportunities to collaborate with other organisations on reconciliation. Implement RAP communication strategy. Provide a copy of our RAP as part of induction to all new staff. 	July 2019 July 2019 August 2019 December 2019	Head of Marketing and Communications and Learning and Development Manager
5. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	March 2020	People and Culture 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.



Action	Deliverable	Timeline	Responsibility
6. Engage employees in continuous learning opportunities to increase understanding and appreciation of Australian history and Aboriginal and Torres Strait Islander cultures, histories and achievements.	<ul style="list-style-type: none"> All staff to participate in Cultural Respect and Safety Workshop. Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which considers locally relevant cultural learning needs and various ways cultural learning can be undertaken (online, face-to-face workshops or cultural immersion). Investigate opportunities to work with local Traditional Owners and Aboriginal and Torres Strait Islander consultants to develop cultural knowledge and experience. Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. 	<p>Dec 2019, Dec 2020, June 2021 Dec 2019</p> <p>Feb 2020</p> <p>Sept 2020</p>	People and Culture Manager and Learning and Development Manager
7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	<ul style="list-style-type: none"> Create a policy and/or procedure to ensure the Welcome to Country and Acknowledgement of Country is implemented consistently. This work will include; <ul style="list-style-type: none"> Processes for engagement with Traditional Owners and Elders to perform Welcome to Country at major events (eg. Good Sports Awards). Development, implementation and communication of a cultural protocol document for Welcome to Country and Acknowledgement of Country for staff in all states and territories. Revision of Welcome to Country and Acknowledgement of Country documents and uploading onto the ADF intranet for staff. Identifying the Aboriginal Country where each ADF office is located and visually represent this on the intranet for staff. Encouragement for staff to include an Acknowledgement of Country at the commencement of all formal meetings. Processes to ensure Acknowledgement of Country occurs at all internal and external meetings, using agreed language at all formal events and meetings. Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. Erect signage at all ADF offices acknowledging the Traditional Owners and Custodians in a way that provides visual or engaging impact for visitors. Revise the email signature block for all ADF staff to include the acknowledgement of Traditional Owners and Custodians. Continually model, explain and promote Welcome to Country and Acknowledgement of Country. 	<p>Dec 2019</p> <p>Dec 2019</p> <p>Dec 2019</p> <p>Dec 2019</p> <p>Dec 2019</p> <p>Dec 2019</p> <p>Dec 2019</p> <p>Dec 2019</p> <p>July 2020</p> <p>July 2020</p> <p>July 2020</p> <p>June 2021</p>	People and Culture Manager

<p>8. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> • Participate, promote and support the celebration of NAIDOC Week, and other key local Aboriginal and Torres Strait Islander events and celebrations. • Connect with existing Aboriginal and Torres Strait Islander organisations or communities to support identified events and build relationships through purposeful participation. • Review HR policies and procedures to ensure managers are able to actively enable Aboriginal and Torres Strait Islander staff to participate in NAIDOC Week. • Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. • Provide opportunities for staff to participate in NAIDOC Week activities. • Ensure ADF calendar of events on the intranet highlights events and celebrations. • Upload news stories on the intranet providing details of events and celebrations. 	<p>July 2019, July 2020</p> <p>June 2020</p> <p>July 2020</p> <p>July 2020</p> <p>July 2019, July 2020</p> <p>June 2019, June 2020</p> <p>Aug 2019, Aug 2020</p>	<p>People and Culture Manager</p>
<p>9. Increase the ADFs visibility in Aboriginal and Torres Strait Islander communities.</p>	<ul style="list-style-type: none"> • Review our Marketing and Communications activities for inclusion of Aboriginal and Torres Strait Islander peoples. • Include Aboriginal and Torres Strait Islander peoples, families and communities from across Australia in the ADF style guide. 	<p>March 2020</p> <p>July 2020</p>	<p>Head of Marketing and Communications</p>





Opportunities

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.

Action	Deliverable	Timeline	Responsibility
10. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	<ul style="list-style-type: none"> Understand our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. Develop and implement an Aboriginal and Torres Strait Islander focus in our employment and retention strategy. Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. Advertise vacancies in Aboriginal and Torres Strait Islander media with employment focus. Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.' Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development. 	June 2021 June 2021 June 2020 June 2020 June 2021 June 2020 June 2021	People and Culture Manager
11. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	<ul style="list-style-type: none"> Investigate Supply Nation membership. Review and update procurement policies and procedures to remove barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. Develop at least one supplier relationship with an Aboriginal and/or Torres Strait Islander owned business. 	Dec 2019 July 2020 June 2021 June 2021	Finance Manager
12. Increase the engagement and participation of Aboriginal and Torres Strait Islander peoples in Drug Action Teams.	<ul style="list-style-type: none"> Evaluate our program delivery as it relates to Aboriginal and Torres Strait Islander people; identify barriers and enablers to accessing programs and services. Create Aboriginal Engagement Resource through our Drug Action Team programs. Support Aboriginal and Torres Strait Islander peoples in Drug Action Teams - as lead organisations and members to strengthen their engagement and participation. 	July 2019 Nov 2019 Feb 2020	Head of Program Delivery
13. Increase access to relevant research, new information and resources for Aboriginal and Torres Strait Islander organisations.	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander peoples within our programs and services to further understand specific community needs in relation to evidence, research and information. Create a process for the sharing of information and resources between the ADF and Aboriginal and Torres Strait Islander organisations relevant to the audience. 	July 2020 Feb 2021	Head of Evaluation and Innovation
14. Provide opportunities for Aboriginal and Torres Strait Islander peoples to actively participate in resource development.	<ul style="list-style-type: none"> Actively seek out opportunities to engage and listen to the needs of Aboriginal and Torres Strait Islander peoples across the country to understand gaps in available resources. Develop a process to support co-design of all Aboriginal and Torres Strait Islander resources. Engage Aboriginal and Torres Strait Islander peoples at each stage of resource development, from identified need to publication. 	June 2021 June 2021 June 2021	Head of Evaluation and Innovation



Governance, Tracking Progress and Reporting

Action	Deliverable	Timeline	Responsibility
15. Ensure our Board is inclusive of Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"> Develop a strategy to ensure ADF Board decision making appropriately considers Aboriginal and Torres Strait Islander peoples. Seek input from Aboriginal and/or Torres Strait Islander peoples on matters that relate to them in the context of the Board. 	June 2021	Chair of ADF Board
		June 2021	
16. Report RAP achievements, challenges and learnings to Reconciliation Australia.	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. Investigate participating in the RAP Barometer. 	Sept 2019, 2020, 2021 May 2020	People and Culture Manager
17. Report RAP achievements, challenges and learnings internally and externally.	<ul style="list-style-type: none"> Internally report our RAP achievements, challenges and learnings. Publicly report our RAP achievements, challenges and learnings. 	June 2020	Chair of RWG Head of Marketing and Communications
		June 2021	
18. Review, refresh and update RAP.	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. Send draft RAP to Reconciliation Australia for review and feedback. Submit draft RAP to Reconciliation Australia for formal endorsement. 	Dec 2020	Chief Operating Officer (Project Sponsor)
		March 2021	
		July 2021	
19. Collect data from across the ADF as it relates to Aboriginal and Torres Strait Islander peoples to improve our service provision.	<ul style="list-style-type: none"> Review current mechanisms used to collect data for program and service delivery, including participation by Aboriginal and Torres Strait Islander peoples and organisations. Automate current program reporting data so that Aboriginal and Torres Strait Islander peoples and organisations are easily identified and participation experience able to be monitored for continuous improvement. Review the experiences and feedback provided to the ADF on program participation from Aboriginal and Torres Strait Islander peoples and organisations. 	Sept 2019	Head of Evaluation and Innovation
		Jan 2020	
		June 2021	

Contact details

Name: Glen Douglas

Position: Chief Operating Officer

Phone: 03 9611 6128

Email: glen.douglas@adf.org.au

www.adf.org.au

