



Government of Western Australia  
Mental Health Commission



RECONCILIATION  
ACTION PLAN  
STRETCH

Mental Health Commission

# STRETCH (ONCILIATION ACTION PLAN

September 2018 – September 2021



# CONTENTS

Foreword from Reconciliation Australia .....	1
Artist Bio (and photo).....	2
Message from the Commissioner .....	3
Acknowledgement.....	4
Title .....	4
Our Vision, Mission and Values .....	4
Our vision for Conciliation.....	6
Our business.....	6
Our Conciliation Action Plan.....	7
Summary of previous RAP Achievements .....	9
Conciliation Committee .....	9
Relationships .....	10
Respect.....	16
Opportunities.....	24
Tracking progress and reporting.....	32
References .....	33

Front cover:  
John Walley  
Walbrininy (2018)  
Acrylic on canvas, 152cm x 91cm

## FOREWORD FROM RECONCILIATION AUSTRALIA

Reconciliation Australia congratulates the Western Australian Mental Health Commission on its past successes and continued commitment to reconciliation, as it implements its second Reconciliation Action Plan (RAP), known at the Commission as a Conciliation Action Plan.

It's fantastic to see the Commission continue its reconciliation journey as part of the rapidly-growing community of almost 1000 active RAP organisations Australia-wide, each working to promote relationships, respect, and opportunities.

The Commission plays an essential role in improving mental health outcomes for Aboriginal and Torres Strait Islander peoples in Western Australia. It understands and recognises the enormous discrepancies in the health and wellbeing of First Nations peoples compared to non-Indigenous Australians, and actively works to realise equality and equity.

In its first Action Plan, the Commission displayed its exemplary commitment to relationship-building with Aboriginal and Torres Strait Islander peoples by establishing an Aboriginal advisory group. I am pleased to see this consultative and mutually beneficial relationship continue in this Action Plan.

The Commission will also seek to increase opportunities for First Nations peoples by implementing a culturally safe employment strategy with the aim to increase Aboriginal and Torres Strait Islander staff to 3.6 per cent of its workforce.

On behalf of Reconciliation Australia, I commend the Commission on its dedication to driving reconciliation and look forward to following its continued achievements.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



John Walley,  
Artist (left) with  
Timothy Marney  
Mental Health  
Commissioner

## THE ARTIST

**John Walley**, a descendent of the Whadjuk clan within Noongar Country, is a Perth-based emerging artist who works mainly with acrylic and experiments with earthy materials.

The MHC commissioned John to create a bespoke artwork for this Conciliation Action Plan.

Predominantly self-taught, John created artworks for family and friends before entering the professional sphere in 2015.

His artwork is on display at the University of Western Australia and the new Woodside Building, and he was commissioned by the Metropolitan Redevelopment Authority to help design the logo for Yagan Square and artworks for Elizabeth Quay.

The principal themes throughout John's work are storytelling and a connection to nature, and he has developed his own distinctive, bold graphic style in which he uses the circle to represent his cultural connection to Noongar Boodja (land) and the seasonal cycle of life.

John is currently working towards holding an exhibition of his works.

## THE ARTWORK

The name of the artwork, Walbrininy, means spiritual healing.

### BLUE CHINA ORCHID

The centrepiece focuses on the 'Blue China Orchid', whose essence strengthens the will and takes back control of one's self.

### PEOPLE GATHERING

The U shapes around the Blue China Orchid represent people sitting and meeting at this important place – the earth we are on – which is represented by the ochre.

## SIX NOONGAR SEASONS

The larger circles depict the six seasons that Noongar people traditionally lived by.

The colours relate to the seasons:

**Djilba (Green):** August – September, the season starts to get warmer

**Kambarang (Yellow):** October – November, rain is decreasing and it's becoming warmer

**Birak (Orange):** December – January, the season is hot and dry with easterly winds during the day and a southwest sea breeze in the late afternoons

**Bunaru (Red):** February – March, it's hot with easterly and north winds

**Djeran (Aqua):** April – May, the season becomes cooler with winds from the southwest

**Makaru (Blue):** June – July, the season is cold and wet with westerly gale winds

## CIRCLE DESIGNS

The smaller circles represent the circle of one's life.

**The Past:** Green

**The Present:** Blue

**The Future:** Pink



Timothy Marney  
Mental Health  
Commissioner

## MESSAGE FROM THE COMMISSIONER

Kaya Wanjoo! I take great pleasure in presenting the Mental Health Commission's Stretch Conciliation Action Plan 2018-2021.



Many Aboriginal<sup>1</sup> Australians experience vast differences in health, education, employment, and standards of living compared to the non-Aboriginal population. The impact of colonisation on Aboriginal people and culture has been devastating and is still evident today. The Mental Health Commission (MHC) values the histories, cultures and rights of Aboriginal people as part of a shared national identity.

The Conciliation Action Plan recognises this and seeks to build understanding and embed actions that genuinely recognise and respect Aboriginal cultures and people, connection with country, and the impact of history, in order to recognise the impact and injustices of the past, and achieve equity for Aboriginal people in the future.

The MHC has an important role to play in the social and emotional wellbeing and mental health of Western Australians, and in protecting and promoting fairness and equality for Aboriginal people coming into contact with the mental health, alcohol and other drug system. The MHC's Conciliation Action Plan was developed with input across the agency and in consultation with Reconciliation Australia, and our own Aboriginal Advisory Group.

<sup>1</sup> The use of term 'Aboriginal' within this document refers to both Aboriginal and Torres Strait Islander people.

On advice from our Noongar Elders in Residence the MHC has adopted 'conciliation' as a more appropriate term than 'reconciliation'. Conciliation is a process which involves Aboriginal and non-Aboriginal people working together for the first time as genuinely equal partners in a shared future. Therefore, the MHC has chosen to develop a Conciliation Action Plan to develop a foundation together with Aboriginal peoples, upon which positive change can continue to occur.

This plan outlines the MHC's commitment to improving mental health equity for Aboriginal Western Australians through proactive engagement in positive two-way relationships built on trust and respect, two-way learning, culturally secure engagement, and increased training and workforce participation opportunities for Aboriginal people.

Aboriginal health and wellbeing must be a priority for each of us and it is essential that Aboriginal perspectives are incorporated into all our policies, practices and strategic directions. By challenging awareness and each other to create cultural change within the MHC, we will begin to see the advantages of system change that benefits all Western Australians.



## ACKNOWLEDGEMENT

The MHC acknowledges the Noongar Whadjuk people as the Traditional Custodians of this land and its waters. The MHC wishes to also pay its respects to Elders past and present, and extend an acknowledgement to all Aboriginal and Torres Strait Islander peoples across the State.

The term Aboriginal, used throughout this document, should be taken to include all Aboriginal and Torres Strait Islander peoples.

## TITLE

On advice from local Noongar Elders, the MHC has chosen to title our plan as a Conciliation Action Plan (CAP), rather than a Reconciliation Action Plan. We believe this term is more appropriate in reflecting the history of past relations and the need to build positive two-way relationships based on trust and respect. When referring to our Reconciliation Action Plan in external documents, this is understood to mean our CAP.

## OUR VISION, MISSION AND VALUES

### OUR VISION

A Western Australian community that experiences minimal alcohol and other drug-related harms and optimal mental health.


### OUR MISSION

To be an effective leader of alcohol, drug and mental health commissioning, providing and partnering in the delivery of person-centred and evidence-based:

- › Prevention, promotion and early intervention programs;
- › Treatment, services and supports; and
- › Research, policy and system improvements.

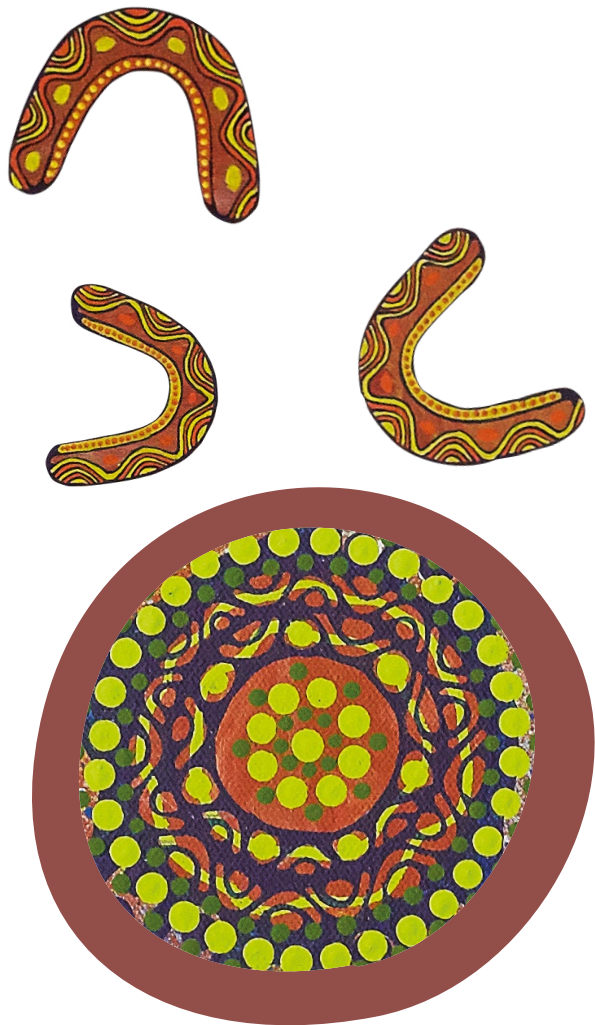
### OUR VALUES

- › Respect for individuals and culture
- › Working together and supporting each other
- › Involving and engaging others
- › Ownership, transparency and accountability
- › Fair and ethical decisions
- › Improvement focus



We the MHC would like to acknowledge that this meeting is being held on the traditional lands of the Noongar people.

"Kaya Wanjoo"



## OUR VISION FOR CONCILIATION

The MHC's vision for conciliation is to work in partnership with Aboriginal peoples, to encourage and embrace Aboriginal cultures and leadership, and to foster culturally secure ways of working. In doing this we aim to improve access to quality services and programs, educate with the aim to reduce alcohol and other drug related harm and promote mental health and social and emotional wellbeing.

## OUR BUSINESS

The MHC is responsible for planning and policy development of mental health, alcohol and other drug services in Western Australia. This includes commissioning of services through a network of non-government mental health, alcohol and other drug services and programs throughout Western Australia, including the treatment services provided by Next Step Drug and Alcohol Services.

The MHC prioritises increasing culturally appropriate and safe wellbeing services to local Aboriginal communities in Western Australia. The MHC employs approximately 350 people (headcount) of which nine identify as Aboriginal, making up 2.6% of our workforce.

The MHC is committed to progressing achievements towards conciliation, and the MHC Strong Spirit Strong Mind (SSSM) Aboriginal Programs provides important leadership and direction in our efforts towards conciliation. SSSM draws on the collective experiences and knowledge of our Aboriginal staff, to promote the uniqueness of Aboriginal cultures as a central strength in guiding efforts to manage and reduce alcohol and other drug related harm in Aboriginal communities.

The MHC operates from two main offices: 1 Nash Street, Perth (WorkZone) and 32 Moore Street, Perth (Next Step). Several of our employees also work with our integrated services, at sites owned and operated by other service providers.



## OUR CONCILIATION ACTION PLAN

Reconciliation Australia leads the work towards reconciliation and Reconciliation Action Plans (RAPs) provide a blueprint for organisations to contribute to reconciliation by turning good intentions into action. Evidence obtained by Reconciliation Australia shows that where organisations have implemented a RAP, significantly improved outcomes for reconciliation have been achieved through:

- › Higher trust: 77% of RAP employees have high trust for their Aboriginal colleagues compared with 24% of people in the general community;
- › Lower prejudice: 6% of RAP employees believe that prejudice is high in their organisation compared with 49% of people in the general community;
- › Relationships: 76% of RAP employees consider the relationship between Aboriginal and non-Indigenous Australians as very important compared with 48% of the general community.<sup>1</sup>

As mentioned, the MHC has chosen to use the term Conciliation rather than Reconciliation, this has been reflected throughout the document. Conciliation, properly understood, is integral to the core business of the MHC as it aligns with our values and vision.

The 2018-2021 CAP provides the strategic direction for our efforts towards conciliation, and enables us to celebrate and highlight Aboriginal peoples cultures and heritage, while providing us with a contemporary framework to focus our activities and further our achievements for conciliation and cultural security.

With oversight and guidance from the MHC Conciliation Committee, the CAP was developed in collaboration with the SSSM Aboriginal Programs and through a broader process of consultation with Aboriginal and non-Aboriginal staff across the MHC, including local Aboriginal Elders. The draft CAP was circulated to all staff of the MHC as an informative process and to receive feedback on the proposed strategies and measurable targets, prior to its finalisation.

The MHC has funded the purchase of banners as part of Reconciliation Week Street Banner Projects



The CAP has its foundations in our 2008 and 2015-2017 RAPs, developed by the Drug and Alcohol Office, and which supported many achievements on the conciliation journey. The CAP has expanded on this work to reflect a contemporary understanding of and knowledge about conciliation. The CAP augments the MHC key strategic directions in the conciliation process. The CAP provides an important opportunity to renew our commitment to conciliation and to refocus our efforts to achieve sustainable outcomes in conciliation across the MHC.

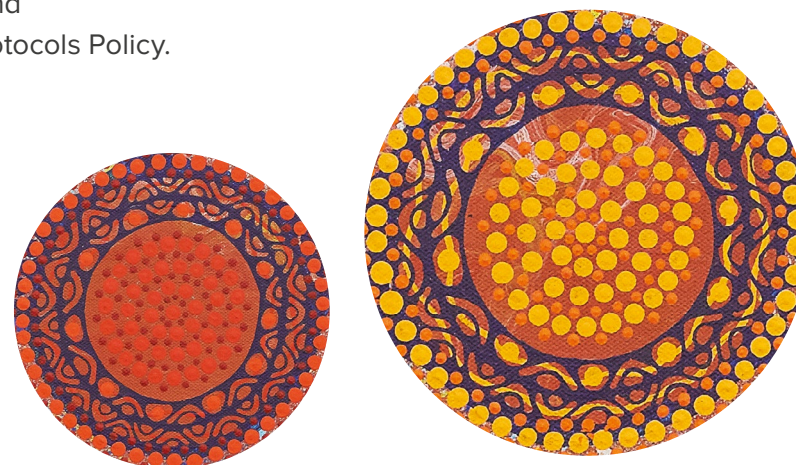
All engagement/consultation undertaken in progressing the objectives of the CAP will be in accordance with the MHC Engagement Framework.

This framework outlines strategies for best practice engagement with consumers and their support persons (families, carers, significant others, friends and advocates) to inform individual program and service delivery, policy and service development and strategic planning at a statewide level.

Strategic Plans and Frameworks which inform and complement the CAP include:

- › Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015-2025;
- › Drug and Alcohol Interagency Strategic Framework for Western Australia 2011-2015;
- › Strong Spirit Strong Mind Framework 2018-2022;
- › WA Aboriginal Health and Wellbeing Framework 2015-2030;
- › MHC Workforce and Equal Opportunity Diversity Plan 2016-2018; and
- › MHC Aboriginal Cultural Protocols Policy.

Reconciliation Australia has established four RAP frameworks – Reflect, Innovate, Stretch and Elevate. Stretch RAPS are for organisations that have developed strategies and a strong approach toward advancing reconciliation internally, and are focused on implementing longer-term strategies, targets and goals.



## SUMMARY OF PREVIOUS RAP ACHIEVEMENTS

Key achievements made under the previous RAP include:

- › Establishing the Aboriginal Advisory Group;
- › Delivering Certificate III in Community Services, Aboriginal Alcohol and Other Drug Worker training program;
- › Delivering Certificate IV in Alcohol and other Drugs, Aboriginal Alcohol and Other Drug Worker training program;
- › Providing Cultural Awareness training through Strong Spirit Strong Mind– Ways of Working with Aboriginal People;
- › Hosting a range of relationship building events in support of National Reconciliation Week, NAIDOC Week and National Sorry Day; and
- › Establishing the RAP Steering Committee (now known as the Conciliation Committee) including employee representatives across MHC directorates.



The MHC's Strong Spirit Strong Mind Aboriginal Programs team delivers training programs designed to increase cultural understanding and build better working relationships with Aboriginal clients

## CONCILIATION COMMITTEE

To ensure the MHC is achieving this vision for conciliation, our CAP Working Group, known internally as the Conciliation Committee, will improve organisational awareness of the needs of Aboriginal peoples and progress actions that will create opportunities, build relationships and grow respect for and with Aboriginal peoples.

To achieve this, the Committee will oversee the development and ongoing implementation of the CAP. Our CAP is championed by the Mental Health Commissioner, Timothy Marney, who also chairs the Committee.

The Committee reports directly to our Corporate Executive group and is comprised of employee members from all areas of the MHC, including at least two Aboriginal employees who self-nominate to be involved. The business areas represented on our Committee are:

- › Corporate Services
- › Alcohol, Other Drug and Prevention Services
- › Planning, Policy and Strategy; and
- › Purchasing, Performance and Service Development

## RELATIONSHIPS

The MHC is committed to being inclusive and to treating people with respect, courtesy and in a culturally appropriate manner, in line with our value: “**respect for individuals and culture**”. The MHC will support and educate our workforce and mental health, alcohol and other drug services to build and foster culturally secure relationships to promote Aboriginal leadership, through understanding of the role of culture, and of the cultural requirements of Aboriginal peoples.



### Focus area: *Balja (Working Collaboratively)*

	Action	Responsibility	Timeline	Measurable Target
1.1	MHC Conciliation Committee (Committee) actively monitors the development and progress of achievements under the CAP.	Mental Health Commissioner	March, June, September, December 2018, 2019, 2020	<ul style="list-style-type: none"> <li>› The Mental Health Commissioner champions the CAP and chairs the Committee.</li> <li>› Committee meets quarterly to oversee development, endorsement and launch of the CAP and to monitor progress.</li> <li>› Members of the Committee represent all MHC directorates, including a minimum of two employee members from the Aboriginal community, with preference to the local community.</li> <li>› Committee Terms of Reference which establishes the role and membership requirements.</li> <li>› Develop and distribute an expression of interest for new members to the Committee yearly.</li> </ul>
1.2	Raise internal and external awareness of our CAP to promote conciliation across the MHC and the sector.	Mental Health Commissioner	September 2018  September 2018, 2019 and 2020	<ul style="list-style-type: none"> <li>› Develop and implement a strategy to communicate our CAP to all internal and external stakeholders.</li> <li>› Promote conciliation through ongoing active engagement with all stakeholders.</li> <li>› Engage MHC senior leaders in the delivery of CAP outcomes.</li> <li>› Committee activities to be communicated to the MHC Aboriginal Advisory Group.</li> </ul>



MHC employees attend walking tours conducted by Walter McGuire, one of the many activities held during National Reconciliation Week

## RELATIONSHIPS (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
1.3	Promote and develop cultural understanding for MHC employees.	Mental Health Commissioner  Director Corporate Services	January 2019, 2020, 2021	<ul style="list-style-type: none"> <li>› Develop an annual calendar of events to promote cultural understanding for MHC employees. Including (as a minimum):               <ul style="list-style-type: none"> <li>– National Reconciliation Week 27 May – 3 June</li> <li>– National Sorry Day</li> <li>– NAIDOC Week</li> </ul> </li> <li>› Calendar of events to include a range of activities throughout the year, to be held at all MHC worksites.</li> <li>› Calendar and supporting budget approved at March quarterly Corporate Executive Meeting.</li> </ul>
1.4	Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal employees and other employees.	Mental Health Commissioner  Director Corporate Services	27 May – 3 June 2019, 2020 and 2021	<ul style="list-style-type: none"> <li>› Organise three internal NRW events each year.</li> <li>› Engage/consult with local Aboriginal Elders in the planning of event/s.</li> <li>› Include bush tucker/food native to Australia at events organised by the MHC.</li> <li>› Register all NRW events via Reconciliation Australia's NRW website.</li> <li>› Encourage employees and senior leaders to participate in external events to recognise and celebrate NRW.</li> <li>› Participation in events documented and reported through the Committee.</li> <li>› Ensure our Committee participates in a minimum of one external NRW event each year.</li> </ul>

## RELATIONSHIPS (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
1.5	Maintain and leverage mutually beneficial relationships with Aboriginal peoples, communities and organisations to support positive outcomes.	Assistant Commissioner, Planning, Policy and Strategy	December 2018	<ul style="list-style-type: none"> <li>› Develop and implement an engagement plan to work with our Aboriginal stakeholders, including engagement with local Aboriginal Elders.</li> <li>› Meet with local Aboriginal organisations and Elders to develop guiding principles for future engagement.</li> <li>› Commit to establishing formal two-way partnerships to build capacity in Aboriginal organisations and/or communities relevant to our sphere of influence.</li> </ul>
1.6	Celebrate building relationship and conciliation through using a range of forums (e.g. Facebook etc).	Director, Prevention Services Assistant Director Strategic Communications	December 2018, 2019, 2020	<ul style="list-style-type: none"> <li>› One Aboriginal publication a year – e.g. brief report of Aboriginal related treatment data or a summary of a recently published major report.</li> <li>› At least two articles per year celebrating relationship building in the MHC’s monthly e-newsletter.</li> <li>› Engage or consult with the MHC Aboriginal Advisory group in the development and review of publications.</li> <li>› Engagement/consultation with local Aboriginal Elders in the development and review of publications where appropriate or where possible.</li> </ul>
1.7	Utilise existing evaluation and research relating to Aboriginal peoples to support development and evaluation of new policies and services.	Director Prevention Services	October 2018, 2019 and 2020	<ul style="list-style-type: none"> <li>› Where the data is available, report on outcomes for Aboriginal peoples into existing evaluations and research projects.</li> </ul>



## RELATIONSHIPS (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
1.8	Incorporate culturally secure and respectful, non-discriminatory principles into commissioning practices.	Assistant Commissioner, Purchasing, Performance and Service Development	December 2020	<ul style="list-style-type: none"> <li>Monitor services and obtain evidence of the extent to which services have incorporated culturally secure and respectful, non-discriminatory principles in the design of service models and associated practices, and commissioning practices. This information will be captured as part of the service agreement reporting requirements.</li> </ul>
1.9	Encourage Non-Government Organisations (NGOs) to develop their own Reconciliation Action Plan (or Conciliation Action Plan) in future agreements.	Assistant Director NGO Contracts	September 2018	<ul style="list-style-type: none"> <li>NGO Contracts procurement documents used for all agreements to include a clause encouraging NGOs to develop own RAP. Clause to include current and relevant links to Reconciliation Australia website regarding establishing a RAP.</li> </ul>



Welcome to Country and Smoking Ceremonies are held at MHC events such as NAIDOC Week





THE MHC IS COMMITTED TO BEING INCLUSIVE AND TO TREATING PEOPLE WITH RESPECT, COURTESY AND IN A CULTURALLY APPROPRIATE MANNER, IN LINE WITH OUR VALUE: "RESPECT FOR INDIVIDUALS AND CULTURE".

## RESPECT

Support services to recognise the legitimate cultural rights, views, values and expectations of Aboriginal peoples; and develop culturally secure practices, which facilitate and enable Aboriginal leadership. This will be further enhanced by building a culturally secure workforce internally in the MHC and through developing the cultural competence of other Australian workers.



### Focus area: *Wyeron kattidj yungar<sup>2</sup> (Building cultural competency)*

	Action	Responsibility	Timeline	Measurable Target
2.1	Support the importance of Aboriginal Leadership in Mental Health	Director, Prevention Services	September 2018	<ul style="list-style-type: none"> <li>› Develop an implementation plan to support the Gayaa Dhuwi (Proud Spirit) Declaration themes in MHC services.</li> <li>› MHC to formally adopt and commit to supporting the Gayaa Dhuwi (Proud Spirit) Declaration.</li> </ul>
2.2	Increase knowledge and understanding of Aboriginal cultures, histories and achievements	Assistant Director People and Development and Manager SSSM Aboriginal Programs	December 2018	<ul style="list-style-type: none"> <li>› Develop, implement and review an Aboriginal cultural awareness training strategy for our staff, which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).</li> <li>› 100% of employees to undertake online cultural learning activities.</li> <li>› 70% of employees to undertake face to face cultural workshop learning activities, specifically <i>the Strong Spirit Strong Mind (SSSM) Ways of Working with Aboriginal people Part 1</i> training. Employee completions include:               <ul style="list-style-type: none"> <li>– 70% of existing employees to complete by December 2018</li> <li>– 90% of new employees within two years of commencing employment</li> <li>– 100% of employees in customer facing roles to complete within one year of commencing employment (e.g. Customer Service Officers, Alcohol and Drug Support Service Counsellors).</li> <li>– 100% of Committee members by December 2018</li> </ul> </li> </ul>

## RESPECT (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
			<b>March, June, September, December 2018, 2019, 2020, 2021</b>	<ul style="list-style-type: none"> <li>&gt; 50% of employees to undertake cultural immersion learning activities.</li> <li>&gt; Engage the MHC SSSM Aboriginal Programs team to provide cultural awareness training throughout MHC to increase understanding and appreciation of Aboriginal cultures in order to lay the foundation for other CAP actions to be achieved.</li> <li>&gt; All members of the senior leadership team to complete cultural learning by December 2018, including members of Corporate Executive (CorpEx).</li> <li>&gt; Quarterly dashboard reporting to Corporate Executive, monitoring staff completion.</li> <li>&gt; Evidence of induction materials which promote cultural security.</li> </ul>
2.3	Establishment of an Aboriginal Elder in Residence Program to provide cultural expertise and guidance to MHC.	Mental Health Commissioner with assistance from SSSM Aboriginal Programs	<b>September 2018</b>  <b>December 2018, 2019, 2020</b>	<ul style="list-style-type: none"> <li>&gt; Develop a program outline, including the responsibilities of relevant parties.</li> <li>&gt; Engagement of two Aboriginal Elders on a two year contract, to provide expert cultural advice on programs throughout the MHC.</li> <li>&gt; Annual reporting to Corporate Executive outlining the impact of the Elder in Residence Program, including considerations for required engagement hours.</li> </ul>

## RESPECT ((ONTINUED))

	Action	Responsibility	Timeline	Measurable Target
2.4	Ensure Aboriginal peoples cultures are visible and celebrated and cultural protocols are respected.	Manager, SSSM Aboriginal Programs	December 2018	<ul style="list-style-type: none"> <li>› Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country including:               <ul style="list-style-type: none"> <li>› An Acknowledgement of Country at any meeting of a formal nature (i.e. where minutes are taken), as a minimum.</li> <li>› An Acknowledgement of Country to be included as an item in all standard agenda templates.                   <ul style="list-style-type: none"> <li>– A local Acknowledgement of Country at all community events and training such as our Certificate III and IV graduation and our external training conducted by Workforce Development.</li> <li>– A local Traditional Owner to give a Welcome to Country address at significant community events, training sessions and conferences.</li> <li>– Develop a list of key contacts for organising a Welcome to Country protocol.</li> </ul> </li> </ul> </li> <li>› Ensure the protocol encourages senior leaders to personally reply to a Welcome to Country.</li> <li>› MHC Aboriginal Cultural Protocol Policy to include an endorsed term to be used when referring to Aboriginal peoples.</li> </ul>
		Mental Health Commissioner	December 2018	<ul style="list-style-type: none"> <li>› Create and display an Acknowledgement of Country at our WorkZone and Next Step Offices.</li> <li>› Purchase images and artwork created by Aboriginal peoples to display on MHC premises.</li> <li>› Promote Reconciliation Australia's <i>Share Our Pride</i> online tool to all staff.</li> <li>› Staff and Senior Leadership to provide an Acknowledgement of Country at all other events.</li> <li>› Embed Aboriginal cultural protocols within the protocol document relevant to State and/or Territory and specific local communities.</li> </ul>

## RESPECT (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
2.5	Culturally secure advice is provided to MHC employees on programs, evaluation, research and initiatives	Director Prevention Services	<p><b>December 2018</b></p> <p><b>September 2018</b></p>	<ul style="list-style-type: none"> <li>› Continuation of MHC consultation with the Aboriginal Advisory Group, to provide culturally secure advice to MHC staff on programs, resources, campaigns, workforce development initiatives, evaluation and research produced by the MHC.</li> <li>› MHC Aboriginal Advisory Group to meet on a bi-monthly basis.</li> <li>› Senior Policy and Workforce Development Officer in SSSM Aboriginal Programs to act as contact person.</li> <li>› Inclusion of Aboriginal Elders to provide cultural guidance to Advisory Group members.</li> <li>› MHC consults with Aboriginal Advisory Group on programs, resources, campaigns, workforce development initiatives, evaluation and research.</li> <li>› Special meetings called to address feedback as needed (out of session).</li> </ul>
2.6	Celebrate NAIDOC Week and provide opportunities for Aboriginal staff to engage with culture and community during NAIDOC Week.	Mental Health Commissioner	<b>July, 2019, 2020 and 2021</b>	<ul style="list-style-type: none"> <li>› HR policies and procedures reviewed to ensure there are no barriers to employees participating in NAIDOC Week.</li> <li>› Opportunities provided for all Aboriginal employees to participate in community NAIDOC Week events.</li> <li>› Support all employees to participate in NAIDOC Week events in the local community.</li> <li>› In consultation with Aboriginal employees, hold three internal NAIDOC Week events.</li> </ul>
2.7	Celebrate the achievements of Aboriginal workers in the AOD sector.	Director, Prevention Services	<b>September 2018, 2019 and 2020</b>	<ul style="list-style-type: none"> <li>› Record the number of MHC staff attending the official graduation ceremonies for Aboriginal workers completing Certificate III and IV training at MHC.</li> <li>› Number of graduating students attending the Certificate III and Certificate IV training ceremonies at MHC.</li> </ul>



## RESPECT (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
2.8	Ensure all current and future resources and materials are culturally secure and appropriate for Aboriginal peoples	Director Corporate Services in consultation with Aboriginal Advisory Group	December 2018	<ul style="list-style-type: none"> <li>› Review current resources and materials produced by the MHC and update as appropriate to ensure they are culturally secure, in plain English appropriate to Aboriginal peoples and where practicable, in the languages of Aboriginal peoples.</li> <li>› Action register identifying MHC resources outlining those that require updating so they are:               <ul style="list-style-type: none"> <li>– In a culturally secure form; and/or</li> <li>– In the languages of Aboriginal peoples</li> </ul> </li> <li>› Future resources and materials developed by the MHC are produced in a culturally secure form and, where practicable, in the languages of Aboriginal peoples, in consultation with the Aboriginal Advisory Group               <ul style="list-style-type: none"> <li>– Evidence of culturally secure resources and materials.</li> <li>– Evidence of consultation with Aboriginal Advisory Group noted in meetings minutes</li> </ul> </li> </ul>
2.9	Improve internal policy and procedure documents	Assistant Director People and Development	December 2018	<ul style="list-style-type: none"> <li>› Aboriginal Assessment impact tool developed and incorporated into all new or revised MHC policies and procedures.</li> <li>› Consultation with Aboriginal Advisory Group in development of the tool.</li> </ul>
2.10	Work with Department of Health , Health Service Providers (HSPs) to meet state and national quality standards	Assistant Director, Health Relationship and Purchasing	September 2018	<ul style="list-style-type: none"> <li>› MHC Service Agreements with HSPs to contain requirements for the HSP to meet state and national quality standards which includes those relating to diversity and working with Aboriginal peoples, families and communities.</li> <li>› MHC Service Agreements with HSPs to contain requirements for the HSP to have regard to the Gayaa Dhuwi (Proud Spirit) declaration in the design and delivery of MHC Health Services purchased under the agreement.</li> </ul>

## RESPECT (CONTINUED)

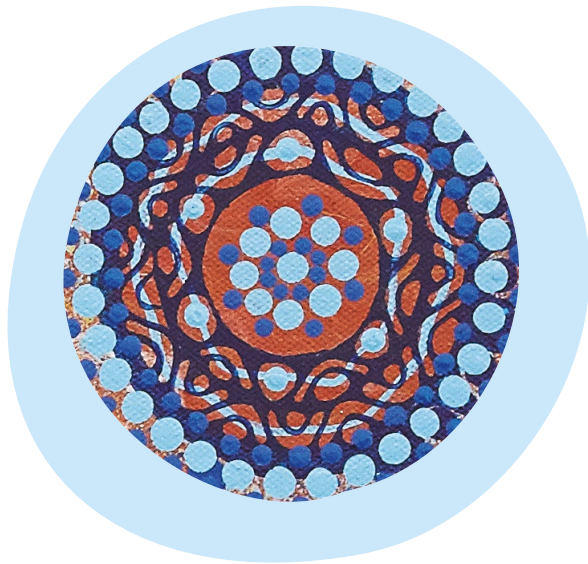
	Action	Responsibility	Timeline	Measurable Target
2.11	Work with NGO service providers to meet the National Mental Health Standards.	Assistant Director NGO Contracts	<b>December 2018</b>	<ul style="list-style-type: none"> <li>&gt; MHC service agreements and procurement documents with mental health NGO service providers to include requirements for the NGO to meet the National Mental Health Standards, and the MHC's Outcome Statements, both of which recognise cultural diversity and the embedding of culturally secure practices in service delivery.</li> <li>&gt; MHC to independently evaluate mental health NGOs against the National Mental Health Standards and the MHC's Outcome Statements.</li> </ul>
2.12	Work with alcohol and other drug (AOD) non-government organization (NGO) service providers to embed culturally secure practices into the delivery of services.	Assistant Director NGO Contracts	<b>December 2018</b> (subject to finalisation of the framework)	<ul style="list-style-type: none"> <li>&gt; NGO Contracts procurement documents and service agreements with AOD NGO service providers include requirement for the NGO to embed culturally secure practices into the delivery of services, under the guidance of the 'Strong Spirit, Strong Mind – Aboriginal Drug and Alcohol Framework for WA' and the 'WA Health Cultural Respect Implementation Framework'.</li> <li>&gt; NGO Contracts procurement documents and service agreements include the AOD National Quality Framework (which will include requirements for cultural security).</li> </ul>



MHC Elders in Residence,  
Uncle Charlie and Aunty Helen Kickett

## RESPECT ((ONTINUED))

	Action	Responsibility	Timeline	Measurable Target
2.13	Develop a feedback mechanism (e.g. survey) to track consumer experience of MHC service: is it culturally appropriate and whether we are achieving change.	Director Performance and Programs	<p><b>December 2018</b></p> <p><b>June 2019</b></p> <p><b>June 2019, 2020, 2021</b></p>	<ul style="list-style-type: none"> <li>› Investigate ability to monitor feedback of mental health and alcohol and other drug services contracted by the MHC using Patient Opinion.</li> <li>› Progress discussions on the introduction of a culturally appropriate version of the Annual Your Experience of Service (YES) survey, via the Mental Health Information Strategy Standing Committee (MHISSC).</li> <li>› Pilot and implement revised YES survey, subject to MHISSC agreement and development timeframes.</li> <li>› Survey outcomes reported to Conciliation Committee and Corporate Executive.</li> </ul>



SUPPORT SERVICES TO RECOGNISE THE LEGITIMATE CULTURAL RIGHTS, VIEWS, VALUES AND EXPECTATIONS OF ABORIGINAL PEOPLES; AND DEVELOP CULTURALLY SECURE PRACTICES, WHICH FACILITATE AND ENABLE ABORIGINAL LEADERSHIP.





## OPPORTUNITIES

The MHC ultimately seeks to achieve positive outcomes for Aboriginal peoples accessing services and maintaining employment with the MHC. We aim to increase opportunities for Aboriginal peoples both internally and across the Mental Health and Alcohol and Other Drug Sector and to build a culturally secure workforce through developing the competence of Aboriginal workers to deliver quality services and will further develop non-Aboriginal staff to better understand culturally safe ways of working with Aboriginal peoples.



### Focus area: *Ma-la-jin ngarlark koobarnng good-jeer uame<sup>2</sup> (Internal and external workforce development)*

	Action	Responsibility	Timeline	Measurable Target
3.1	Increase recruitment and retention by providing employment opportunities and professional development for Aboriginal peoples within MHC.	Director Corporate Services Assistant Director People and Development	December 2018	<ul style="list-style-type: none"> <li>› In consultation with Aboriginal employees, develop, implement, review and update an Aboriginal employment strategy. Including a focus on attraction, recruitment, retention, development and promotion strategies.</li> <li>› Maintain a minimum of one Aboriginal trainee.</li> <li>› Provide deployment opportunities enabling work across MHC directorates (e.g. job share, part time).</li> <li>› Develop a component of the MHC induction package that addresses training, education, support information and opportunities for Aboriginal staff.</li> <li>› Meet employment target of 3.6% in line with Public Sector targets.</li> <li>› Increase of 50d positions across the MHC, ensuring one position is created within each directorate.</li> <li>› Support and encourage staff to attend the Perth National Indigenous Drug and Alcohol Conference (NIDAC), or equivalent, with the purchase of up to two places.</li> </ul>

## OPPORTUNITIES (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
3.2	Provide a range of professional development opportunities, including leadership and management training, for Aboriginal staff to attend.	Assistant Director People and Development	December 2018  December 2018, 2019, 2020	<ul style="list-style-type: none"> <li>› Investigate number and type of professional development opportunities, including leadership and management training, for Aboriginal staff.</li> <li>› Formally offer Aboriginal mentoring opportunities for Aboriginal staff, suited to their individual requirements.</li> <li>› Formally offer Aboriginal staff opportunities to mentor non-Aboriginal staff whose role includes working with Aboriginal peoples.</li> </ul>
3.3	Deliver culturally secure training for drug and alcohol workers.	Manager SSSM Aboriginal Programs	September 2018, 2019 and 2020	<ul style="list-style-type: none"> <li>› SSSM Aboriginal Programs Team to deliver one intake per year of CHC32015 Certificate III in Community Services Work: Aboriginal Alcohol and other Drug (AOD) worker training program to Aboriginal AOD workers. Subject to Indigenous Advancement Strategy (IAS) funding.</li> <li>› SSSM Aboriginal Programs Team to deliver one intake per year of CHC43215 Certificate IV in Alcohol and other Drugs to Aboriginal AOD workers. Subject to IAS funding.</li> <li>› Key regional areas to be targeted through advertising (e.g. Midwest, Goldfields and Pilbara through IAS funding).</li> <li>› Number of regional participants.</li> </ul>
3.4	Deliver telephone services that are culturally sensitive to the needs of Aboriginal callers.	Director, Prevention Services	September 2018, 2019 and 2020	<ul style="list-style-type: none"> <li>› Alcohol and Drug Support Service (incorporating Parent and Family Drug support) staff and volunteers to be trained to work in culturally secure ways.</li> <li>› Record the type and numbers of culturally secure training activities staff and volunteers have attended.</li> </ul>

## OPPORTUNITIES (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
3.5	Ensure the delivery of Aboriginal specific prevention activities.	Manager Community Support and Development Programs	June 2019  April 2019  Bi-monthly 2018 and 2019	<ul style="list-style-type: none"> <li>› Conduct 16 consultation events relating to the SSSM Metro project.</li> <li>› Deliver five culturally secure prevention activities in the SSSM Metro project.</li> <li>› Develop and deliver six SSSM Metro Project up skilling modules and tailored training per year to respond to the needs of AOD services in the Metro area, enabling staff to work and engage in a culturally effective way with Aboriginal young people.</li> </ul>
3.6	Support the inclusion of culturally secure strategies as part of a whole of community approach in the development of Alcohol and Other Drug Management Plans across the State.	Manager Community Support and Development Programs	December 2019	<ul style="list-style-type: none"> <li>› Inclusion of culturally secure strategies in the development of Alcohol and Other Drug Management Plans as part of a whole of community approach to:               <ul style="list-style-type: none"> <li>– Reduce alcohol and other drug harms;</li> <li>– Build resilience and wellbeing in communities; and</li> <li>– Support initiatives that strengthen individuals, families and communities such as cultural, social and recreational activities as alternatives to alcohol and other drugs.</li> </ul> </li> <li>› A minimum of 50% of Alcohol and Other Drug Management Plans that are developed and implemented include culturally secure strategies addressing AOD use in priority sites.</li> </ul>

## OPPORTUNITIES (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
3.7	Promote and support the inclusion of culturally secure strategies in the implementation of suicide prevention across the State	Director Prevention Services	June 2019	<ul style="list-style-type: none"> <li>› In the implementation of Suicide Prevention 2020: Together we can save lives across the State, the MHC will promote and support the inclusion of culturally secure strategies by:               <ul style="list-style-type: none"> <li>– Supporting initiatives that strengthen individuals, families and communities such as cultural, social and recreational activities through the small grants program.</li> <li>– Inclusion of criteria in the grant application that groups are required to demonstrate consideration and build in culturally secure strategies into their application.</li> </ul> </li> <li>› 100% of funded grants supporting the Aboriginal community will include culturally secure strategies.</li> </ul>
3.8	<p>In the development of Statewide Alcohol and Other Drug Public Education Programs the MHC will support the inclusion of culturally secure strategies as part of a whole community approach to:</p> <ul style="list-style-type: none"> <li>› Reduce alcohol and other drug harms</li> <li>› Improve mental health</li> </ul>	Director Prevention Services	December 2019	<ul style="list-style-type: none"> <li>› Conduct consultation with the SSSM Aboriginal Programs team and stakeholders when planning new Statewide Education Programs to ensure campaign materials are culturally secure. Four new campaigns will be conducted and include:               <ul style="list-style-type: none"> <li>– Think Mental Health Campaign including Think Mental Health website 2017/18,</li> <li>– New Alcohol and Young People Campaign developed in 2017/18 commencing 18/19,</li> <li>– New Drug Aware Meth Campaign Developed 2018/19 commences 2019/20,</li> <li>– New Alcohol and Health Campaign Developed in 2019/20 commences in 2020/21</li> </ul> </li> <li>› Develop and implement education programs that include culturally secure strategies for the above campaigns.</li> </ul>



## OPPORTUNITIES (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
3.9	Engage Aboriginal Community Controlled Health Services and other Aboriginal Community Organisations to provide culturally secure community services	Assistant Director NGO Contracts	December 2018  June 2019, 2020 and 2021	<ul style="list-style-type: none"> <li>&gt; Review MHC’s procurement practices to ensure cultural security via consultation with MHC Aboriginal Advisory Group for all relevant procurement processes.                             <ul style="list-style-type: none"> <li>– Procurement and Contract Management practices endorsed by MHC Aboriginal Advisory Group</li> </ul> </li> <li>&gt; NGO Contracts team members to undertake <i>SSSM Ways of Working</i> training, to support culturally secure procurement practices</li> <li>&gt; Report on number of services engaged.</li> </ul>
3.10	Increase Aboriginal supplier diversity	Business Manager, Corporate Services	December 2018	<ul style="list-style-type: none"> <li>&gt; Develop and implement an Aboriginal procurement strategy.</li> <li>&gt; Set targets for procuring goods and services from Aboriginal businesses.</li> <li>&gt; Develop at least six commercial relationships with Aboriginal businesses.</li> </ul>



Graduates, Certificate IV Alcohol and Other Drugs Worker Training program, delivered by Strong Spirit Strong Mind Aboriginal Programs

## OPPORTUNITIES (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
3.11	Ensure inclusion of Aboriginal specific content in Induction Training for new Alcohol and Other Drug Workers, to increase participants' cultural awareness, knowledge and skills	Manager Workforce Development and Manager SSSM Aboriginal Programs	September 2018, 2019 and 2020	<ul style="list-style-type: none"> <li>› Ensure inclusion of Aboriginal specific content in AODtraining@MHC Calendar training – ST222 Induction Training for New Alcohol and Other Drug Workers to increase participants' cultural awareness, knowledge and skills to build strong working relationships.</li> <li>› Ensure inclusion of Aboriginal specific content in online learning package – <i>Introduction to Alcohol and Other Drugs</i></li> <li>› Number of participants who attend ST222 Induction Training for New Alcohol and Other Drug Workers modules which include Aboriginal-specific content, delivered by the SSSM Aboriginal Programs team.</li> <li>› Number of people completing online learning package – <i>Introduction to Alcohol and Other Drugs</i></li> <li>› Review Aboriginal content in training in collaboration with SSSM Aboriginal Programs staff annually.</li> </ul>
3.12	Foster Aboriginal peoples leadership and issues, and celebrate the achievements of AOD Aboriginal organisations and workers, at the biennial WA Alcohol and Other Drug Conference and AOD Excellence Awards.	Manager Workforce Development	March 2020	<ul style="list-style-type: none"> <li>› Names of Aboriginal speakers and their role (e.g. emcee, keynote, invited speaker).</li> <li>› Number of abstracts addressing Aboriginal populations/issues.</li> <li>› Through increased promotion, seek at least five nominations from Aboriginal organisations of workers for the AOD Excellence Awards.</li> <li>› Name of the winner of the Aboriginal Award category for the AOD Excellence award.</li> <li>› Article in <i>Drug Speak</i> about the winner and the initiative.</li> </ul>



## OPPORTUNITIES (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
3.13	Offer culturally secure inpatient withdrawal facilities to Aboriginal peoples.	Assistant Commissioner, Alcohol, Other Drug and Prevention Services	September 2018, 2019 and 2020	<ul style="list-style-type: none"> <li>➤ Report on treatment outcomes for Aboriginal peoples accessing the Next Step – Inpatient Withdrawal Unit (IPWU) including:               <ul style="list-style-type: none"> <li>– Record the number of Aboriginal admissions annually</li> <li>– Record the average length of stay</li> <li>– Record the number of Aboriginal clients completing program as planned</li> <li>– Percentage of IPWU staff who have completed SSSM Ways of Working training</li> <li>– Percentage of completed actions from the IPWU culturally secure working group</li> </ul> </li> </ul>
3.14	Incorporate the principles of the Department of Health Aboriginal Health and Wellbeing Framework 2015-2030 (Framework) in core business practices (refer page: 147 the Plan)	Assistant Commissioner Planning, Policy and Strategy	September 2018, 2019 and 2020	<ul style="list-style-type: none"> <li>➤ Evidence of the extent to which the Framework is implemented in core business</li> </ul>
3.15	Deliver a state-wide tobacco cessation support training and state-wide promotion of Quitline services	Director Prevention Services	30 June 2019	<ul style="list-style-type: none"> <li>➤ Number of consultation/training events and promotional resources developed and distributed.</li> <li>➤ Number of participants attending training workshops.</li> </ul>



## OPPORTUNITIES (CONTINUED)

	Action	Responsibility	Timeline	Measurable Target
3.16	Prevent and reduce the adverse impacts of alcohol and other drugs in the Western Australian community	Assistant Commissioner Planning, Policy and Strategy	September 2018	<ul style="list-style-type: none"> <li>› Finalise and publish the <i>2018-2021 Western Australia Alcohol and Drug Interagency Strategy</i></li> </ul>
3.17	Provide guidance to key stakeholders in delivering culturally secure programs and support	Manager SSSM Aboriginal Programs	December 2018	<ul style="list-style-type: none"> <li>› <i>Strong Spirit Strong Mind Framework for Western Australia 2018-2022</i> finalised and published.</li> <li>› Record evidence of the extent to which the Framework is implemented in core business.</li> </ul>
3.18	Improve design of service models	Assistant Commissioner Planning, Policy and Strategy	December 2020	<ul style="list-style-type: none"> <li>› Incorporate culturally secure and respectful, non-discriminatory principles in the design of service models.</li> <li>› Evidence of the extent to which principles are incorporated into design of service models.</li> </ul>



## TRACKING PROGRESS AND REPORTING



	Action	Responsibility	Timeline	Measurable Target
4.1	Regular reporting on the progress and implementation of the CAP	Director, Corporate Services	March and September 2018, 2019 and 2020	<ul style="list-style-type: none"> <li>&gt; Publically report our CAP achievements, challenges and learnings.</li> <li>&gt; Communicate quarterly updates on CAP progress to all employees.</li> <li>&gt; Six-monthly Directors' CAP reports on progress of directorate activity to Corporate Executive.</li> <li>&gt; Monitor achievements against CAP through regular item on Directorates' team meeting agenda.</li> </ul>
4.2	Report CAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	Mental Health Commissioner	30 September 2018, 2019 and 2020 May 2020 December 2018	<ul style="list-style-type: none"> <li>&gt; Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> <li>&gt; Investigate participation in the RAP Barometer.</li> <li>&gt; Develop and implement systems and capability needs to track, measure and report on CAP activities.</li> <li>&gt; Evaluate activities at the MHC to enhance reporting</li> <li>&gt; Introduce mechanisms in our services whereby Aboriginal clients and carers can provide formal and informal feedback on our services in a culturally appropriate manner.</li> </ul>
4.3	Review, refresh and update CAP.	Mental Health Commissioner	September 2021	<ul style="list-style-type: none"> <li>&gt; Liaise with Reconciliation Australia to develop a new CAP based on learnings, challenges and achievements.</li> <li>&gt; Draft CAP submitted to Reconciliation Australia for feedback</li> <li>&gt; Draft CAP submitted to Reconciliation Australia for formal endorsement.</li> <li>&gt; CAP endorsed by Reconciliation Australia</li> </ul>

For further information on the MHC Conciliation Action Plan 2018 – 2021 please contact:

**MHC People and Development Team**

1 Nash Street, Perth, WA, 6000

(Ph) 08 6553 0600

[MHC.HRServices@mhc.wa.gov.au](mailto:MHC.HRServices@mhc.wa.gov.au)

<http://www.mhc.wa.gov.au>

## REFERENCES

- 1 Reconciliation Australia 2017 RAP Impact Measurement Report. Available at: [www.reconciliation.org.au](http://www.reconciliation.org.au)
- 2 Peter Bindon and Ross Chadwick. A Nyoongar Wordlist From the South-West of Australia (Western Australia: Western Australian Museum, 2011)





Government of Western Australia  
Mental Health Commission



RECONCILIATION  
ACTION PLAN

STRETCH