



Reflect Reconciliation Action Plan

December 2022 – November 2023



Windana acknowledges the Traditional Owners of Country across Australia and pays respect to Elders past and present. Windana looks forward to building culturally safe services and striving towards reconciliation so that we can support the health and wellbeing of all Aboriginal and Torres Strait Islander communities.

Our RAP Artwork

At Windana, we support people to rebuild their lives through people-centred services. It was important through our Reconciliation journey to recognise the lived experience of our clients and their communities as they navigate the path into recovery.

“Growth from Within” was created by proud Wiradjuri Man, Dion Wait, the artist behind Descendant Artwork and part of the team at Galiamble, one of our sector partners. Kobi Sainty was also engaged to collaborate with Dion to digitise the piece for use throughout our Reconciliation Action Plan.

The original piece was commissioned for our Barwon Therapeutic Community and remains on display for our residents and team to reflect upon and appreciate. The stories it tells are a poignant representation of our clients and Windana’s passage to recovery and reconciliation.

In the words of artist Dion

“The yellow circle at the top represents the therapeutic centre, with people sitting around the centre; people who work there and the people who come there for help. The purple represents seeds that you plant through recovering from addiction to grow strong and blossom for a brighter future. We gather things from people we meet along the way and use their words to strengthen our own roots to stay grounded.

The blue lines represent the channels we gather this information from. It takes some time, but we always keep growing stronger one day at a time.

The green through the middle represents the personal growth through taking these things on board. They represent healing, transitions, change, connectedness as we go on; the strength we gain from the inner work becomes stronger and stronger.

The bottom is the future after the healing. We go back to our community and share the knowledge we have gained with other people who need it or people who like to hear the success story. It is passed down from group to group in a positive way. Life changes for the better. We may come from a dark background, but the blossoming of the seeds turns into beautiful flowers.”



“Growth from Within” created by Proud Wiradjuri Man, Dion Wait.

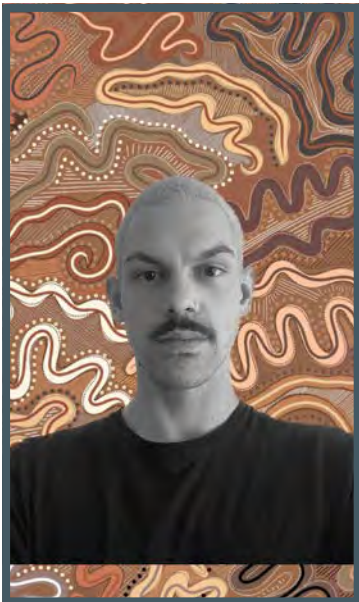
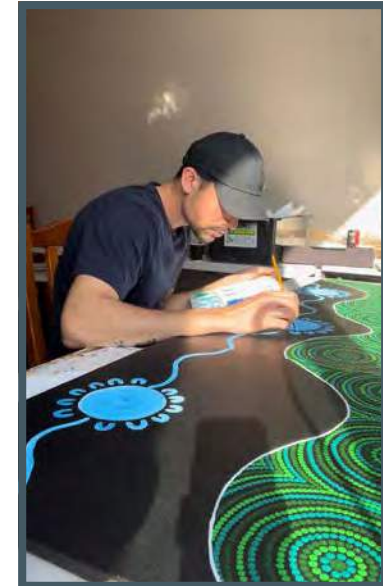
The trust and faith in Kobi to honour the stories told in Dion's piece is evident in the finished product. We are thankful to have this artwork and to showcase two outstanding emerging Indigenous artists.

Artist Profiles

Dion Wait (@descendantartwork)

Dion is a Wiradjuri man who grew up mostly in Wagga Wagga NSW. In 2017 as part of Dion's recovery, his journey as an artist began, a passion that still plays a major part in his life today.

Dion uses art as an expression of his story, a tool to visualise his thoughts and emotions from today and those that he has experienced along the way. Dion now lives and works in Melbourne.



Kobi Sainty (@kobisaintyart)

Kobi is a young, emerging artist and graphic designer. Kobi started out creating art in a community workshop, sparking his curiosity with contemporary Indigenous Art.

Born and raised in Launceston, Tasmania with his grandparents, Kobi is a Bunurong and Palawa man and focuses on telling the stories of his people and the land he lives on. He has lived on Bunurong Country for the past eight years and tells stories of his country through his art.

Message from CEO



Windana works on the lands of the Bunurong and Wadawurrung Peoples. Many members of our community also live on the land of the Wurundjeri People. On behalf of Windana, I wish to acknowledge the Traditional Owners of the lands where we live and work and pay respects to their Elders past, and present. We acknowledge, respect, and commit to learn from the world's oldest continuous and richly diverse cultures, from all around Australia.

I'm delighted to share our commitment to reconciliation with Aboriginal and Torres Strait Islander peoples through Windana's first Reconciliation Action Plan. Reconciliation is a journey for non-Indigenous Australians to travel, whereby we commit to understanding historical injustices, make amends and commit to action that heals our relationships with Aboriginal and Torres Strait Islander communities. It is with this spirit and intent that I commit that Windana will wholeheartedly progress its journey of reconciliation.

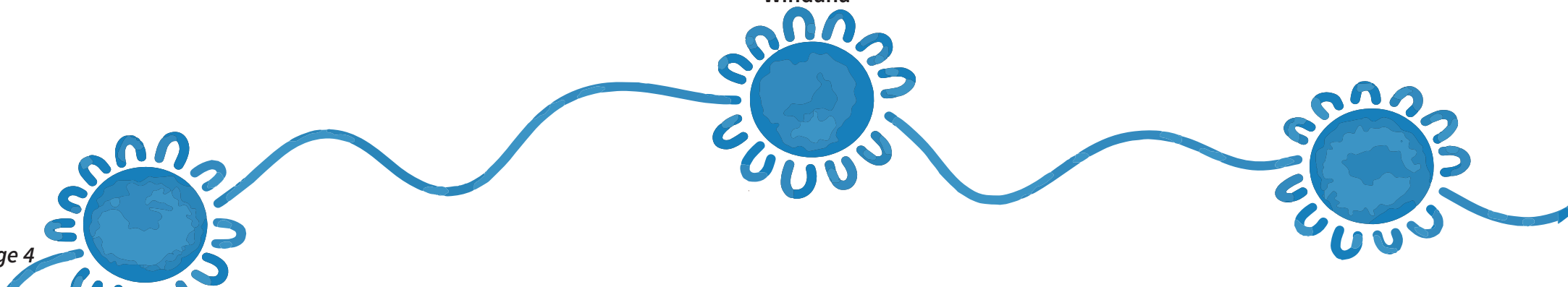
Windana values its partnerships with Aboriginal and Torres Strait Islander peoples, organisations and communities and we commit to providing a safe and welcoming service for all. The intent of our Reconciliation Action Plan is to provide a solid framework of meaningful actions that progress our reconciliation journey. We're thankful to Reconciliation Australia, our partners and clients who have helped us develop the Plan.

Our first Reconciliation Action Plan is a **Reflect** Plan. This means that it focuses on communicating what reconciliation means for Windana, developing and strengthening our relationships with Aboriginal and Torres Strait Islander stakeholders, and exploring how we can translate this vision into actions in the spaces where we work. The Plan formalises and builds on what's already fundamental to Windana, laying the vital foundations for us to advance through the next stages of Reconciliation Action plan.

Our Reconciliation Action Plan is supported by all levels of leadership at Windana – including the Board, CEO's Office, Executive Management and all people leaders. In our Plan, staff have a role to play in recognising Traditional Owners, creating opportunities for sharing knowledge, promoting unity, healing and ensuring culturally safe environments for Aboriginal and Torres Strait Islander peoples in our service. This framework is about meaningful action year-round.

I look forward to implementing our Plan over the next 12 months and am committed to Windana's ongoing reconciliation journey.

Andrea McLeod
CEO
Windana



Reconciliation Australia CEO Statement



Reconciliation Australia welcomes Windana Drug and Alcohol Recovery (Windana) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Windana joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

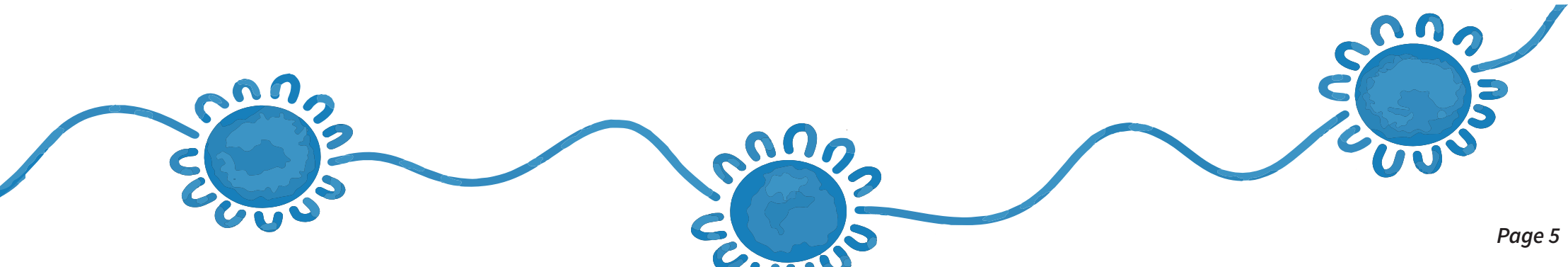
The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

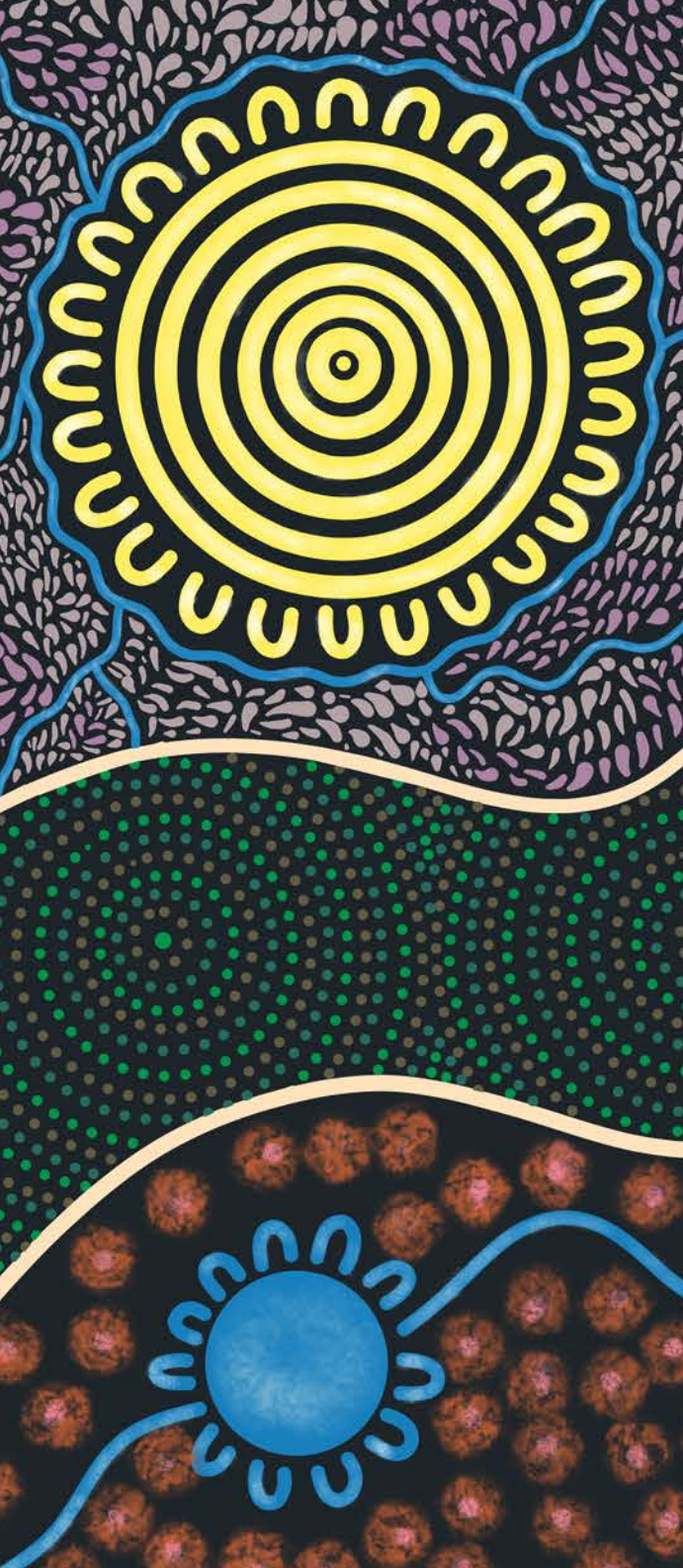
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Windana to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Windana, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Our Business

Since 1984, Windana has helped people reduce the harms and recover from the effects of drugs and alcohol. Windana provides holistic, evidence-based services tailored to each person's unique situation, wherever they may be on their recovery journey. We offer residential and non-residential withdrawal services, residential rehabilitation and a suite of community-based services.

We work across sectors to improve and refine treatment services and increase community understanding to eliminate the stigma around drug and alcohol dependence, treatment and recovery. We employ around 200 staff (at time of writing, 2% of our staff identify as Aboriginal and/or Torres Strait Islander people) who provide clinical support to our clients and residents and ensure the successful functioning of our organisation.

We operate across 18 different locations listed below. Our services include:

Drug and alcohol withdrawal (Detox)

- Youth Residential Withdrawal - Dandenong
- Adult Residential Withdrawal – St Kilda
- Non-residential Withdrawal – Geelong West, Rosebud and Dandenong.

Drug and alcohol rehabilitation

- Maryknoll Therapeutic Community – Nar Nar Goon North
- Grampians Therapeutic Community – Ballarat East
- Barwon Therapeutic Community – Corio
- Integration Housing – Mentone, Pakenham, Golden Point, Ballarat East
- Transitional Housing - Hampton, Cheltenham, Highett, Bentleigh

Community Services – St Kilda

- Counselling
- Family Program
- Care and Recovery Coordination
- Health and Healing (natural therapies, including our Community Clinic).

Windana Values

This year Windana developed a refreshed set of Values through collaboration with staff and clients. Our Values describe what makes Windana unique.

They underpin our mission of helping to rebuild lives, guide what we do and inspire us to grow. Each of our Values align with the spirit of our Reconciliation Action Plan, and the tangible deliverables we're working towards.

Our Values

- We are one connected community.
- We are driven by hope.
- We build collaboration through open and honest relationships.
- We pursue learning and growth.
- We are curious and courageous to drive change.
- We are committed to caring without judgement.



Our Reconciliation Action Plan Journey

Our Reflect Plan is the important first step in formalising a reconciliation journey built around the pillars of relationships, respect and opportunities. It defines deliverables we will work through over the next 12 months.

Partnerships

Collaboration – through respectful relationships – was integral to the development of this Plan. Partnerships have included a forum for Aboriginal and Torres Strait Islander peoples' voices and sharing of cultural knowledge.

Organisations who have joined us in development of our Plan include:

- **Winja Ulupna Women's Recovery Centre**
- **Nyuka Wara Consulting and VACCHO** (providing Windana staff with Cultural Safety Training).

We thank these organisations for their invaluable support.

At Windana's Maryknoll Therapeutic Community, the Us Mob group of Aboriginal and Torres Strait Islander residents continues to share important perspectives that improve our programs. Us Mob members share elements of their various Aboriginal and Torres Strait Islander cultures with the Maryknoll community – through storytelling, art, food and conversation.

Through our partnership with Reclink Australia, Maryknoll residents play in the Cardinia Tigers AFL team where coaching is supported by Victoria Police's Aboriginal Community Liaison Officer (Southern Metro Region). Through this connection, football matches have included Welcome to Country and welcome dances performed by members of the local Aboriginal community.

The Ballarat and District Aboriginal Cooperative (BADAC) and Windana's Grampians Therapeutic Community have been re-building connections with external stakeholder's post -COVID. BADAC supports our Aboriginal and Torres Strait Islander clients and has supported our Aboriginal and Torres Strait Islander events, cultural learning and knowledge of local protocols. In collaboration with our clients and team, modifications are made to our program to support our clients to attend essential BADAC workshops and psychoeducation.

We also acknowledge the way that individuals, through everyday connections with staff and other residents/clients, have shared knowledge that's helped us provide a better service for Aboriginal and Torres Strait Islander peoples.

As one of the deliverables in our Plan, we will build new and genuine relationships with organisations and individuals in the areas we work.





Our Reconciliation Action Plan

In July 2022, our Working Group began preparing Windana's first Reconciliation Action Plan.

To develop this Plan, the Working Group explored each 'Reflect' Action set by Reconciliation Australia and proposed Windana's deliverables based on our unique role in the community. We have allocated responsibility and dates that we'll work towards.

We have developed this Plan to ensure we always:

- Develop and strengthen knowledge of the Aboriginal lands, cultures and histories in regions that Windana staff live, work and deliver services.
- Deliver accessible, welcoming and culturally appropriate alcohol and other drug services alongside Aboriginal and Torres Strait Islander peoples and stakeholders.
- Create opportunities for collaboration and partnership with Aboriginal and Torres Strait Islander owned and operated organisations and develop pathways for employment.

Aboriginal and Torres Strait Islander people are an important part of the Windana community. Consultation with Aboriginal and/or Torres Strait Islander people has occurred throughout the Plan's development. This has involved forums for Aboriginal and Torres Strait Islander clients and residents, plus community consultation. In particular we acknowledge Bea Edwards (Manager of Winja Ulupna Women's Recovery Centre) for being a member of our Working Group and contributing to our Plan.

Towards the end of the 12-month timeframe of this Reflect Plan, we will move to the next stage of our reconciliation journey: our Innovate Plan.

Our Working Group

Our RAP Champion Joanne Caruso, General Manager People, Safety and Quality leads the RAP Working Group. The group consists of Windana staff and representatives from organisations that we partner with. It is an open group – and we actively encourage staff to express interest in joining the group and invite personal and professional contacts. We currently have one representative who identifies as an Aboriginal person. It is our aim to include more Aboriginal and Torres Strait Islander voices in the Working Group and welcome all Aboriginal and/or Torres Strait Islander peoples to join.

Bea Edwards

Manager
Winja Ulupna

Joanne Caruso – RAP Champion

General Manager People, Safety & Quality
Windana

Rhiannon Petricevich

Recruitment & People Advisor
Windana

Darrell Hinga

Executive Officer
SECADA

Abigail Krause

Executive Assistant to Operational General Managers
Windana

Lucy Olatkiewicz

Reception/Admissions Officer
Windana

Madeleine Barclay

Intake Worker
Windana

Richard Price

Recreation & Community Development Officer
Windana

Simon Bailey

Communications Officer
Windana

Steven Poole

Manager Property & Maintenance
Windana

Catherine Maxwell

Support Worker
Windana

Therese Dogra

Principal Consultant
Collaborative Culture





Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. Create a Stakeholder Engagement Register and Plan.	April 2023	Communication & Partnerships Manager
	Research best practice and principles that support and formalise partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations to advise on improved service delivery.	April 2023	Communication & Partnerships Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff, clients and residents through multiple channels including WENDI, team meetings and newsletters.	May 2023	Communication & Partnerships Manager
	RAP Working Group members to participate in an external NRW event with local stakeholders.	27 May- 3 June, 2023	Lead: General Manager, People, Safety & Quality. Supported by: RAP Working Group Members
	Senior Leaders to attend and support staff and senior residents to participate in at least one external event to recognise and celebrate NRW and make available a calendar of events for each geographical location.	27 May- 3 June, 2023	General Manager, People, Safety & Quality
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff regularly in our communications plan.	January 2023	Communication & Partnerships Manager
	Identify external stakeholders in the communities that we operate that our organisation can engage with on our reconciliation journey.	December 2022	Lead: General Manager, People, Safety & Quality Supported by: General Managers
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey to support better outcomes for clients and residents.	December 2022	Lead: General Manager, People, Safety & Quality Supported by: General Managers
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination and create awareness and education opportunities for team, clients and residents.	June 2023	General Manager People, Safety & Quality
	Finalise review of HR and operational policies and procedures to identify existing anti-discrimination provisions, and future needs for team members and residents.	December 2022	General Manager People, Safety & Quality



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Research and develop a cultural learning strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation for all staff.	June 2023	General Manager People, Safety & Quality
	Conduct a review of cultural learning needs within our organisation and incorporate into our professional development framework.	February 2023	General Manager People, Safety & Quality
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2022	General Manager Rehabilitation Services and General Manager Withdrawal and Community Services
	Increase and review staff, residents and clients understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2022, March 2023	General Manager Rehabilitation Services and General Manager Withdrawal and Community Services
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information and resources amongst our staff about the meaning of NAIDOC Week.	June 2023	Communication & Partnerships Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area and provide a calendar of events in each geographical location.	June 2023	Communication & Partnerships Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023	Lead: General Manager People, Safety and Quality. Supported by: General Managers



Opportunity

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop and distribute a business case to the Executive for consideration and approval for Aboriginal and Torres Strait Islander employment within our organisation.	October 2023	General Manager People, Safety & Quality
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2023	Lead: CEO Supported by: Board
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop policy and process which includes procurement from Aboriginal and Torres Strait Islander owned businesses for Executive consideration and approval.	March 2023	Lead: CEO Supported by: General Manager Corporate Services
	Investigate the use of Supply Nation suppliers in our procurement policy and process.	February 2023	Lead: CEO Supported by: General Manager Corporate Services



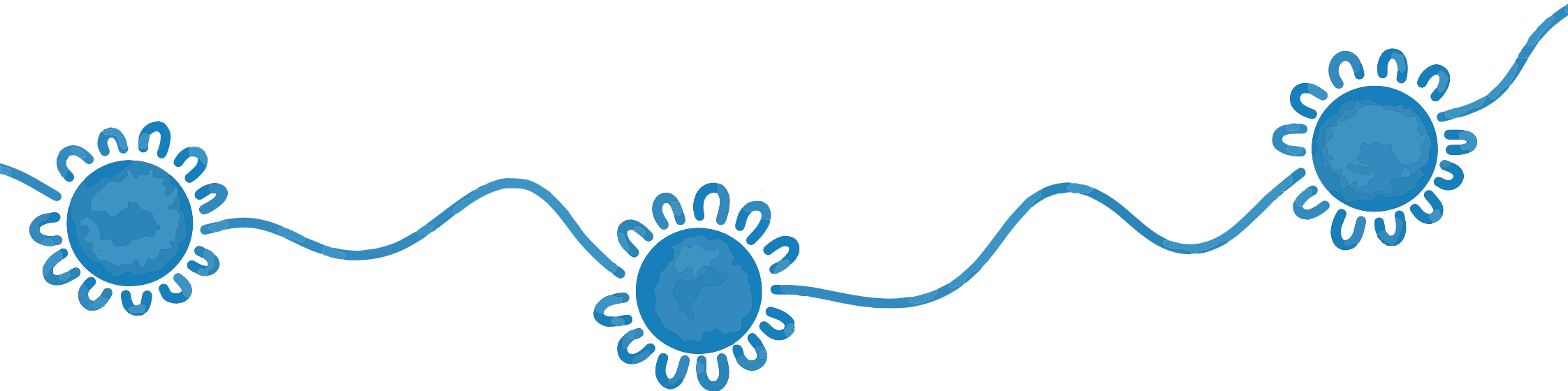
Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain RWG to govern RAP implementation.	July 2023	General Manager People Safety & Quality.
	Review Terms of Reference for the RWG.	August 2023	General Manager People Safety & Quality.
	Maintain and grow Aboriginal and Torres Strait Islander representation on the RWG with regular reviews and state-wide opportunities.	August 2023	General Manager People Safety & Quality
11. Provide appropriate support for effective implementation of RAP commitments.	Define people, financial and other resource needs for effective RAP implementation.	December 2022	Lead: General Manager, People Safety and Quality. Supported by: CEO
	Maintain engagement of senior leaders in the delivery of RAP commitments.	March 2023	General Manager People Safety & Quality.
	Maintain a senior leader to champion our RAP internally.	July 2023	General Manager People Safety & Quality.
	Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2023	General Manager People Safety & Quality.
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	June annually	General Manager People Safety & Quality.
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	General Manager People Safety & Quality.
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	General Manager People Safety & Quality.
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2023	General Manager People Safety & Quality.



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Windana has been a continuous and supportive customer to Printing with Purpose for many years and we are excited to support them throughout their RAP journey and in the years to come.



Windana welcomes feedback and comments on our Reconciliation Action Plan

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