



REFLECT RECONCILIATION ACTION PLAN

January 2023 – December 2023



Acknowledgement of Country

Fresh Start acknowledges the Aboriginal and Torres Strait Islander peoples as the First Australians and as the traditional custodians of this land. We pay our respect to Elders both past and present, and we acknowledge their continuing culture and the contribution they make to the life of our cities and regions.



Smoking ceremony on Whadjuk Noongar boodja
NAIDOC week 2022

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Message from Reconciliation Australia

Reconciliation Australia welcomes Fresh Start to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Fresh Start joins a network of more than 1,100 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 Fresh Start 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 Fresh Start, 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 Reflect RAP

Our business

Fresh Start is a not-for-profit addiction treatment organisation that facilitates detoxification and recovery. We provide a broad range of medical, pharmacotherapy and psychosocial supports to anyone who asks for help in overcoming alcohol or drug addiction, regardless of their financial or life circumstances. Fresh Start offers a unique rapid detox treatment which has a high success rate and is unavailable anywhere else in Western Australia. We recognise that people seeking help for addiction usually seek treatment and care at times of crisis and it is for this reason that we have a “no wait list” model, thereby reducing the trauma that delay in treatment brings. By supporting people to overcome alcohol and drug dependency, we reduce the likelihood of illness, death, crime and imprisonment for people with addictions, and promote the restoration of families and community.

Fresh Start's recovery treatment and support facilities are located in both Subiaco and in Northam, Western Australia. We have four main service facilities in Subiaco including Fresh Start Foundation, Fresh Start Clinic, Fresh Start Lodge and Fresh Start Psychology, and two in Northam including the Northam Recovery Centre and The Hill. While most of our clients are local to Western Australia, we also accept clients from interstate and international locations. Approximately 10% of our clients identify as First Nations Australians.



Short-stay accommodation on Whadjuk Noongar boodja

Along with a staff of over 60 paid employees, almost 70 volunteers, and our many invaluable donors and supporters, Fresh Start works hard to provide effective support and treatment to over 1,000 patients each year. Three of our staff have self-identified as Aboriginal, including one of our managers.

Our Reconciliation Action Plan

Our Reflect RAP addresses the following elements:

Fresh Start aims to build **strong relationships** of trust and **genuine respect** between non-Indigenous and First Nations Australians, whether they are clients, patients, health-care providers, staff, or community members - for the benefit of all Australians. We aim to ensure that Fresh Start is a place where First Nations Australians are valued and respected and where their contribution to the community and unique perspectives are recognised as vital to Australia's culture – past, present and future.



Fresh Start's RAP development represents the formalisation of our desire for true reconciliation. Developing a formal Reconciliation Action Plan and establishing a RAP committee with First Nations representation aligns with Fresh Start's core values of Innovation, Integrity, Compassion and Continuous Care and is a demonstration of our commitment to embedding positive and genuine reconciliation in our organisation.



RESPECT



RELATIONSHIPS

Fresh Start Clinic on Whadjuk Noongar boodja

Our Reconciliation Action Group

In April 2022 our Chief Executive Officer Jeff Claughton was appointed to the role of RAP Champion and our first RAP Working Group met to begin the RAP journey. This group comprises six members with a broad range of experiences, skills and perspectives, all of whom are dedicated to working towards creating a meaningful and effective RAP. Three of our members self-identify as Aboriginal and bring experience and perspectives from areas including management, administration, volunteer and support work. This group will continue to work together for 12 months with new members then invited to join to ensure the working group encompasses innovative and diverse ideas and continuity of purpose.

Our RAP Working Group: Chief Executive Officer, Marketing and Fundraising Coordinator, Northam General Manager, Volunteer Administration Assistant, Recovery Support Worker and Executive Assistant.



Walking together on Ballardong Noongar boodja.

Our Partnerships and current activities

Fresh Start recognises that engagement with local Noongar people is vital to providing a service that properly respects and works with First Nations clients who request assistance in their recovery journey. We seek to engage with a variety of First Nations organisations and individuals who work with us to provide training, guidance, and services to ensure Fresh Start's services are embedded in the local community and respond appropriately to the needs of its clients.

Fresh Start currently works to provide services to its clients on Wadjuk Noongar Boodja and Ballardong Noongar Boodja, and is also expanding to provide opportunity for a family reunification centre on Wadandi Noongar Boodja. We pay our respects to these First Nations peoples, acknowledging their role as the traditional custodians of the land and their continuing culture and contributions in these places. We do this formally by way of publications, announcements and signage at each of the Fresh Start sites so that respect for the Noongar people and their culture is promoted.

Fresh Start partners with various Aboriginal and Torres Strait Islander people and service providers who assist us by providing education for staff and support services for our clients. We are seeking to build upon these relationships and to expand the range of agencies and individuals with whom Fresh Start partners to ensure deep and meaningful, long-term engagement.

Our Board

Fresh Start's Board of Directors engaged an external consultant in 2021-2022 to assist with identifying and engaging suitable prospective board directors who have the capability, skills and vision to guide our organisation's future direction. One of the most exciting developments that has arisen from this process has been the commitment from our current directors to reserve a seat on the Board of Directors for a First Nations person and Directors are currently seeking out a suitable candidate for this role.

Our CEO

Fresh Start's CEO and RAP Champion, Jeff Claughton, is engaged in ongoing Cultural Coaching with a Noongar mentor. This process involves face to face and written reflective practice. This personal and professional development is assisting our CEO as he promotes the development of our RAP.

Our Policies and practices

Our team has updated and developed a number of Standard Operating Procedures to demonstrate our pursuit of broader diversity in our staff employment processes and to ensure Fresh Start provides a culturally secure environment for everyone. Integral to the promotion of diversity, we are also aiming to ensure that our current First Nations staff feel supported in their roles and in their ongoing professional development. First Nations staff are offered the opportunity to work with a First Nations mentor and are also encouraged to participate and lead in the development of related policies and events. Our vacant positions and new job opportunities are advertised on the Aboriginal Jobs Board through the Aboriginal Workforce Development Centre in Perth in addition to SEEK, our website and through recruitment agencies. All our advertised roles include wording to clearly state that we encourage Aboriginal and Torres Strait Islander applicants to apply.

Fresh Start has an MOU with a local Aboriginal group, Ebenezer Aboriginal Corporation (EAC) for mutual support and benefit. Our two organisations share similar foundational values and are committed to working together to provide ongoing learning and opportunities for training.

We have taken steps to demonstrate our desire for Aboriginal and Torres Strait Islander inclusion and diversity across all Fresh Start sites. The display of First Nations art works, flags and language group maps on our walls is a visual reminder to all clients, staff and visitors that we are aligning ourselves with the work of reconciliation. Using site-specific Acknowledgements of Country at the beginning of all formal Fresh Start meetings, on our website, in all email signatures, and in signage for our buildings further signals these values to our stakeholders and the wider community. We promote local Noongar seasons and information on our social media and website platforms and provide Noongar language materials at each of our sites. While these are simple things, we hold them up as important daily reminders of our part in the reconciliation journey.

Our Staff

In July 2022, all Fresh Start managers completed mandatory cultural awareness and competency training through the Centre for Cultural Competence Australia. This training was commenced to ensure that all leaders at Fresh Start can begin to develop culturally informed work practices based on a foundational understanding of First Nations cultures and histories. This same training is now being delivered to our general staff who are able to access this training in addition to completing the mandatory Diverse WA training modules.

Beyond this official training, Fresh Start encourages participation in National Reconciliation Week and NAIDOC Week events. We promote these events as dates of cultural significance on our website and social media platforms as well as internally via staff news, posters and hosting

events. We invite staff to engage in activities where they can learn, share, participate and listen. Attending external community events ensures Fresh Start maintains connection with the community it serves and by hosting internal events, we ensure that staff recognise our shared responsibility. Attending a smoking ceremony, stopping to drink bush tea and reflect on our shared history on Sorry Day, watching a First Nations film, or attending an Elder-led discussion has helped our staff to learn and demonstrate their own commitment to reconciliation.

Our Services

Residents at the Fresh Start Lodge in Subiaco are supported in their recovery journey by the culturally secure counselling provided at Wungening in East Perth. Support staff ensure residents are transported to and from this counselling service 2-3 times each week so that in addition to the medical support that they receive through the Fresh Start Clinic and the individualised counselling services offered at Fresh Start Psychology, they are able to engage in a culturally secure external group counselling service. While this service provided by Wungening has greatly benefited the metropolitan residents, recently talks have begun to extend this support service to the residential residents at our Northam facilities, particularly for the support of the Aboriginal or Torres Strait Islander prisoners who enter our service while on parole.

The General Manager in Northam invites local Elders to welcome and support new First Nations residents. These residents at Fresh Start Northam are able to be involved with the local Aboriginal Men's Shed, Ngagagin Maaman Mia, that meets at The Hill, our residential facility in Muluckine. The men from Ngagagin Maaman Mia are also involved in providing Welcome to Country for First Nations clients when they first arrive and assist with client graduation events. Support is provided to First Nations residents who attend the Wheatbelt Aboriginal Health Service (WHAS) by a Noongar graduate of Fresh Start Northam. This graduate also arranges for residents to volunteer at WHAS health promotion events and NRW events as part of their giving back to the community.



Fresh Start Northam on Ballardong Noongar boodja



1. RELATIONSHIPS

| Action | Deliverable | Timeline | Responsibility |
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| 1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | <ul style="list-style-type: none">Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.Continue Cultural Coaching for our CEO to ensure ongoing strengthening of relationships with First Nations communities and organisations at the highest level.Maintain relationships with the Ngaggin Maaman Mia (Aboriginal Men's Shed) by renewing our MOU.Establish a formalised connection with Solid Ground (Wungening) for Fresh Start clients.Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | June 2023 June 2023 June 2023 June 2023 June 2023 | Chief Executive Officer Chief Executive Officer Northam General Manager Northam General Manager Executive Assistant |
| 2. Build relationships through celebrating National Reconciliation Week (NRW). | <ul style="list-style-type: none">Email staff with NRW resources and reconciliation materials from May 1st and as the events and materials are advertisedPromote NRW events on FS website and social mediaHost an internal staff event to mark NRWRAP Working Group members to participate in an external NRW event. Identify possible NRW event options and nominate attendees. The events should be local and as interactive as possible.Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRWResidents at Fresh Start Northam to volunteer at external NRW event | May 2023 May 2023 May 2023 May 2023 May 2023 June 2023 | Marketing Coordinator Marketing Coordinator Marketing Coordinator Executive Assistant Executive Assistant Northam General Manager |
| 3. Promote reconciliation through our sphere of influence. | <ul style="list-style-type: none">Communicate our commitment to reconciliation to all stakeholders through our website, social media, official publications and messaging, signage, and participation in events.Direct staff and managers to Reconciliation Australia's resources on Respectful Relationships via internal staff news emails. | January 2023 March 2023 | Executive Assistant Marketing Coordinator |

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| | <ul style="list-style-type: none"> • Communicate and demonstrate our commitment to reconciliation to leaders at Fresh Start by providing weekly RAP updates to Managers' Meeting and Quarterly RAP updates to the Board of Directors to ensure developments and plans for promoting the RAP are shared with the leadership team. • Display Noongar language printed materials, Noongar language maps and art, and Australian and First Nations flags at residential and treatment facilities to provide a visual reminder to all stakeholders that we are 'walking together' in reconciliation. • Identify local stakeholders that may be willing to engage with Fresh Start as part of our reconciliation journey. • Add RAP to the Fresh Start Strategic Plan objectives. • Establish deeper connection with RAP and other like-minded organisations to discuss opportunities for collaboration e.g., FISH (Foundation for Indigenous Sustainable Health) | January 2023 January 2023 July 2023 July 2023 July 2023 | Chief Executive Officer Executive Assistant Marketing Coordinator Chief Executive Officer Chief Executive Officer |
| 4. Promote positive race relations through anti-discrimination strategies. | <ul style="list-style-type: none"> • Research best practice and policies in areas of race relations and anti-discrimination. • Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs to ensure that all Standard Operating Procedures and policies are adequate and are communicated clearly to all staff. | January 2023 February 2023 | Executive Assistant Executive Assistant |



2. RESPECT

| Action | Deliverable | Timeline | Responsibility |
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| 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | <ul style="list-style-type: none">Develop a plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.Conduct a review of cultural learning needs within our organisation.Investigate and implement a plan for cultural awareness training opportunities for all staff.Incorporate culturally significant dates that showcase Noongar and other First Nations groups' histories, milestones and events into our organisation's calendar with notices for staff of significant events.Identify and source culturally appropriate health and information resources to be displayed at client care sites for client access and support.Provide Noongar led learning opportunities for staff to build shared understanding of Australia's history, land and community. | January 2023 February 2023 February 2023 January 2023 June 2023 June 2023 | Executive Assistant Executive Assistant Executive Assistant Marketing Coordinator Administration Volunteer Chief Executive Officer |
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | <ul style="list-style-type: none">Develop an understanding of the local Noongar people, the Traditional Custodians of the lands and waters within our organisation's operational area.Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.Include Acknowledgement of Country in all online and official Fresh Start publications and events, and site-specific signage for all Fresh Start buildings. | Nov 2023 Nov 2023 June 2023 | Chief Executive Officer Chief Executive Officer Executive Assistant |
| 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | <ul style="list-style-type: none">Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.Organise one internal NAIDOC week event to encourage a spirit of celebration.Introduce our staff to NAIDOC Week by promoting external events in our local area.RAP Working Group to participate in an external NAIDOC Week event. | June 2023 First week in July 2023 June 2023 First week in July 2023 | Marketing Coordinator Marketing Coordinator Marketing Coordinator Marketing Coordinator |



3. OPPORTUNITIES

| Action | Deliverable | Timeline | Responsibility |
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| 8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | <ul style="list-style-type: none">Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.Seek out and appoint a First Nations Director to the Fresh Start Board | June 2023 Feb 2023 September 2023 | Chief Executive Officer Executive Assistant Chief Executive Officer/ Fresh Start Board |
| 9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | <ul style="list-style-type: none">Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.Maintain a register of First Nations businesses who engage with Fresh Start and report on outcomes.Investigate Supply Nation membership. | June 2023 Nov 2023 June 2023 | Chief Executive Officer Chief Executive Officer Chief Executive Officer |



4. GOVERNANCE

| Action | Deliverable | Timeline | Responsibility |
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| 10. Establish and maintain an effective RAP Working Group (RWG) | <ul style="list-style-type: none">RAP Working Group to meet monthly to govern RAP implementation.Draft Terms of Reference for the RWG.Establish Aboriginal and Torres Strait Islander representation on the RWG. | April 2023 April 2023 January 2023 | Executive Assistant Executive Assistant Executive Assistant |
| 11. Provide appropriate support for effective implementation of RAP commitments. | <ul style="list-style-type: none">Define resource and budget needs for RAP implementation.Engage senior leaders in the delivery of RAP commitments.Define appropriate systems and capability to track, measure and report on RAP commitments. | Jan 2023 Nov 2023 Feb 2023 | Chief Executive Officer Chief Executive Officer Executive Assistant |
| 12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | <ul style="list-style-type: none">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.Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | June annually 1 August annually 30 September, annually | Executive Assistant Executive Assistant Chief Executive Officer |
| 13. 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. | September 2023 | Executive Assistant |