



# CANTEEN INNOVATE RECONCILIATION ACTION PLAN 2022–2024 FINAL REPORT



# Acknowledgement of Country

Canteen acknowledges Aboriginal and Torres Strait Islander peoples are the Traditional Custodians of this land. We pay respect to Elders past, present and future.

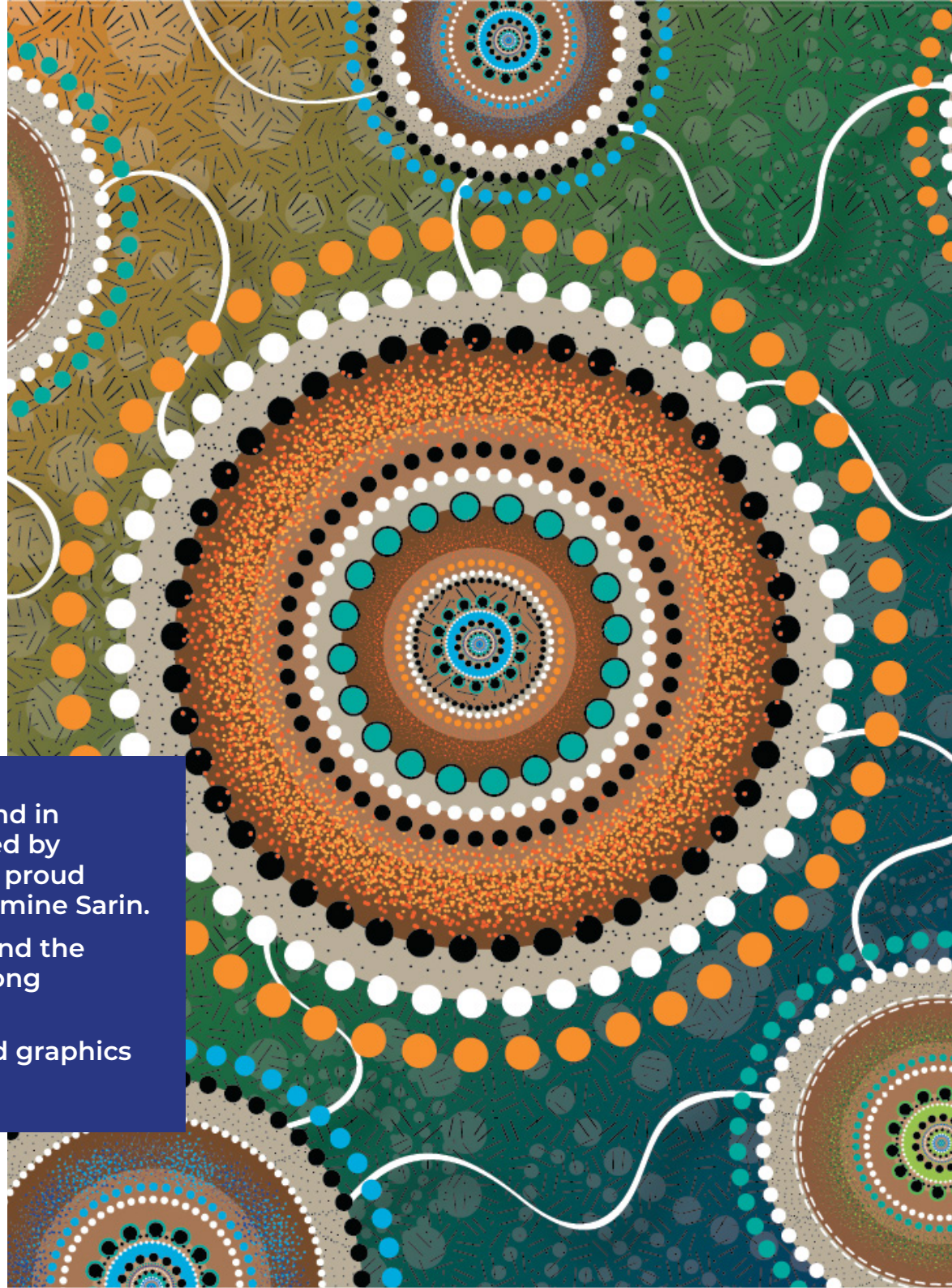
We are committed to providing inclusive and appropriate support for Aboriginal and Torres Strait Islander young people, their kin and community.

**Aboriginal and Torres Strait Islander peoples are respectfully advised this resource may contain images, names or stories of people who have passed away.**

‘Ngalaya’ (Dharawal for ally or friend in battle), is an artwork commissioned by Canteen created by and artist and proud Kamilaroi and Jerrinja woman, Jasmine Sarin.

The artwork represents Canteen and the organisation’s continuous and strong commitment to reconciliation.

Jasmine designed the artwork and graphics throughout this document.



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# A message from the co-Chair Sally Andrews and RAP Working Group member and YARN mentor, Aunty Glendra Stubbs



Canteen started its RAP journey in November 2020 with the launch and implementation of its Reflect RAP. Four years on, we are celebrating the completion of our second RAP, the Innovate RAP. We are incredibly proud of what we have achieved over these four years.

These achievements are a demonstration of Canteen's commitment to listening, learning and walking together with Aboriginal and Torres Strait Islander peoples to advance reconciliation within our sphere of influence and beyond. We have successfully met our plan deliverables and made great steps towards ensuring that Canteen delivers culturally responsive and safe services for Aboriginal and Torres Strait Islander young people and their families/kin impacted by cancer.

We congratulate and thank the Young Adult Reconciliation Network (YARN), members of our RAP Working Group, and the Aboriginal and Torres Strait Islander Professional Advisory Group for championing and guiding our work so far. Aboriginal and Torres Strait Islander knowledge and experience is embedded in Canteen's governance structure, with strong community representation within Canteen's RAP Working Group, supported by the YARN who provide a lived experience lens across all of Canteen's reconciliation strategy and activities.

The YARN membership has doubled since its inception in 2022 and continues to thrive under the facilitation of strong young Aboriginal and Torres Strait Islander leaders and Elder mentors. The YARN were instrumental in the development of Canteen's co-created Culturally Responsive Framework for Aboriginal and Torres Strait Islander young peoples and their family/kin and community. Canteen is so privileged to have these voices guiding our reconciliation plans and our service delivery.

We are incredibly grateful for the ongoing relationships we have formed, notably with Canteen's Professional Advisory Group who were also instrumental in the co-creation of Canteen's Culturally Responsive Framework and who continue to support us, along with the YARN, with guidance and training to facilitate the implementation of this important framework for service delivery.

Many of the successes and achievements to date would not have been possible without the enduring support of Canteen's Board, our RAP Champion Peter Orchard (Canteen's CEO) and all of our Canteen team members who have all showed humility, compassion and willingness to deeply listen and learn and build their cultural responsiveness via our reconciliation activities.

We are incredibly proud of what we have learnt, achieved and of the relationships we have made and the way our team members at all levels have embraced and enabled the advancement of reconciliation at Canteen.

# Highlights from Dec 2022 to Dec 2024

**Co-design process for Culturally Responsive Framework** with Canteen team members & external Aboriginal and Torres Strait Islander Professional Advisory Group & YARN, Dec 2022–Dec 2023.

## Relationships & partnerships

Seth Westhead, Ashley Dargan, Nicole Hewlett, Rosemary Wanganeen (Canteen's Professional Advisory group members), Aunty Glendra (Professional Advisory group member & YARN mentor), Ross Timmulbar Williams (Cultural Consultant & YARN mentor), Jasmine Sarin (Professional Advisory group member & YARN facilitator), Isaac Simon (marketing consultant), VACCHO, NACCHO, Clontarf, Stars, Matthew Doyle, Uncle Mickey O'Brien, Point Pearce Aboriginal Corporation & Community.

Participation in the Reconciliation Australia Workplace Reconciliation Barometer Survey 2024.

**Launch of co-designed Aboriginal and Torres Strait Islander Culturally Responsive Framework** in 2023 and implementation of cultural learning program 2023-2024.

**Annual NAIDOC & National Reconciliation Week** all staff events attended by over 100 team members.

## Training

- **Cultural Competency training** with Worimi man Isaac Simon, **Acknowledge This! 2022-2024**
- **Narrative Therapy training** for Senior Clinicians 2023
- Clinical training in **Narrative Approach and Aboriginal Narrative Approach 2024**
- **Referendum on the Voice** information session by Braden Hill 2023, **Sorry Business Training 2024**
- **Guiding Principles and Allyship training** with Clinton Bennell and Nicole Hewlett 2024

# Highlights from Dec 2022 to Dec 2024

## Young Adult Reconciliation Network (YARN) activity

YARN membership doubled from 2022 to 2024! The group participated in the co-creation of the Framework 2022-2023, visited Point Pearce Community SA 2024, and made a number of presentations on their work, including at:

- Canteen Leadership Festival 2023 & 2024
  - NACCHO Youth Conference 2023
- Social & Emotional Wellbeing Services Congress 2024
  - YP & Me Conference 2024
  - AYA Congress 2024
- Canteen Board presentations/updates

Canteen People & Culture offering 'Opt in or out' of January 26 and select an alternative day in respect for Aboriginal and Torres Strait Islander peoples.

## Programs

Aboriginal and Torres Strait Islander cultural/recreational programs:

- Over 18s Yuin 2022
- Under 18s Uluru 2023
- YARN Uluru 2023
- Under 18s Yuin 2024
- Over 18s Deerubbin 2024

Working with 45 Clontarf Academies, 2 Stars Academies.

Research on best practice principles for addressing **grief and loss in Aboriginal and/or Torres Strait Islander peoples** to inform the Culturally Responsive Framework.

Inaugural **NAIDOC Awards 2024** attended by 2 YARN members in Adelaide to support YARN mentor Aunty Glendra Stubbs who was nominated in the 'Female Elder' category.

## Community Engagement

- Brisbane Murri Carnival, with a reach of over 30,000 Aboriginal and Torres Strait Islander attendees
- Closing the Gap Day stall, Adelaide, 2023 & 2024
- World Indigenous Cancer Conference stall 2024
- Social and Emotional Wellbeing Conference 2024 stall
- Point Pearce Community Wellbeing Day stall 2024
- Development and implementation of Canteen's Yarning Kit 2023
- Community requests received from 110 stakeholders interested to obtain more information on Canteen

# RAP Outcomes

Canteen is committed to advancing reconciliation. We have honoured the intentions identified in our Innovate RAP and set about achieving our deliverables within our RAP in meaningful and genuine ways.

We were ambitious in our intentions for the Innovate RAP and we are very proud of what we have achieved. At the heart of these achievements is the co-design and implementation of the Culturally Responsive Framework for Aboriginal and Torres Strait Islander young people, families/kin and community. This framework is a significant step on Canteen's reconciliation journey. It sets the standard for the way in which Canteen will strive toward providing culturally safe and responsive social and emotional wellbeing support services for Aboriginal and Torres Strait Islander young people and their family/kin and community impacted by cancer.

## Key to progress indicators (outcomes):



Completed



In progress




This report outlines all of our achievements against our 2022 – 2024 Innovate RAP plan. The deliverables are specific, measurable activities Canteen has undertaken to advance Reconciliation across the organisation. The actions fall under the broad categories of relationships, respect, opportunities and governance and build on developments made within the Reflect stage of Canteen's RAP journey.

The following table outlines the deliverables, provides a description of the activities, outcomes and achievements across the plan period.



# Relationships




Canteen has over 150 staff that live and work on many traditional lands across Australia, interacting with local communities frequently. Canteen aims to continue to build strong and trusting, two-way relationships with Aboriginal and Torres Strait Islander young people, families, organisations, and communities. We will listen, reflect and share knowledge and experiences and work together to create a culturally safe space for Aboriginal and Torres Strait Islander young people, families/kin and communities.







Deliverable	Outcome	Achievements
<b>Action:</b> Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop a guiding principles document for future engagement.		<p>Canteen's Culturally Responsive Framework for Aboriginal and/or Torres Strait Islander young people and their families/kin and community [herewith 'Culturally Responsive Framework'], co-designed with Aboriginal and Torres Strait Islander stakeholders, outlines the guiding principles and the skills and capabilities Canteen team members require to guide engagement with Aboriginal and Torres Strait Islander peoples.</p> <p>Canteen's Strategic Relationships Manager, RAP regularly meets with Clontarf and Stars foundation managers who reviewed Canteen's Guiding Principles document for working with their organisations.</p> <p>Canteen's RAP and Marketing teams have met with Worimi man and marketing consultant Isaac Simon for cultural competency training and marketing strategy workshops.</p>
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.		<p>Canteen's Strategic Relationships Manager, RAP has developed an engagement plan in collaboration with Worimi man and marketing consultant Isaac Simon focusing on initial engagement and stewardship of relationships with ACCHOs and ACCOs.</p> <p>Developed and disseminated Guiding Principles document for state teams to manage relationships with Clontarf and Stars foundations at a local level.</p> <p>Canteen and NACCHO had a collaborative formal partnership from 2022 which included a Canteen Community Engagement role within NACCHO up until January 2024. After the roll out of the Aboriginal Cancer Plan, NACCHO's focus had to shift and our relationship remains strong on an informal basis.</p>
Continue to build our relationship with the Clontarf and Stars Foundations by providing opportunities within Canteen for Aboriginal and Torres Strait Islander young people to build connection, self-esteem and confidence via meaningful participation in collaborative activities.		<p>Canteen's Strategic Relationships Manager, RAP has developed an engagement plan in collaboration with Clontarf, Stars and state teams. Canteen state teams are also building stronger relationships with over 2000 Clontarf and Stars students and their leaders, particularly through engaging with students for National Bandanna Day fundraising, which gives us greater capacity to engage.</p>







<p>Develop opportunities for collaboration between Canteen's Research and Evaluation team and Aboriginal and Torres Strait Islander researchers with experience in grief and loss, trauma, and/or oncology.</p>		<p>Connections and collaborations with Aboriginal and Torres Strait Islander researchers including:</p> <ul style="list-style-type: none"> <li>• Nicole Hewlett: Palawa woman and Project Manager in the First Nations Cancer and Research Wellbeing Program and a Fetal Alcohol Spectrum Disorder researcher in the General Practice Clinical Unit, University of Queensland (UQ). She is also one of Canteen's Professional Advisory group delegates. Nicole was consulted in the development of Canteen's report 'Support Services for Aboriginal &amp; Torres Strait Islander People Experiencing Grief &amp; Loss' and contributed greatly to the co-design and launch of Canteen's Culturally Responsive Framework and continues to support training across the organisation.</li> <li>• Rosemary Wanganeen: Kurna and Wirringu woman and Founder and CEO of the Healing Centre for Griefology and one of Canteen's Professional Advisory group delegates, contributed to the co-design of Canteen's Culturally Responsive Framework.</li> <li>• Seth Westhead, Awabakal and Wiradjuri man and Co-Lead, Adolescent Health and Wellbeing Program Adolescent Health &amp; Wellbeing (Aboriginal Health Equity) at SAHMRI (at the time of consultation) and now Research Fellow &amp; Community Partners Lead at The KIDS Research Institute Australia. Seth contributed to the co-design and launch of Canteen's Culturally Responsive Framework as part of the Professional Advisory Group.</li> <li>• Tameeka Ieremia, Arabana woman, Social Research and Community Development Officer, Aboriginal Community Services and YARN member. Contributed to the co-design of Canteen's Culturally Responsive Framework and has represented Canteen at conferences and events throughout 2022 &amp; 2023. Recently appointed Canteen's National Reconciliation Coordinator.</li> </ul>
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**Action:** Build relationships through celebrating National Reconciliation Week (NRW).

<p>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</p>		<p>Shared NRW resources and reconciliation materials with managers and all team members via both email and the Reconciliation Teams channel 2023 &amp; 2024. RAP team and RAP Champions (with non-Aboriginal and Torres Strait Islander ally representation from across the organisation) group promoted local events, encouraging state team attendance.</p>
<p>RAP Working Group members to participate in an external NRW event.</p>		<p>Reconciliation Action Plan Working Group (RWG) were encouraged to attend local events however, due the geographical distance between members (Canteen is a national organisation), attending something as a group is not feasible. The RWG were involved in the organisation of our internal all staff event and were encouraged to attend local events in the state/territory in which they reside.</p>
<p>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</p>		<p>All staff email and Reconciliation channel communications raising awareness of NRW 2023 &amp; 2024. Also encouraged State Managers to organise team attendance at local events via all staff email 2023 &amp; 2024.</p>


<p>Organise at least one NRW event each year.</p>		<p>In 2023 Canteen hosted an internal NRW event at the national office on Gadigal lands (Sydney) to coincide with one of our Culturally Responsive Framework consultations. Matthew Doyle (cultural consultant) and dancers performed a Welcome to Country and Smoking Ceremony and Canteen team members, YARN, Professional Advisory Group consultants and community members were in attendance. The key speaker was Jaiden McGregor, a YARN member.</p> <p>In 2024 we hosted a virtual national event where Matthew Doyle performed a Welcome to Country and we showcased our RAP progress to date and featured a cultural presentation by Ross (Timmulbar) Williams, a proud Bindal descendent and Erub and Mer man.</p>
<p>Register all our NRW events on Reconciliation Australia's NRW website.</p>		<p>Registered our internal NRW events 2023 &amp; 2024 on Reconciliation Australia's NRW website.</p>
<p><b>Action: Promote reconciliation through our sphere of influence.</b></p>		
<p>Review engagement and continue to implement strategies to engage our staff in reconciliation.</p>		<p>Continuous monitoring of team member interaction with Reconciliation Teams channel posts and logging attendance at events and training opportunities has shown good cross organisational engagement (averaging 100 attendees across most all staff events and trainings).</p> <p>RAP Champions Group, with membership of 16 team members across the organisation, commenced April 2024. The group has a responsibility to champion and promote reconciliation opportunities within state teams and departments and they meet monthly. The group is facilitated by the National Reconciliation Coordinator and Partnerships Manager, RAP.</p>
<p>Continue to communicate our commitment to reconciliation publicly.</p>		<p>Annual progress report detailing qualitative and quantitative information relating to progress was shared on Canteen social media channels Dec 2023.</p>
<p>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</p>		<p>Canteen's Strategic Relationships Manager, RAP is continually exploring opportunities to positively influence external stakeholders to drive reconciliation outcomes. RAP team and YARN attendance at community events and conferences has attracted a lot of interest in the work Canteen is doing and a list of 110 interested contacts from both Government and Aboriginal Community Controlled organisations has been accumulated. Over the past year Canteen, has solidified 9 formal partnerships and stewards over 40 informal partnerships with individuals and organisations.</p>
<p>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</p>		<p>Canteen supports its Alliance partners with progression of their RAPs (Camp Quality &amp; Red Kite) – sharing information and experiences.</p>



**Action:** Promote positive race relations through anti-discrimination strategies.


<p>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</p>		<p>People &amp; Culture reviewed all relevant policies and identified Discrimination, Bullying and Harassment policy as a key policy to communicate our stance around anti-discrimination. The policy was launched in October 2023. Comprehensive team member training was rolled out to support implementation of this policy.</p> <p>This policy references other key policy documents:</p> <ul style="list-style-type: none"> <li>• Canteen Code of conduct</li> <li>• Complaints &amp; Feedback Policy</li> <li>• Grievance Resolution policy</li> <li>• Canteen Guide to Inclusive Language</li> </ul>
<p>Develop, implement, and communicate an anti-discrimination policy for our organisation.</p>		<p>Discrimination, Bullying and Harassment training sessions were offered to all staff post policy launch and these documents are required to be read and acknowledged upon commencement of employment at Canteen.</p>
<p>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</p>		<p>Anti-discrimination is a key part of Canteen's Discrimination, Bullying and Harassment policy, updated and launched in October 2023. Aboriginal and Torres Strait Islander team members were consulted in the development of this policy.</p>
<p>Provide senior leaders with cultural training that covers the effects of racism.</p>		<p>Targeted cultural training was developed and facilitated by Aboriginal owned business, Two Point Co. 25 senior team members attended the workshop.</p>

# Respect






Canteen team members and stakeholders take pride in learning, celebrating, and sharing the histories and resilience of Aboriginal and Torres Strait Islander Peoples. Through the following deliverables, we aim to offer opportunities for our staff, young people, and others within our sphere in influence to learn and recognise the historical impact of colonisation and dispossession, and embed this as part of our practice, as we work towards a reconciled Australia.

Deliverable	Outcome	Achievements
<p><b>Action:</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>		
<p>Identify experiential learning opportunities for our staff to be involved in cultural immersion activities.</p>		<p>Cultural immersion opportunities offered to date:</p> <ul style="list-style-type: none"> <li>• Additional Canteen team members taken on programs (Uluru U18 &amp; O18, Yuin Country U18 &amp; O18, Deerubbin O18)</li> <li>• NCAs attended 'The Lume - Connections', a large immersive installation at Melbourne's National Convention Centre representing the largest collection of Australia's First Peoples' art ever assembled</li> <li>• Brisbane State team went to GOMA for NAIDOC exhibition</li> <li>• Programs Officers, state teams, Strategic Relationships Manager, National Reconciliation Manager and Canteen volunteers working with Clontarf and Stars students (National Bandanna Days)</li> <li>• Indigenous Australian cooking session for NAIDOC</li> <li>• Facilitated Cultural Workshop for NRW (Jade Brook)</li> <li>• Yarning circles with Cancer Hub team (conducted by Team leader – a Wiradjuri woman)</li> <li>• YARN cultural learning session at Leadership Festival (2023)</li> <li>• WA team members attended NACCHO conference</li> <li>• 5 team members attended World Indigenous Cancer Conference 2024, Naarm</li> <li>• Closing the Gap Day SA 2023&amp;24, exhibition stalls with SA/NT team members</li> <li>• Point Pearce Community Wellbeing Day SA attended by 3 team members</li> <li>• SA/NT team attended cultural workshop with Uncle Richard &amp; Uncle Jerri 2024.</li> </ul>

<p>Conduct a review of cultural learning needs within our organisation.</p>		<p>Cultural competency training and trauma informed training (for clinicians) is embedded within the induction process at Canteen, with opportunities for further training to increase cultural responsiveness offered throughout employment. From December 2022 to December 2024, 74 Canteen team members completed the Aboriginal and Torres Strait Islander Cultural Competence Course. During whole of organisation consultations at the completion of our Reflect RAP and moving into our Innovate RAP, team members indicated that they possessed foundational cultural competence.</p> <p>The training needs and opportunities within Canteen were discussed and the cultural learning strategy was developed during the consultation for the design of the Culturally Responsive Framework. The YARN and Professional Advisory Group provided best practice insights from their lived and professional and academic experience of health and human sector service delivery.</p> <p>Participation in the Workplace RAP Barometer (WRB) 2024 has provided insights which reinforce the relevance of Canteen’s cultural learning strategy and associated training program.</p>
<p>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</p>		<p>Canteen’s cultural learning strategy was formulated during the collaborative discussions that occurred as part of the co-design of the Culturally Responsive Framework. A series of consultations resulted in the development of the framework and the cultural learning strategy; which forms the implementation of the framework. The consultation group consisted of an invited group of Aboriginal and Torres Strait Islander Elders and Professionals and members of our YARN, who brought their young person, lived experience lens to the group.</p> <p>We also consulted with our Aboriginal and Torres Strait islander team members as part of the Culturally Responsive Framework co-design and development of the related cultural learning strategy.</p>

<p>Develop, implement, and communicate a cultural learning strategy for our staff.</p>		<p>The cultural learning strategy is represented across the following two documents: Diversity and Inclusion Workforce Development Guidelines and the associated Learning and Development Program, Cultural Capacity and Inclusion.</p> <p>These two documents ('the strategy') were informed by the recommendations made by the Aboriginal and Torres Strait Islander Professional Advisory Group, the YARN and Canteen's Aboriginal and Torres Strait Islander team members. The strategy includes direction on core reading and training for each team member to complete during their employment with Canteen to build their cultural responsiveness. The following training program has been established:</p> <ul style="list-style-type: none"> <li>• Aboriginal and Torres Strait Island Cultural Competence (all team members)</li> <li>• Trauma Informed Aboriginal and Torres Strait Islander Cultural Capability (clinical teams only)</li> <li>• Acknowledgement of Country training (all team members)</li> <li>• Narrative Practice Approach (clinical teams only)</li> <li>• Aboriginal Narrative Approach Training (clinical teams only – in progress)</li> <li>• Sorry Business Training (all team members)</li> <li>• A dialogue with Brayden Hill regarding the Referendum (all team members)</li> <li>• Culturally Responsive Framework Guiding Principles and Allyship training (all team members)</li> <li>• Aboriginal and Torres Strait Islander Owned Business Procurement, approach and database training (specific team members responsible for procurement).</li> </ul> <p>Further training for front line team members in Narrative approaches to engagement is in progress. Additional cultural competency sessions (held by the National Cultural Consultant) occur monthly during the Clinical Community of Practice Meetings and group clinical yarning sessions occur 3 monthly.</p>
<p>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</p>		<p>All opportunities described above are applicable for team members of all levels and roles across Canteen. The cultural learning strategy encompasses a whole of organisation approach. The Narrative approach training for engagement with community (for non-clinical team members) is in progress.</p>

**Action:** Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

<p>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</p>		<p>Training in understanding Acknowledgement and Welcome to Country protocols delivered to all team members by Acknowledge This! in 2022, 2023 &amp; 2024 and a recording is embedded into the onboarding process for new team members.</p> <p>Canteen team members and young leaders took part in an Acknowledgement of Country training session presented by the YARN at the 2023 Canteen Leadership Festival.</p> <p>Canteen's Cultural Protocol was launched Nov 2024.</p>
<p>Review, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</p>		<p>The Cultural Protocol document has been revised by Canteen's National Reconciliation Coordinator (Wakka Wakka and Wulli Wulli man) and the National Cultural Consultant (Yolngu). Implementation plan for Protocol includes key messaging to be delivered by managers in team meetings across Dec 2024 &amp; Jan 2025. Protocol to be embedded in onboarding process.</p>
<p>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</p>		<p>Matthew Doyle has been invited to join team members and the RAP team at Canteen's head office on Gadigal Country and has performed a Welcome to Country for Canteen's all staff NRW and NAIDOC celebrations.</p> <p>Matthew Doyle has been invited and has performed Welcome and Smoking Ceremonies for our Culturally Responsive Framework Launch.</p> <p>Uncle Mickey O'Brien performed a Welcome to Kurna Country for our Services department conference involving 80 team members in Adelaide 2023.</p>
<p>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</p>		<p>As detailed in Canteen's Cultural Protocol and in the Culturally Inclusive Language Guide, Canteen provides team members with a recommended approach regarding when to Acknowledge Country and has suggested copy to perform Acknowledgement. Team members have also received training in Acknowledgement of Country from Aboriginal owned business, Acknowledge This!, to ensure acknowledgements are an authentic and meaningful part of meetings both within and outside of Canteen.</p>
<p>Consult with Aboriginal and Torres Strait Islander stakeholders to create a specific learning opportunity to understand perspectives on Sorry Business to enhance service delivery to First Nations families.</p>		<p>As an organisation whose core business is supporting people through times of significant grief and loss, the National Cultural Consultant (Yolngu) developed and presented a specific all staff Sorry Business Training session September 2024 to 61 team members from across the organisation.</p> <p>Canteen's Culturally Responsive Framework also provides team members with principles and guidelines to safely work with Aboriginal and Torres Strait Islander young people experiencing grief and loss.</p>





**Action:** Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.






<p>RAP Working Group to participate in an external NAIDOC Week event.</p>	<p>●</p>	<p>RWG were encouraged to attend local events however, due the geographical distance between members (Canteen is a national organisation) attending something as a group is not feasible. The RWG were involved in the organisation of our internal all staff event and were encouraged to attend local events in the state in which they reside.</p>
<p>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</p>	<p>●</p>	<p>Attendance at NAIDOC Week is encouraged by senior leaders and People &amp; Culture at Canteen.</p> <p>Canteen's cultural leave entitlements and a 'ceremonial leave' category is implemented within our Employee Management System and Diversity and Inclusion Workforce Development Guidelines, which align with the Fair Work Ombudsman Australia 'Cultural and Religious Holidays guidelines'. 'Indigenous Custom, Traditional Law &amp; Culture Practice Leave' is captured in the draft of the new Leave policy, as 10 unpaid days' leave. Policy to be launched Jan 2025.</p>
<p>Promote and encourage participation in external NAIDOC events to all staff.</p>	<p>●</p>	<p>All staff emails and posts (2023 &amp; 2024) in the Reconciliation Teams channel to promote attendance at local NAIDOC events. RAP Champions also promote local events within their teams.</p>








## Opportunities





Canteen has set about building a solid foundation of delivering culturally responsive services in partnership with Aboriginal and Torres Strait Islander communities. We look to enhance and build the cultural responsiveness and capacity of Canteen team members and are committed to improving the attraction, retention and development of Aboriginal and Torres Strait Islander members. Canteen recognises that Aboriginal and Torres Strait Islander voices and ingenuity will add impact to Canteen’s service delivery and in work towards reconciliation.



Deliverable	Outcome	Achievements
<b>Action:</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.		
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.		Canteen engaged in a series of 1:1 consultations with 3 of our Aboriginal and Torres Strait Islander team members to obtain their perspective on what Canteen can do to support Aboriginal and Torres Strait Islander employee safety to form the strategy.  Canteen also obtained recommendations from the Professional Advisory Group and YARN regarding this strategy via our consultation process for the development of the Culturally Responsive Framework.
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.		Cultural survey completed end 2022. At the time of the survey, 5 team members identified as Aboriginal or Torres Strait Islander. A tick box enabling Aboriginal and Torres Strait Islander team members to disclose their cultural status is included on our employment system to enable identification during and culturally appropriate management during entry and onboarding.
Offer opportunities to Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.		National Reconciliation Coordinator reached out to identified Aboriginal and Torres Strait Islander team members to gauge interest in them providing their opinions on how Canteen could improve the cultural safety around recruitment, retention and professional development. Three team members indicated interest and participated in consultations regarding the strategy.
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.		Diversity and Inclusion Workforce Development Guidelines for new Aboriginal and Torres Strait Islander team members have been developed in consultation Aboriginal and Torres Strait Islander team members. This document (and associated documents) cover culturally responsive and inclusive approaches to advertising, engagement, interviewing, onboarding and the ongoing supervision and support of Aboriginal and Torres Strait Islander team members at Canteen.

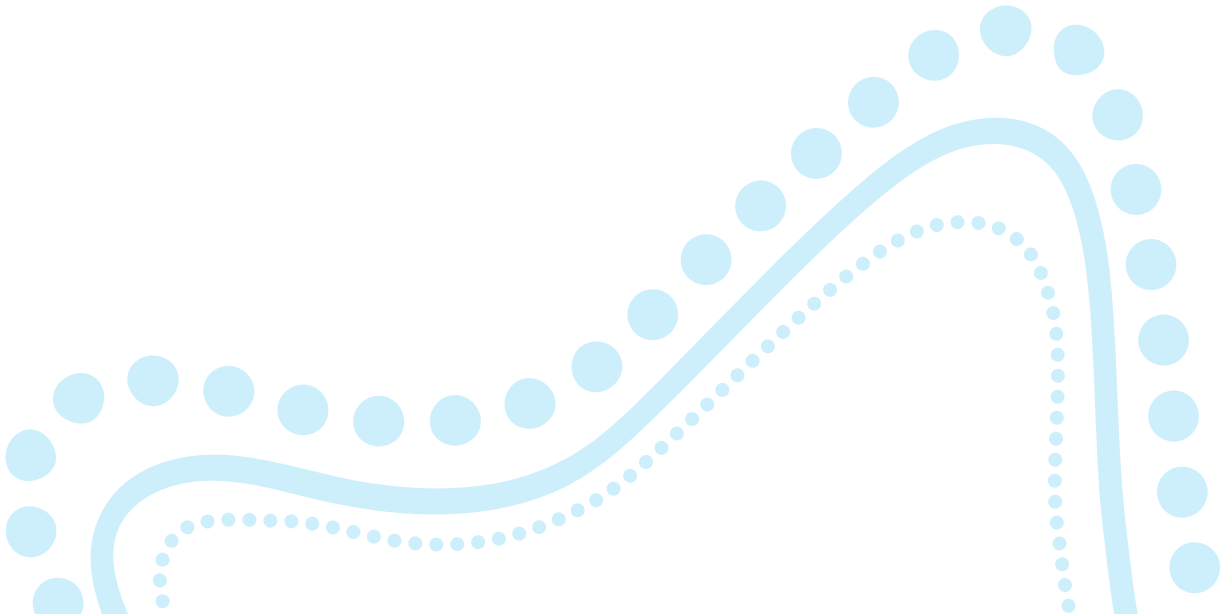
<p>Advertise job vacancies via First Nations platforms to effectively reach Aboriginal and Torres Strait Islander peoples.</p>		<p>People &amp; Culture have investigated and reached out to platforms to obtain costings. People &amp; Culture encourages hiring manager to use Aboriginal and Torres Strait Islander job boards where their budget allows.</p> <p>We have, and will, continue to share employment opportunities with our stakeholders to pass on to their networks.</p>
<p>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</p>		<p>Diversity and Inclusion Workforce Development Guidelines for new Aboriginal and Torres Strait Islander team members have been developed in consultation with Aboriginal and Torres Strait Islander team members. Via the consultation with team members, barriers were identified and addressed.</p> <p>These documents cover culturally responsive and inclusive approaches to advertising, engagement, interviewing, onboarding and the ongoing supervision and support of Aboriginal and Torres Strait Islander team members at Canteen.</p> <p>The Discrimination, Bullying and Harassment Policy also reinforces concepts that increase the cultural safety within Canteen.</p>
<p>Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.</p>		<p>People &amp; Culture have set targets as part of Canteen's Strategic Plan.</p>
<p>Provide opportunities for Aboriginal and Torres Strait Islander peoples to secure work experience/ student placements within Canteen.</p>		<p>We offer work experience and employment opportunities particularly for the YARN. The YARN represent Canteen and discuss their lived experience at national conferences and are offered opportunities to present to Canteen Board and speak at Canteen all staff celebrations of cultural significance (NRW/NAIDOC).</p> <p>The YARN were pivotal to the development of the Culturally Responsive Framework and benefited from yarning with Aboriginal and Torres Strait Islander academics and professionals.</p> <p>Canteen created and raised funds for the National Reconciliation Coordinator and National Cultural Consultant roles and prioritised advertising to our networks for and YARN members have been successful in securing the National Reconciliation Coordinator role.</p> <p>We engage with universities and Registered Training Organisations around placements in state offices where capacity arises. We continue to review our capacity for impact in this area.</p>
<p><b>Action:</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>		
<p>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</p>		<p>The procurement strategy (Aboriginal and Torres Strait Islander Business Procurement procedure and the associated Reconciliation supplier database) was launched and implemented across the organisation in Oct 2024.</p> <p>Training on the procurement process and use of the Reconciliation database is embedded into the onboarding procedures.</p>

<p>Develop a Canteen First Nations Business/Vendor Directory.</p>		<p>Canteen's Reconciliation Supplier database has been developed and launched. A recorded training in the use of the database has been made available to all team members responsible for procurement processes at Canteen- this includes instruction around cultural vetting and adding new suppliers.</p>
<p>Investigate Supply Nation membership.</p>		<p>We have contacted Supply Nation to discuss membership. After internally reviewing we have decided at this stage not to pursue a Supply Nation membership. We encourage team members to utilise the database when seeking suppliers that are not currently listed on Canteen's Reconciliation database.</p>
<p>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</p>		<p>Canteen's Aboriginal and Torres Strait Islander Business Procurement Procedure was launched in Oct 2024. The procedure illustrates Canteen's approach to preferencing the use of culturally vetted suppliers (based on Supply Nation's Aboriginal and Torres Strait Islander business ownership criteria) and the documentation of these suppliers on the Reconciliation Supplier database for future use across the organisation.</p> <p>Canteen frequently uses Aboriginal and Torres Strait Islander suppliers (caterers, designers, consultants, recreational event service providers, speakers, facilitators and trainers) and we promote events and businesses on our Reconciliation Teams channel.</p>
<p>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p>		<p>Conducted consultation with team members from across the organisation (including Aboriginal and Torres Strait Islander team members) to ascertain what they believe are the key barriers to procuring goods and services from Aboriginal and Torres Strait Islander owned businesses.</p> <p>Information from the wider consultation was taken back to our Aboriginal and Torres Strait Islander team members who used these insights to co-develop the Aboriginal and Torres Strait Islander Business Procurement procedure and the Reconciliation supplier database with our projects team. The business procurement criteria is based on the Supply Nation model (51% Aboriginal and Torres Strait Islander owned). Team members are encouraged to seek cultural advice from the National Reconciliation Coordinator and/or the National Cultural Consultant prior to utilisation of a new supplier, where unsure of ownership.</p>
<p>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</p>		<p>We have 35 suppliers on our Reconciliation database, some of which we have been working with since the implementation of our Reflect RAP four years ago. With the launch and roll out of the procurement procedure and Reconciliation database, these commercial relationships will be held with team members across the organisation and not predominantly the RAP team.</p>

**Action:** Increasing Canteen Brand awareness to ensure that Canteen services reach Aboriginal and Torres Strait Islander peoples

<p>Develop a culturally appropriate Aboriginal and Torres Strait Islander marketing campaign to promote Canteen's services.</p>		<p>Working with Worimi man and Marketing consultant, Isaac Simon and graphic artist, Kamilaroi and Jerrinja woman Jasmine Sarin, Canteen has developed and launched Aboriginal and Torres Strait Islander marketing campaign with specific resources. These resources are communicated via a visual approach which demonstrates Canteen's values and intentions when supporting Aboriginal and Torres Strait Islander young people and their families/kin and community impacted by cancer. Our approach is to engage with Aboriginal Community Controlled Health services as a first point of contact. Canteen's 'Yarning Kit', which includes an A4 informational brochure, an A5 promotional brochure and a community video are the main collateral vehicles.</p>
<p>Create culturally appropriate Canteen resources for Aboriginal and Torres Strait Islander young people and families.</p>		<p>As outlined above, utilising our Aboriginal and Torres Strait Islander visual approach our resources include:</p> <ul style="list-style-type: none"> <li>• A5 promotional Flyer</li> <li>• A4 Yarning Kit brochure</li> <li>• Community video</li> <li>• Aboriginal and Torres Strait Islander merchandise (based on Jasmine Sarin's designs) e.g. bandanna, wrist bands and t-shirts for team members.</li> </ul>
<p><b>Action:</b> Identify and implement further education opportunities in relation to Aboriginal and Torres Strait Islander peoples' histories and cultures to develop culturally appropriate service delivery</p>		
<p>In partnership with First Nations experts, complete research into grief and loss to establish best practice principles for addressing grief, loss and trauma in Aboriginal and Torres Strait Islander communities.</p>		<p>Research and paper completed (in consultation with Palawa researcher, Nicole Hewlett) '<i>Support Services for Aboriginal &amp; Torres Strait Islander People Experiencing Grief &amp; Loss</i>'.</p>
<p>Investigate culturally appropriate icons and graphic imagery for use in use in Canteen research collateral.</p>		<p>As part of the Culturally Responsive Framework, culturally appropriate icons and imagery were developed by Kamilaroi and Jerrinja designer Jasmine Sarin. These will be utilised across marketing collateral and research documentation, where possible.</p>

<p>Create a framework that supports and encourages Aboriginal and Torres Strait Islander families to utilise Canteen services</p>		<p>Canteen’s Culturally Responsive Framework was co-designed via a series of consultations with volunteer professional advisors and Canteen’s YARN members. A series of four, face to face consultations held in both Gadigal land and on Kaurua Yerta, facilitated by Canteen’s National Reconciliation Coordinator (a Wakka Wakka and Wulli Wulli man).</p> <p>The framework was developed by mob, for mob, and as a direct action to addressing a gap within cancer services. The framework, with its key concepts of cultural responsiveness and cultural integrity and its guiding principles, sets the standard for the way in which Canteen team members will work with Aboriginal and Torres Strait Islander peoples and their families/kin and community.</p> <p>The co-development also involved the creation of a visual approach, working with consultant and Worimi man, Isaac Simon, and graphic designer and Kamilaroi and Jerrinja woman, Jasmine Sarin. The visual approach is used throughout the framework and marketing materials to demonstrate our aims and values in relation to working with Aboriginal and Torres Strait Islander peoples impacted by cancer.</p> <p>The framework implementation has resulted in many training opportunities for team members and formed the basis for Canteen’s cultural learning strategy. Canteen acknowledges that only young people and their families/kin can tell us if we are doing this right. Canteen’s Monitoring, Evaluation and Learning plan will enable us to gauge our activity.</p>
<p>Conduct ongoing research to inform development of First Nations Framework for service delivery.</p>		<p>Senior Research Officer-RAP collaborated with Aboriginal Researcher Nicole Hewlett to develop the report which formed structure for co-creation of the Aboriginal and Torres Strait Islander Culturally Responsive Framework (<i>Support Services for Aboriginal &amp; Torres Strait Islander People Experiencing Grief &amp; Loss</i>).</p>



## Governance

Canteen’s RAP governance sets out the structure that we will use to implement, monitor and assess RAP progress. Canteen recognises that Aboriginal and Torres Strait Islander representation within organisational governance is critical to the success of our RAP. Canteen’s Young Adult Reconciliation Network (YARN) is embedded in Canteen governance, ensuring that their voice is heard across all levels of the organisation. The YARN regularly presents to the Executive and The Board and represents Canteen at national and international conferences and congresses. Two of our YARN also form part of the RAP Working Group.

Deliverable	Outcome	Achievements
<b>Action:</b> Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.		
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	●	We have 5 Aboriginal and/or Torres Strait Islander representatives on our RWG (2 internal, 3 external).
Establish and apply a Terms of Reference for the RWG.	●	Established and ratified.
Meet at least four times per year to drive and monitor RAP implementation.	●	RWG has met quarterly across the 2-year period to address barriers and to share progress and highlights.
Canteen Young Adult Reconciliation Network (YARN) to consult with Canteen’s RAP Working Group and inform the implementation of Canteen’s RAP deliverables, in ways that work towards culturally safe, decolonised practices.	●	Two YARN members attend every RWG meeting and provide YARN activity reports to group (as a standard agenda item).  The YARN are embedded in Canteen’s RAP governance and oversee key activities and initiatives involving Aboriginal and Torres Strait Islander service delivery. Central to this is their contributions to the co-creation of the Culturally Responsive Framework.
<b>Action:</b> Provide appropriate support for effective implementation of RAP commitments.		
Define resource needs for RAP implementation.	●	Budgeting was completed Nov 2021 in for the Dec 2022 to Dec 2023 period and again in Nov 2023 for the Dec 2024 to Dec 2025 period.

Engage our senior leaders and other staff in the delivery of RAP commitments.	●	<p>Executive Director, Services &amp; Impact and Executive Director People &amp; Culture are both members of the RWG. Other Canteen team members from across the organisation are part of the RWG, with select staff having responsibility for RAP deliverables.</p> <p>A dedicated project management board enables RWG and team members assigned deliverables to collaborate and monitor their own and other team member's progress with deliverables.</p> <p>Encouraging involvement in NRW and NAIDOC activities via the RAP Champions group and communications via email and the Reconciliation Teams channel ensure that our senior leadership and all staff keep reconciliation work at front of mind.</p>
Define and maintain appropriate systems to track, measure and report on RAP commitments.	●	RAP project management board implemented to document and track all RAP activities and achievements.
Appoint and maintain an internal RAP Champion from senior management.	●	Peter Orchard, Canteen CEO appointed Dec 2022 as Innovate RAP Champion.
<b>Action:</b> Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.		
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	●	The RAP Impact Measurement Questionnaire was submitted to Reconciliation Australia on 7/10/2023 & 30/09/2024.
Report RAP progress to all staff and senior leaders regularly via Canteen Reconciliation channel (Teams).	●	Key achievements and events posted on Canteen's Reconciliation channel, including National Reconciliation Week, NAIDOC Week, Culturally Responsive Framework Launch, Aboriginal and Torres Strait Islander programs wrap ups, Sorry Day, Apology Day, events (Murri Carnival, National Bandanna Day), the Voice Referendum information sharing and general resource sharing.
Publicly report our RAP achievements, challenges, and learnings, annually.	●	Annual progress report detailing qualitative and quantitative information relating to progress was shared on Canteen social media channels Dec 2023 and final report will be shared publicly Dec 2024.
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	●	80 of Canteen's team members participated in the Workplace RAP Barometer 2024. Survey results showed a good level of cultural understanding and competency across the sample. Canteen will continue to participate to enable benchmarking of internal progress and against other like RAP organisations.
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	●	Completed.

Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	●	Completed.
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	●	Completed.
<b>Action:</b> Continue our reconciliation journey by developing our next RAP.		
Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	●	Completed.





## Appendix A - Images and testimonials

### The YARN



“Canteen is pioneering the way as a mainstream organisation supporting the First Nations young people of Australia. The YARN group are not only consulted, but their recommendations are being implemented. Canteen is also providing the YARN group with opportunities to further develop their individual skills. Canteen gives back to us.”

-Joel Matysek, YARN group member

“Being a part of the YARN Group and the Reconciliation Working Group for Canteen allows me to bring my voice and experience as an Aboriginal community member affected by cancer. I am able to advise and inform on how to target and deliver culturally appropriate service delivery, to make positive impacts on and across Aboriginal and Torres Strait Islander communities.”

-Clinton Bennell, YARN group member

## Culturally Responsive Framework co-creation



“A key outcome for the YARN has been contributing out lived experience to the creation of [this] framework. It was important that we had separate consultations within our group to allow for younger people to have more say, and to say things they otherwise might not have had the confidence to say, it’s been a comfortable space to share.

When the YARN came together with the Professional Advisory Group, some really great outcomes occurred. The Professional Advisory Group were able to use their experience to draw out what the YARN were trying to say. The group cohesion was obvious and their room just bounced ideas off each other really well.”

- Jaiden McGregor, YARN group member

“There’s a seriousness and a power to the opportunity here: the opportunity exists for a framework that really resonates and changes the way organisations do practice.”

- Seth Westhead, Canteen Professional Advisory Group

## Programs



“Across four days, I watched young people, including myself, bond over a shared connection in a safe space. Some of these young people who had admitted they shut the world out, opened up. They not only opened up, but they also shared both happy and sad yarns, made friends, had fun, and every participant shared their appreciation to the Yuin people for their teachings. The reflections from these young people were raw and real, and every single First Nations person who participated in the program announced how the Yuin people had inspired them to continue in their own personal cultural journey.”

- Young person attending Canteen's Aboriginal and Torres Strait Islander peer connection cultural program on Yuin Country, November 2022



## Community Engagement



## Contact us

For more information about Canteen's Reconciliation Action Plan, please contact:

**National Reconciliation Coordinator**

Email: [reconciliation@canteen.org.au](mailto:reconciliation@canteen.org.au)

