



NADA Innovate Reconciliation Action Plan

September 2023 - September 2025



Network of Alcohol and Other Drugs Agencies (NADA)

Gadigal people of the Eora Nation
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RAP Working Group thank you

A massive thank you to all those on the NADA Reconciliation Action Plan (RAP) Working Group who contributed their time, experience, and knowledge to the development of the RAP.

Artwork and design

Thank you to Karlie Stewart, the artist who created the artwork shown on the front cover and throughout this RAP. Thank you to Mumbulla Creative for the graphic design.

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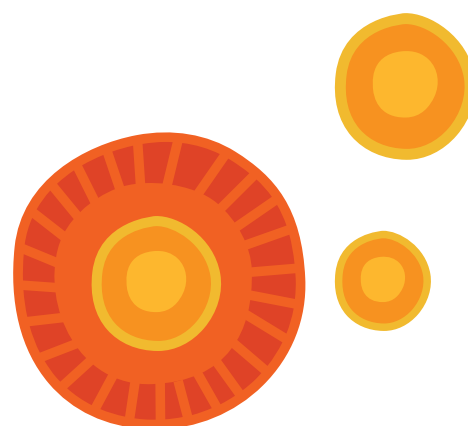
Australian Government
Department of Health and Aged Care



Health

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Acknowledgement of Country

NADA proudly acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands and waters throughout Australia. Our office stands on the land of the Gadigal people of the Eora Nation. We recognise, respect and value the deep and continuing connection of Aboriginal and Torres Strait Islander peoples to land, water, community and culture. We look to celebrate Aboriginal and Torres Strait Islander peoples for their cultural guidance, leadership and expertise.

We pay our respects to Elders past and present.



About the artwork

Gudjagas by Karlie Stewart, 2023

The healing of our nation following the harm done to First Nations people across the country is a process that we cannot hide from. It is the responsibility of us all to acknowledge where we've been, the wrongdoings committed against First Nations peoples, and pave a pathway forward together to the other side of the hurt. We must do this for our booris (babies) and our gudjagas (children) to thrive in a world they enjoy and deserve to be a part of. This artwork illustrates the healing power of forged relationships, and the meaningful change that our relationships with each other, our environment and ourselves can bring about.

Gudjagas presents a variety of colour variations which illustrate the landscape of our Country, whilst the patterns of the artwork illustrate the spirit and culture of us as people, given to us by Country. The orange circles represent the layers of our communities—us as individuals, then our families and finally, our communities in red 'U' shapes (representing people) on the outside of the circles. The two-toned purples represent our spirit, and our commitment to keeping our spirit strong. A strong spirit and commitment to our communities allows us to build resilient, truthful and meaningful relationships (represented by the blues throughout the artwork) to grow and support our potential for healing and walking forward together. The two-toned brown colours throughout *Gudjagas* represents Country, while the white concentric circles with outstretched lines represent our own individual journeys that we must all go on. Country teaches us about who we are and how we relate to each other—our responsibility to care and contribute comes from Country. *Gudjagas* illustrates the goodness that can come when we harness this teaching from Country, and how our commitment and responsibility to do better for ourselves and each other, through our relationships, can ultimately bring healing and build a better future for our gudjagas.



About the artist

Karlie Stewart is a Wodi Wodi and Wandj Wandj woman from Yuin Country on the South Coast of New South Wales. She lived in Nowra throughout her childhood and spent time around Nowra, Wreck Bay and Jerrinja with her family. Since the age of 10, Karlie lived on Bidjigal land and has strong connections to the La Perouse Aboriginal community. She now lives, works and creates in Wollongong, on Dharawal country.

In 2019, Karlie graduated with an Honours in Social Work from the University of New South Wales and has since practiced as a social worker. Karlie currently manages Weave Youth and Community Services' Aboriginal Healing Program alongside her lecturing role at the University of Wollongong. She is passionate about healing for Aboriginal and Torres Strait Islander peoples and enjoys exploring these themes in her artwork. Karlie has been painting and creating Aboriginal artworks since she was young as a way to express her connection to her saltwater home on the South Coast.



Message from CEO of Reconciliation Australia

Reconciliation Australia commends the Network of Alcohol and other Drugs Agencies (NADA) on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. NADA continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The 4 RAP types—Reflect, Innovate, Stretch and Elevate—allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways. An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that NADA will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to NADA using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders. The RAP program's emphasis on *relationships*, *respect* and *opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for NADA to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, NADA will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of NADA's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations NADA on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from CEO of NADA

On behalf of the NADA Board and staff, it is my privilege to present the Network of Alcohol and other Drugs Agencies (NADA) second Reconciliation Action Plan, the NADA Innovate Plan 2023-2025.

As the peak body for the NSW non-government alcohol and other drugs (AOD) sector, NADA is proud to work alongside Aboriginal Community Controlled AOD treatment providers, who make up 15% of NADA members. We're also grateful that we've seen an increase in the number of AOD workers who identify as Aboriginal and/or Torres Strait Islander from 8% in 2018, to 11% in 2022. With almost 23% of all episodes of care from NADA members delivered to Aboriginal and Torres Strait Islander (hereafter First Nations) peoples, we are committed to ensuring that non-government AOD services in NSW are culturally safe and appropriate.

The NADA Board and staff will ensure that the NADA Innovate Plan guides our governance, operations and service delivery. We'll do this by authentically engaging with First Nations peoples and organisations for their cultural guidance, leadership and expertise.

While NADA is a small non-government organisation, our reach and potential for broader impact is far greater—both through our 80 organisational members and also with the many partners we have to achieve our purpose. We'll ensure that we use that research to ensure that NSW non-government AOD services view culture as an important element of all AOD prevention, harm reduction and treatment services. We also want to ensure that outcomes of treatment consider social and emotional wellbeing, and the importance of connection to culture for First Nations peoples.

Thank you to our RAP Working Group (RAPWG) for driving the development of this RAP and to our staff, members and partners for their support and contribution.

We look forward to working with First Nations peoples and organisations to implement this RAP, to improve social and emotional wellbeing and be active partners in reconciliation.

Dr Robert Stirling

Chief Executive Officer

Network of Alcohol and other Drugs Agencies



Our vision for reconciliation

NADA's vision is accountability in reconciliation work. In this context of this Innovate RAP, accountability means:

- ▶ taking personal and organisational responsibility for reconciliation work
- ▶ when First Nations cultural awareness trainings occur, learnings are implemented by workers in their everyday practice
- ▶ everyday assumptions and communications about First Nations communities are reflected upon, challenged and changed where needed
- ▶ reconciliation work is not just done for business purposes, but for equity reasons.

We raise accountability as a primary theme of our vision for reconciliation, given the harmful consequences of workers not being accountable in reconciliation work. We recognise the damage caused by stereotypical judgements, people not practicing what they have learned in cultural awareness trainings, and through breaches in trust when workers are not accountable.

This RAP aims to promote accountability through setting out the 'who', 'when' and 'what' of reconciliation work. Through the deliverables, timelines and allocation of responsibility for actions in this RAP, we will spend the next 2 years actioning our vision of accountability. One way we will be accountable to member services, stakeholders and communities for our progress is through publishing updates in publicly available NADA communications, such as our eMagazine, *The Advocate*.

Through promoting accountability in this RAP, we aim to work toward a society that is inclusive and equitable, where the health and wellbeing of First Nations peoples is equal to that of non-First Nations people; a society that has eliminated racism and other social determinants known to cause health inequity, and where everyone can access the help they need, when and where they need it, including AOD treatment. We also wish to provide opportunities for First Nations peoples within the context of NADA as a peak body, and as an organisation committed to strengthening its employment and supplier inclusion.

Our business

NADA core business

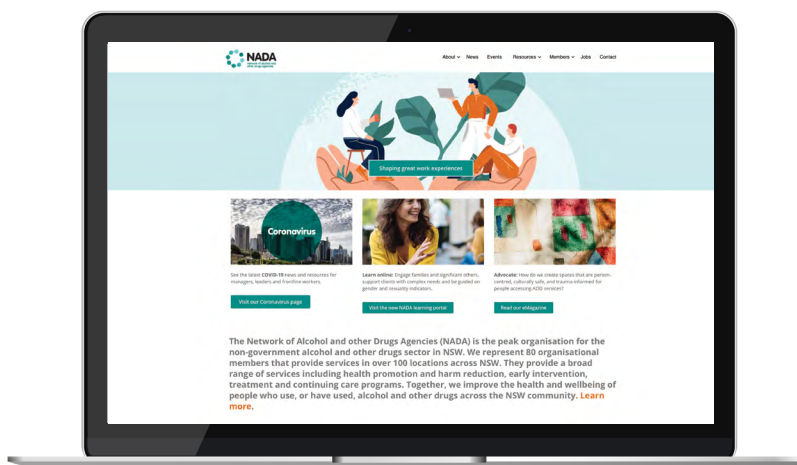
We recognise that, as the peak body for NSW non-government AOD organisations across NSW and the ACT, we have a unique responsibility to be accountable in our reconciliation work. Our organisational vision is improved health and wellbeing through access to a connected non-government AOD sector that is resourced to deliver quality services. Our office is located in Woolloomooloo, NSW, on Gadigal Country.

NADA represents members that provide services in over 100 locations. Members provide a broad range of services, including health promotion and harm reduction, early intervention, treatment and aftercare programs. NADA membership comprises of services that are diverse in their structure, philosophy and approach to AOD service delivery.

NADA provides a range of programs and services that focus on sector and workforce development, information management, governance and management support, sector representation and advocacy, as well as actively contributing to public health policy.

We are governed by a board of directors elected from the NADA membership, and are accredited under the Australian Service Excellence Standards.

Further information about NADA's work is available on its website: www.nada.org.au.



Organisational makeup

In terms of the workforce makeup, NADA has **12FTE staff**, of which **1 staff member is a First Nations person**. In addition to this, NADA engages and contracts people from First Nations communities casually in the development of educational resources, and in its peer and lived experience advocacy work in the AOD space.



Our RAP

Why NADA is developing a RAP

NADA is developing a RAP to support and advance our pre-existing relationships and policy work with First Nations communities.

Firstly, we see our RAP work as supporting our pre-existing involvement with the Aboriginal Corporation Drug and Alcohol Network (ACDAN), which in turn shapes and informs the work we do. NADA staff regularly attend ACDAN meetings.

Secondly, we see the RAP as supporting and advancing our work implementing the NADA guide, developed collaboratively by Raechel Wallace and Julaine Allan, entitled, *Alcohol & other Drugs Treatment Guidelines for Working with Aboriginal & Torres Strait Islander People in a Non-Aboriginal Setting* (2019). Section 6D (pg. 22) of the guide recommends organisations develop a RAP as part of their work to create an organisational culture that is inclusive and responsive towards First Nations communities. The guide recognises the way RAPs can build and encourage, 'relationships between Aboriginal peoples, communities, organisations, and the broader Australian community' (pg. 22).

Thirdly, part of our intention in developing and implementing this RAP is to contribute to the effort to increase First Nations people's participation in AOD networks, including both within and outside NADA. This is to ensure adequate and diverse First Nations voices are shaping and leading AOD work. Through working to increase culturally safe and sustainable representation within networks, we wish to support the saying, 'nothing about us without us'.

Fourthly, NADA's RAP work is informed by the perspectives of First Nations communities featured in NADA CEO Robert Stirling's Professional Doctorate of Public Health with UNSW, entitled, *Performance measurement in alcohol and other drug treatment services* (2022). In this qualitative research, which focused on the NSW context, First Nations AOD service users identified the need for more culturally appropriate AOD services for First Nations communities (pg. 83), and for more First Nations AOD workers to support First Nations service users (pg. 104). Goals in this RAP address these identified needs. For example, one RAP deliverable is that NADA will continue rolling out First Nations cultural awareness and strength-based practice training to NADA member services, which contributes to the work of creating more culturally appropriate AOD services. Another way the RAP is informed by First Nations community perspectives in Stirling's research is through one of the goals of the RAP being to contribute to the growth of the First Nations AOD workforce.

RAP Working Group

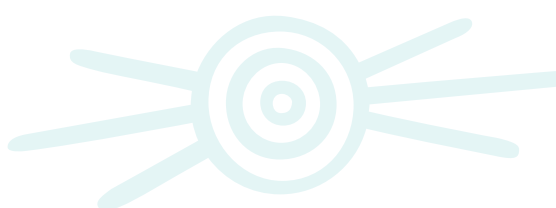
The RAPWG meets at least 4 times per year, and is chaired by a NADA staff member. Members of the NADA executive, Maricar Navarro and Robert Stirling, act as RAP Champions for the group. NADA staff across the organisation will work to implement the RAP.

During the formation of our RAPWG we had an expression of interest round that was advertised to staff, workers from NADA member services, and community members through NADA communications.

Our organisation does not have an external First Nations Advisory Group; however 9 members of the RAPWG are First Nations peoples.

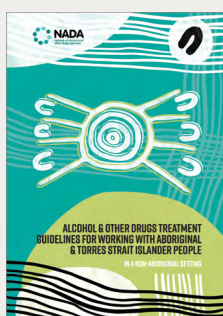
People on the NADA RAPWG while this RAP was being developed include:

NAME	ROLE
Maricar Navarro	Operations Manager, NADA and RAP Champion
Chris Mason	Senior Counsellor, The Glen
Raechel Wallace	Aboriginal Program Manager, NADA
Leanne Lawrence	Senior Treatment Facilitator, Lives Lived Well
Anthony Russell	NADA Consumer Representative
Hannah Gillard	Project Coordinator, NADA and RAP Chair
Jacinta Ryan	Team Leader - Pathways Eurobodalla, Directions Health
Djaleesa Kickett	University student, Western Sydney University
Robert Stirling	CEO, NADA and RAP Champion
Belinda Little	Counsellor Case Manager, Lives Lived Well
Robbie Lloyd	Adviser to NUAA on Training, Research, Evaluation and Development
Daphne Parsons	Aboriginal Support Worker, Guthrie House
Sarah Etter	Clinical Director, NADA
Elke Wooderson	Facilitator/Counsellor, The Buttery



Key learnings and changes since NADA's last RAP

This will be NADA's second Innovate RAP. The first was developed for the 2017–2019 period. Since its first Innovate RAP, NADA has been carrying out the following significant changes:



- ▶ Filling an identified role in the organisation of Aboriginal Program Manager, who provides NADA and its members with guidance regarding culturally appropriate practice, alongside First Nations peoples who work in, or are seeking assistance from, AOD treatment.
- ▶ Published the *Alcohol and other drugs treatment guidelines for working with Aboriginal and Torres Strait Islander people – in a non-Aboriginal setting* (2019). The resource supports non-First Nations service providers in the AOD sector working with First Nations peoples, and is accessible [here](#) or via the QR code below.

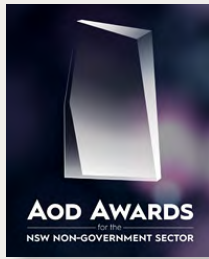


- ▶ Developed the guide *Access and equity: Working with diversity in the alcohol and other drugs setting – second edition* (2021). This NADA guide has a section on suggested approaches to make AOD services more inclusive for First Nations communities. The section of this guide was reviewed by the ACDAN and the Aboriginal Drug and Alcohol Residential Rehabilitation Network (ADARRN), and is accessible [here](#) or via the QR code below.



- ▶ NADA has worked to improve cultural inclusiveness at its events. For instance, at the NADA Conference in 2021, a number of attendees provided feedback that they appreciated the work NADA had done to highlight First Nations cultures. Indeed, one attendee stated:

I loved that this conference incorporated Culture so well. It was imbedded rather than tokenistic. The Welcome to Country, smoking ceremony, stories, and dancers - as well as a strong focus on Aboriginal projects made the NADA conference one of the best I've attended.



- ▶ NADA introduced an AOD award for the sector called the 'First Nations Award'. This award recognises the significant contributions of a First Nations person, organisation or program to preventing and/or minimising AOD related harms in First Nations communities. This award is presented every 2 years at the NADA conference.
- ▶ In August 2022, NADA took part in a First Nations cultural audit of the organisation. This was performed by Martin Nean and Kylie Paulson, ACDAN board members who work for Hunter New England Local Health District in AOD. NADA will work to implement the recommendations from this audit, alongside its RAP work, to improve its cultural inclusiveness.
- ▶ We were able to provide our office an opportunity for conversation and education around the importance of recognising the diversity of First Nations cultures, stories and art practices, through the purchase of artworks from First Nations artists. This includes new art from William Caldwell. William's mum is a Gumbaynggirr person and his dad is Kamilaroi. William grew up mostly in Sydney. NADA also employed artist Karlie Stewart to develop a piece for the office and the NADA RAP. Karlie is a Wodi Wodi and Wandi Wandian woman from Yuin Country.



NADA CEO Robert Stirling with William Caldwell holding the painting *29 Tribes*. The painting is for NADA's office, which is on Gadigal land, and represents the 29 local clans that make up the Eora Nation.



Learnings and challenges since our last RAP

Since the last NADA RAP, we've learned about the challenges of sector funding instability. This can negatively impact key groups informing NADA's reconciliation work, like ACDAN. Sector funding shortages and instability can additionally impact the capacity of NADA to give RAP development and implementation the focus and prioritisation that it requires. One result of this has been a lag in the development of this RAP.

Since the development of our last RAP, we have also learned about the burden that can be placed on First Nations communities on RAPWGs, given their multiple competing priorities. Being flexible and sensitive towards these multiple competing priorities, in addition to ensuring RAP implementation is done through a whole of organisation approach, is one way we're working to ensure RAP work is genuinely shared.

Finally, we have learned more about the time taken to do the consultative work for RAP development. As such, we have allocated ample time for the development of the future NADA RAP in this document.

Staff profiles reflecting the positive progress NADA has made since its last RAP



Raechel Wallace Aboriginal Program Manager NADA

Raechel was interviewed about the process for the development of the NADA guide: *Alcohol and other drugs treatment guidelines for working with Aboriginal and Torres Strait Islander people - in a non-Aboriginal setting* (2019).



This resource seeks to provide guidance around how non-First Nations agencies can enhance culturally appropriate practice for First Nations peoples attending AOD services.

Raechel spoke to some of the benefits she's seen for organisations that have used the resource:

Connecting to community and knowing how to go about this has been a big change. It [the resource] has also led to things like running joint events in the community, setting up regular mentoring for staff, and employing Aboriginal staff. Organisations also looked at their physical space and how to make it more welcoming. One service worked with their Local Land Council to put together a book of local knowledge to support local Aboriginal clients who were wanting to know more about their Country.

The resource was developed alongside a cultural 'audit' process for NADA members, preferably referred to by Raechel as a yarning process, wherein 12 community services were engaged and given feedback about the inclusiveness of their workplace towards First Nations communities. Aboriginal 'auditors' were also trained as a result of the project, to assist more workplaces in assessing and acting on the inclusiveness of their service towards First Nations communities.



Hannah Gillard

RAP Chair and NADA Project Coordinator

Hannah speaks about their experience working on the NADA RAP with the RAPWG.

What did the development of the RAP involve?

It involved working with pre-existing Working Group members to recruit new members to the RAPWG. It also involved working collaboratively to ensure there was representation of people from specific communities and work areas in the group—from people with lived experience of accessing AOD services, to diversity in terms of different NADA member services being represented, and ensuring there was representation from First Nations communities in the group.

The RAP creation also involved developing and getting approval for budgets for the RAP. This involved factoring in aspects like the artwork and graphic design, the launch event, and payments for people—for instance, group members from First Nations communities—if they were contributing to the RAP outside their paid work time.

Developing the RAP with the working group for me involved researching other organisation's RAPs. Going to the Reconciliation Australia conference in 2022 was helpful for connecting with people who were also developing RAPs. Additionally, going to RAP launch events like that held by the NSW Council of Social Services (NCOSS) in 2022 was useful in understanding what a RAP launch event could look like.

What did you learn through your role as Chair of the NADA RAP working group?

In relation to the supplier diversity section of the RAP, I learned more about the significance of doing my own research on organisations to ensure I'm purchasing from First Nations Community Controlled organisations in my everyday work, as sometimes this information isn't clear. One of the items listed in our RAP—doing a Cultural Audit of the organisation to improve First Nations inclusion within NADA—is also something I'll be privileged to learn from and play my part in implementing.

Through working on the RAP, I learned about the importance of involving all staff and the NADA Board in the RAP development and implementation process. I contributed to this through sharing drafts of the RAP with staff and board, giving RAP development updates at staff meetings, and sharing RAP meeting minutes with the board.



Sarah Etter

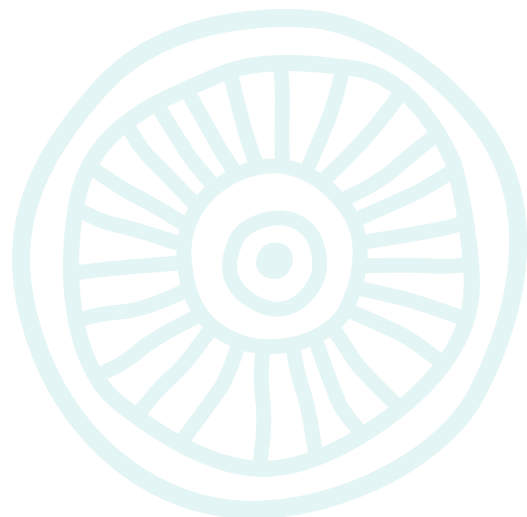
Clinical Director and RAPWG member, NADA

Sarah speaks about the impact of partaking in Aboriginal Cultural Awareness training, organised by NADA, and run by Felicity (Flic) Ryan from *Big River Connections*.

What did you learn from the training, and how have you implemented what you learned in your AOD work?

What Flic taught us during the training about the Stolen Generations influences my AOD work to this day. I specifically remember a diagram that Flic put on a whiteboard during the training. The diagram mapped families—like a child, Mum, Aunty—and how they're interconnected, to explain the impact of the Stolen Generations. So when a child is stolen, it isn't that it impacts the mum, it affects all these other people. And then Flic posed the question to the group—if you were one of these other people, how would your parenting be different to your child? And Flic did a really good visual representation of what intergenerational trauma looks like. I'll never forget that—that's always guided my practice, and my understanding of working with women and children who are First Nations and their presentations.

Coming from America, I didn't know much about First Nations peoples, so I didn't have any cultural context, awareness or sensitivity about the equity imbalances present. Then I started hearing about it, and saw the diagram in Flic's training, and that helped me better understand the context. The training made me reflect on how I think some people equate First Nations peoples in Australia with Black people in America, and it completely erases First Nations peoples in America as well.






Relationships

NADA is committed to strengthening its relationships and partnerships with First Nations peoples, organisations and communities to:

- ▶ ensure high quality and culturally appropriate services are being delivered to clients accessing community based AOD treatment
- ▶ ensure the non-government AOD workforce has access to high quality and culturally appropriate training, resources and information
- ▶ contribute to the growth of the First Nations AOD workforce, and encourage unity and respect across the non-government AOD sector.

Through contributing to the growth of the First Nations workforce, NADA aims to: ensure First Nations staff are not pigeon-holed into positions; ensure workers are provided with incentives to conduct further study if desired; and work to ensure staff retention, through connecting workers with mentorship opportunities, contributing to building worker confidence, and ensuring workers feel comfortable to ask questions in their roles.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	<ul style="list-style-type: none"> • Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement. 	Sep 2023, 2024	Lead: RAP Champions Support: NADA Executive
	<ul style="list-style-type: none"> • Develop and implement an engagement plan to work with First Nations stakeholders and organisations. 	Sep 2023, 2024	Lead: Executive Support: RAPWG
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 staff. 	May 2024, 2025	RAP Chair
	<ul style="list-style-type: none"> • RAPWG members to participate in an external NRW event. 	27 May – 3 Jun 2024, 2025	Lead: RAP Champions Support: RAPWG
	<ul style="list-style-type: none"> • Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May – 3 Jun 2024, 2025	Lead: Executive Support: RAP Chair
	<ul style="list-style-type: none"> • Organise at least one NRW event each year. 	27 May – 3 Jun 2024, 2025	Lead: RAP Champions Support: RAPWG
	<ul style="list-style-type: none"> • Register all our NRW events on Reconciliation Australia's NRW website. 	May 2024, 2025	RAP Chair

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>3. Promote reconciliation through our sphere of influence.</p>	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation. 	May 2024, 2025	<p>Lead: RAP Champions Support: Executive</p>
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	Apr 2024, 2025	<p>Lead: RAP Champions Support: Communications Officer</p>
	<ul style="list-style-type: none"> Explore opportunities to positively influence external stakeholders to drive reconciliation outcomes. This will be done through publications and meetings such as: NADA's eMagazine—<i>The Advocate</i>, the NADA Annual Report, the NADA Conference in mid-2025, Peak AOD Networks and committees NADA is part of. 	May 2024, 2025	<p>Lead: RAP champions Support: RAPWG</p>
	<ul style="list-style-type: none"> Feature First Nations focused talks at NADA's conference, highlighting achievements and promotion of First Nations peoples in the workforce. 	Jun 2024	Program Services Lead
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. This will be done through exploring joint activities (such as meetings or events) with member organisations who also have RAPs, and through chatting with member services about their RAP work at site visits (this will be added as an item to the NADA site visit sheet). 	Jun 2024, 2025	RAP Champions
<p>4. Promote positive race relations through anti-discrimination strategies.</p>	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs, in line with the NADA QI policy review schedule. 	Nov 2023	<p>Lead: RAP Champions Support: RAPWG</p>
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	Nov 2023	<p>Lead: RAP Champions Support: RAPWG</p>
	<ul style="list-style-type: none"> Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy. 	Nov 2023	<p>Lead: RAP Champions Support: RAP Chair</p>
	<ul style="list-style-type: none"> Develop and implement a strategy to educate all staff on the effects of racism, including all internal senior leaders. 	Oct 2023	<p>Lead: Executive Support: RAPWG</p>
<p>5. Build relationships through engagement with external networks focused on the health and wellbeing of First Nations peoples.</p>	<ul style="list-style-type: none"> NADA will continue its involvement with the ACDAN and ADARRN. 	Oct 2023, 2024	<p>Lead: Program Services Support: Executive</p>
	<ul style="list-style-type: none"> Maintain NADA's engagement with the National Indigenous Australians Agency (NIAA). 	Oct 2023, 2024	<p>Lead: Program Services Support: Executive</p>



NADA aims to instil respect for First Nations communities into everyday activities and operational activities. Respect for First Nations cultures, histories, knowledges and rights are important to NADA to help create an inclusive and equitable workforce, in addition to AOD service provision that is culturally competent.

Some ways NADA aims to promote respect towards First Nations communities includes:

- ▶ recognising culturally significant dates and incorporating these into operational activities. Conversely, NADA will not celebrate disrespectful dates like the government holiday on January 26.
- ▶ ensuring First Nations cultural works are purchased from appropriate members of First Nations communities. NADA will not contribute to the exploitation and extraction of First Nations cultural knowledges and items for profit of those outside First Nations communities.
- ▶ recognising the diversity of perspectives and experiences by those in First Nations communities. The diversity of these perspectives will not be weaponised by those outside First Nations communities against those within these communities.
- ▶ not placing unfair expectations on First Nations communities through stereotyping and assumptions.
- ▶ recognising it is inappropriate for non-First Nations people to lecture First Nations peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.</p>	<ul style="list-style-type: none"> • Conduct a review of cultural learning needs within our organisation. 	Apr 2024	<p>Lead: Executive Support: RAPWG</p>
	<ul style="list-style-type: none"> • Consult local Traditional Owners and/or First Nations advisors on the development and implementation of a cultural learning strategy. 	Apr 2024	<p>Lead: RAP Champions Support: QI Leads</p>
	<ul style="list-style-type: none"> • Develop, implement and communicate a cultural learning strategy for staff. 	Feb 2025	<p>Lead: Executive Support: RAPWG</p>
	<ul style="list-style-type: none"> • Provide opportunities for RAPWG members, HR managers and other key leadership staff to participate in formal and structured cultural learning. These opportunities will be included in the cultural learning strategy. 	Feb 2024, 2025	RAP Champions
	<ul style="list-style-type: none"> • Continue to subscribe to First Nations media, including Koori Mail. 	Jul 2024, 2025	Executive

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>7. Demonstrate respect to First Nations peoples by observing cultural protocols.</p>	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	Feb 2024	RAP Champions
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. This will be included in the NADA event management guide. This amended guide will be circulated to staff to ensure they are aware of cultural protocols. 	Apr 2024	Lead: RAP Champions Support: RAPWG
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	Feb 2024, 2025	Lead: Executive Support: Program Services
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	Feb 2024, 2025	Lead: NADA executive Support: NADA staff
<p>8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> RAPWG to participate in an external NAIDOC Week event. 	First week in Jul 2024, 2025	Lead: RAP Chair Support: RAPWG
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	Feb 2025	Lead: RAP Champions Support: RAPWG
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	Jun 2024, 2025	Lead: Executive Support: RAP Champions
	<ul style="list-style-type: none"> Contact the local NAIDOC Week Committee to discover events in our community. 	First week of Jun 2024, 2025	RAP Chair
	<ul style="list-style-type: none"> In consultation with First Nations communities, hold an internal NAIDOC Week event. 	First week of Jul 2024, 2025	Lead: RAP Champions Support: RAPWG



Opportunities

NADA is committed to providing opportunities for First Nations peoples within the context of NADA as a peak body, and as an organisation committed to strengthening its employment inclusion, and supplier diversity. NADA is committed to providing opportunities for First Nations peoples to:

1. ensure that programs and resources designed for First Nations peoples are devised, created and led by First Nations peoples
2. encourage and support self-determination, and recognise that First Nations peoples are the experts.


ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current First Nations staffing to inform future employment and professional development opportunities. 	Jun 2024	Lead: RAP Champions Support: Executive
	<ul style="list-style-type: none"> Engage with First Nations staff to consult on our recruitment, retention and professional development strategy. 	Feb 2025	Executive
	<ul style="list-style-type: none"> Develop and implement a First Nations recruitment, retention and professional development strategy. This will be included as a supporting document to the NADA Human Resources policy. 	Feb 2025	Lead: RAP Champions Support: Executive
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach First Nations stakeholders. 	Jul 2024, 2025	Lead: Executive Support: Managers
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace. 	Nov 2023	Lead: RAP Champions Support: RAPWG
	<ul style="list-style-type: none"> Increase the percentage of First Nations staff employed in our workforce. 	Nov 2024	Lead: Executive Support: RAP Champions
	<ul style="list-style-type: none"> Have a least one First Nations person on the NADA board. 	Nov 2024, 2025	Lead: Executive Support: RAP Champions
	<ul style="list-style-type: none"> Include First Nations representation on recruitment and selection panels where possible. 	Jul 2024, 2025	Lead: Executive Support: Managers
	<ul style="list-style-type: none"> Ensure professional development opportunities are accessible to First Nations staff. This includes through the provision of a training budget to internal staff, and organising training sessions on topics like self-care and lateral violence for First Nations workers outside the organisation. 	Jul 2024, 2025	Lead: Executive Support: Managers

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>10. Increase First Nations supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> Develop and implement a First Nations procurement strategy. Ensure this strategy includes a statement against Black cladding, and that staff are aware of what Black cladding is. 	Feb 2024	Lead: Executive Support: RAPWG
	<ul style="list-style-type: none"> Maintain Supply Nation membership. 	Mar 2024, 2025	Executive
	<ul style="list-style-type: none"> Develop and communicate to staff a list of First Nations businesses that can be used to procure goods and services 	Feb 2024	Lead: Executive Support: RAP Chair
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses. 	Feb 2024	Lead: RAP Champions Support: Executive
	<ul style="list-style-type: none"> Develop commercial relationships with First Nations businesses. 	Feb 2024, 2025	Executive
	<ul style="list-style-type: none"> Continue to participate in the ACDAN and ADARRN meetings. 	Jul 2024	Lead: Program Services Support: Executive
<p>11. Improve the capacity of the NGO AOD sector to provide appropriate AOD support to First Nations peoples.</p>	<ul style="list-style-type: none"> Continue to provide NADA's membership with access to First Nations cultural awareness and strengths-based practice training. 	Jul 2024, 2025	CEO
	<ul style="list-style-type: none"> Continue to prioritise First Nations Community Controlled Organisations for Workforce Development Grants. 	Jul 2024, 2025	Lead: Executive Support: Program Services
	<ul style="list-style-type: none"> Continue to provide professional development opportunities focused on enhancing workforce capacity to engage and support First Nations clients. 	Jul 2024, 2025	Lead: RAP Champions Support: Communications Officer



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>12. Establish and maintain an effective RAPWG to drive governance of the RAP.</p>	<ul style="list-style-type: none"> Maintain First Nations representation on the RAPWG. 	<p>Mar 2024, 2025</p>	<p>Lead: RAP Chair Support: RAP Champions</p>
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RAPWG. 	<p>Mar 2024, 2025</p>	<p>RAP Chair</p>
	<ul style="list-style-type: none"> Meet at least 4 times per year to drive and monitor RAP implementation. 	<p>Nov 2023 Feb, May, Aug, Nov 2024 Feb, Apr, Jun 2025</p>	<p>RAP Chair</p>
<p>13. Provide appropriate support for effective implementation of RAP commitments.</p>	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	<p>May 2024, 2025</p>	<p>Lead: RAP Chair Support: RAP Champions</p>
	<ul style="list-style-type: none"> Engage NADA senior leaders and other staff in the delivery of RAP commitments. 	<p>Mar 2024, 2025</p>	<p>Lead: RAP Chair Support: RAP Champions</p>
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. This will include allocating deliverable tasks to staff through Teamwork (part of Microsoft Teams) and making RAP implementation a standing agenda item at Board and staff meetings. 	<p>Mar 2024, 2025</p>	<p>Lead: RAP Chair Support: RAP Champions</p>
	<ul style="list-style-type: none"> Maintain an internal RAP Champion from senior management. 	<p>Mar 2024, 2025</p>	<p>RAP Chair</p>
<p>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. Ensure calendar reminders are set to meet questionnaire submission deadlines. 	<p>30 Sep annually</p>	<p>RAP Chair</p>
	<ul style="list-style-type: none"> Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence. 	<p>Jun annually</p>	<p>RAP Chair</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14 cont.	<ul style="list-style-type: none"> Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire. 	1 Aug annually	RAP Chair
	<ul style="list-style-type: none"> Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP. 	May 2025	RAP Chair
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	Mar 2024, 2025 Jun 2024, 2025 Sep 2023, 2024 Nov 2023, 2024	RAP Chair
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	Sep 2023, 2024	Lead: RAP Champions Support: Communications Officer
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2024	Lead: RAP Chair Support: RAP Champions
	<ul style="list-style-type: none"> Circulate RAPWG minutes and draft RAP to board. 	RAPWG meeting minute circulation: Nov 2023 Feb, May, Aug, Nov 2024 Feb, Apr, Jun 2025 Draft RAP circulation: Jul 2025	Leader: RAP Chair Support: NADA Executive
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	Apr 2025	Lead: RAP Chair Support: RAP Champions



For public enquiries about our RAP

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NADA
network of alcohol and
other drugs agencies