



Royal Far West
Children's health, country-wide

July 19 2021

Emma Kirkman
Principal Design Review, Chair SDRP
4 Parramatta Square
L17, 12 Darcy Street
Parramatta NSW 2150
Australia
emma.kirkman@planning.nsw.gov.au

Dear Emma

Royal Far West Stage 2 Redevelopment - Response to Country

Thank you for highlighting in your letter of the 11th May 2021, the importance of Royal Far West (RFW) being able to demonstrate to the SDRP Panel, a deep connection to Country in our design strategy and plans.

We welcome the opportunity to share with you our vision for the site from a cultural and heritage perspective and explain and illustrate Royal Far West's long-standing connection with Aboriginal people, both On Country at Manly and Off Country in other regions of Australia, and how those connections are informing our site design. We provide you here with details of how RFW has previously and will continue to engage with Aboriginal families, advisors and local leaders to inform our design for our beachfront development.

We have carefully read and considered the draft 'Connecting with Country' paper from NSW Planning. We draw from that paper the extract below (on page 9 of the paper) which articulates a preferred framework, and note that this letter is framed around that framework.

**CONNECTING WITH COUNTRY
DRAFT FRAMEWORK**

Strategic long-term goals



Commitment to Country

- strategies for connecting
- statements of commitment
- principles for action



Indicators of success



SUMMARY

As a 97-year-old charitable organisation that has been serving and supporting Aboriginal and non-Aboriginal families, clients and communities across rural and remote NSW and the very remote areas of Fitzroy Crossing and Yiyili in WA and Woorabinda, Cloncurry and Wide Bay in Qld, to mention a few – it is at our core to consult with and co-design our services with Aboriginal people. At RFW we recognise we are custodians of Aboriginal land while we occupy it for RFW purposes and we intend to honour and respect the development of our waterfront land, in the same way we have honoured and shown respect to all Aboriginal people and specifically local Traditional Owners, in former times.

At RFW we are guided everyday by our Aboriginal friends - Indigenous teachers and mentors, our remote clients, Traditional Custodians, Elders and community leaders. In designing and imagining our beachfront redevelopment, our connection to Country is as important as ever and is much more fundamental than just a tick box exercise for opening day.

Since 1924, RFW has enjoyed strong and connected relationships with Aboriginal and Torres Strait Islander people. In August 2021 we will formally launch our REFLECT Reconciliation Action Plan (RAP), the latest in our expression of respect for and working together with First Nations people.

RFW's REFLECT RAP (refer to appendix A), recently approved by Reconciliation Australia, demonstrates RFW's passionate commitment to ensuring we provide culturally safe and accountable health, education and disability services to Aboriginal and Torres Strait Islander children, families, organisations and communities. It provides a step-by-step framework to ensure that the principles and actions RFW will apply and achieve will lead to a more culturally competent workforce and more culturally safe environment for our Aboriginal and Torres Strait community partners and families. This RAP has built upon RFW's earlier Aboriginal Blueprint developed with expert Wiradjuri and Wailwan woman Teela May Reid, in consultation with RFW staff, Directors and families. This Blueprint and the RAP are two instruments that guide us daily in our connection to Aboriginal people and to Country, and this RAP will not only further strengthen our relationship with Aboriginal people, but it will deepen our understanding of connecting with Country. The RAP will be presented to the Australian community during this year's NAIDOC Week, as will the Traditional Weaving Project that RFW has developed with local Elders and community groups over recent months.



In the context of the figure above (page 20 of the Connecting with Country Draft Framework), RFW shows the journey we are on with our RAP at Strategy 1. The RAP documents our considerable existing activities and maps out our next steps as an organisation to deepen our cultural sensitivity and awareness and strength in our partnerships. Through our Client Brief (refer appendix B) and associated documents (architectural design statement and landscape design statement) we also demonstrate our commitment to meeting Strategy 2 of this Framework.

Specifically in relation to building on Country with our beachfront development, Royal Far West's respect for and partnerships with Aboriginal people will be reflected through numerous parts of the total, detailed design. In a deliberate and strategic hierarchy of expression, RFW's campus redevelopment will include elements that:

- Honour the local Country on which our development will take place in Manly and acknowledge the Traditional Owners of that Country – the land, sea, air, animals, plants and people
- Acknowledge all First Nations people – past and present
- Showcase local Aboriginal history, heritage and culture
- Recognise RFW's century-long association with Aboriginal families, children, communities

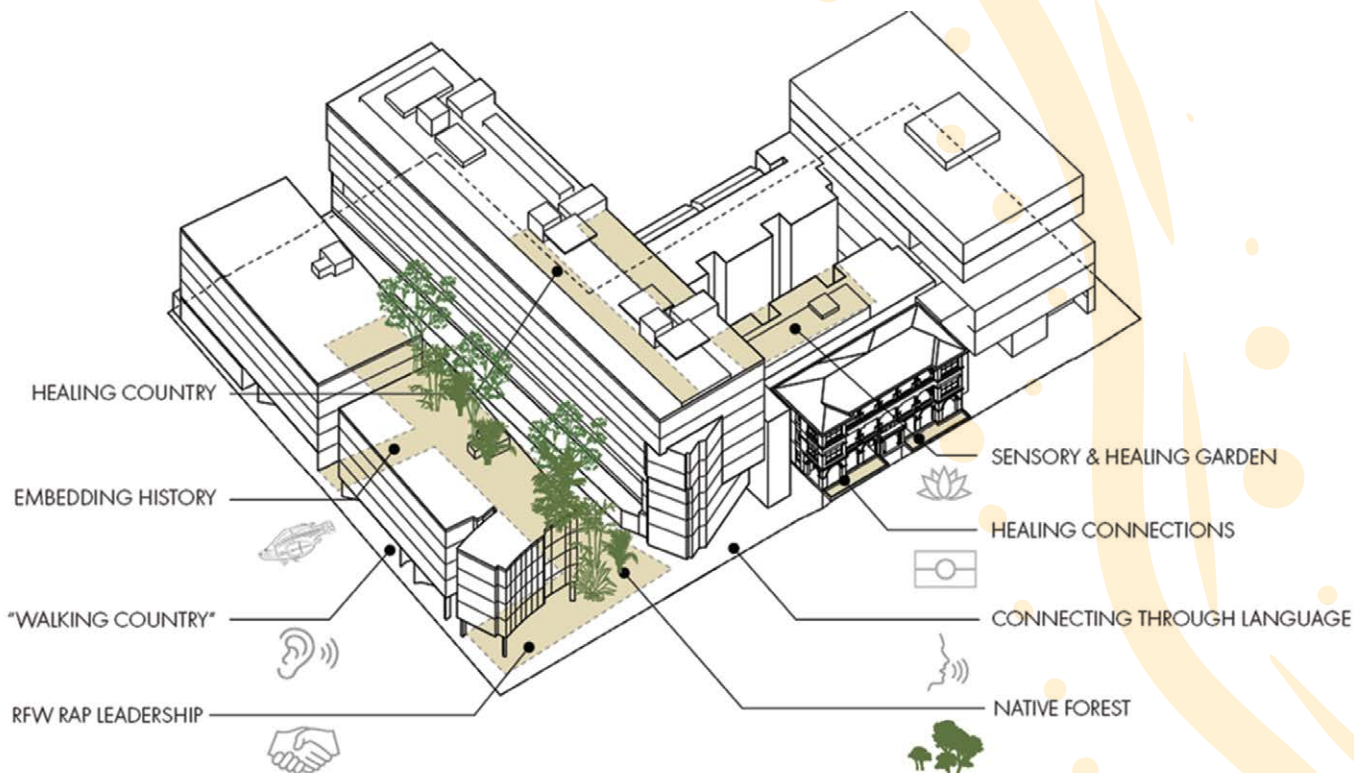
RFW will continue with our regular process of consulting with our Aboriginal advisors, friends and families and take counsel from them on our redevelopment plans. A project-specific Draft Communication Plan is currently being developed for consultation relating to the development, from DA stage all the way through to project completion and beyond.

Initially, RFW will conduct a series of interviews with our Aboriginal staff, clients, artists and local community members about the key cultural aspects of connecting with Country in Manly. We will utilise the expertise and learning of our RAP leadership team and our Aboriginal advisors and local elders Benny Egmolesse, Uncle Dennis Foley, Susan Moylan Coombs, Aunty Lois Birk and others, to share their deep learnings and knowledge of local Aboriginal history, politics and knowledge of Country. The interviews will be shared with the design team and the RFW Executive in the first instance. Key principles relating to Country will be derived from these interviews and built into the detailed design process. A common Connected to Country goal will be articulated and embedded into the detailed design process and the expression of that goal and principles will unfold throughout the project and beyond.

RFW's long-term relationships with Aboriginal communities and recognised Aboriginal knowledge-holders will be expressed throughout the project lifecycle. *"When people talk about country it is spoken of like a person: we speak to country, we sing to country, we worry about country, and we long for country."* Common Ground First Nations.



RFW will engage with a range of Aboriginal artists to plan the detailed physical expression of our connection with Country. In the first stage of our development, respected Aboriginal artists Frances Belle Parker and (the late) Jessica Birk were engaged to develop their expression of "Healing Connections with Country in Manly and other Aboriginal lands". In accordance with the Draft Communication Plan, in this next stage, we will once again engage with specific artists and advisors. The artists and the detailed design and outputs are yet to be determined. However, we have identified areas in the development where this expression may be most meaningful. Please see below a plan of the Ground Floor Plane.



01. *Wuganmagulya (Farm Cove), 2000*
Terrazzo Pavement, Sydney
Royal Botanic Gardens

Brenda L Croft



02. *Grotto Point, Manly to Spit Walk*
Aboriginal engravings in rocks
and landscape



03. *Cadgal Green, 2007*
Landscape Artwork, University
of Sydney Campus,

TCL Landscape
(in collaboration with
Indigenous artists)



04. *Edge of the Trees, 1995*
Site-specific Installation,
Museum of Sydney Forecourt

Janet Laurence & Fiona Foley

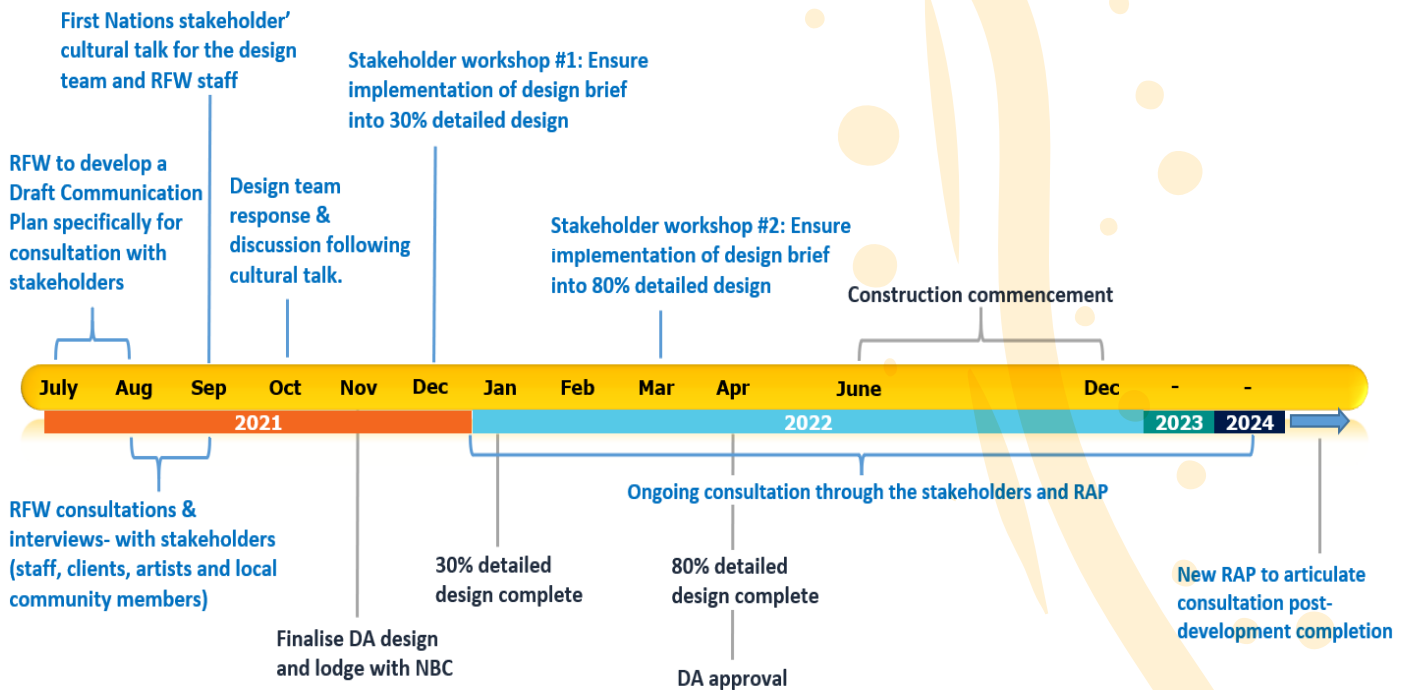


05. *Barrangal Dyara (Skin and Bones), 2016*
Temporary Public Art
Installation, Sydney Royal
Botanic Gardens

Jonathon Jones



Below is a timeline based off the program contained in the Draft Communication Plan. The program aligns the design development to the consultation processes. (NB- timeline is subject to the DoP and NBC review processes)

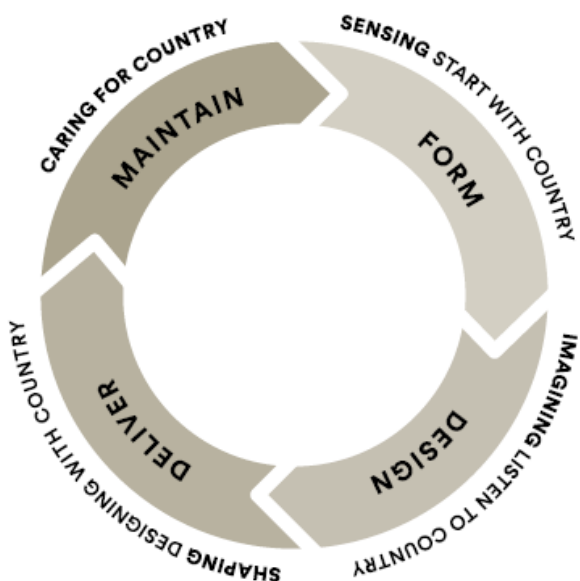


To illustrate progress already made by RFW in the design journey, some of the specific ideas that have been developed with our Aboriginal advisors and Elders include:

- Connecting with Country through first languages - place names in the local Indigenous language
- Creating forest in the public space with native Australian landscaping so that both Aboriginal and non-Aboriginal visitors can experience “forest bathing” by connecting with nature in the built environment
- Designing a sensory garden within the redeveloped Drummond House where Aboriginal and non-Aboriginal people can communicate with Country in a sensory way – listening, feeling, hearing, smelling, seeing
- Embedding into all the walking surfaces of the site, historical perspectives and expressions of Country – local and remote – as well as the history of RFW’s connection with Country over the last century
- Relocating and repurposing the Healing Connections Fence from Stage 1
- Relocating and repurposing the Aboriginal murals from the old RFW School into the new site
- Conducting Aboriginal ceremonies at key milestones of the construction eg smoking ceremony, yarning circles, Welcome to Country
- Using specific textures, colours and natural materials to align with Country
- “Walking Country” consultations on site with Elders and advisors
- Creating a soundscape and public sculpture for the open/ public space



Since the redevelopment project began in earnest in 2013, RFW has collected and implemented ideas and opportunities to support cultural practice and connection to Country in all that we do – our service delivery and redesign; the design of the Centre for Country Kids, the public expression via the fence-art installation; the consultations we have with families, the organised approach to our RAP etc. This will not stop because we finish the redevelopment in 2024. The graphic on page 27 of the 'draft connecting with country' illustrates this beautifully.



In 2024 we will celebrate 100 years of engagement with Aboriginal and non Aboriginal people across the nation – we will also celebrate RFW Opening Day. Opening Day will come and go, but our commitment to our Aboriginal friends and our commitment to Country will not stop. We do understand that consultation never ends.

We trust this letter outlines in generous detail the deep commitment RFW has to building on Country in a meaningful way that honours both the Traditional Owners of the Manly land and all First Nations peoples and answers the questions posed by the SDRP in relation to our formal responsibilities to Connecting to Country.

Yours sincerely

Joan Treweeke
RFW Chair

Jacqui Emery
RFW CEO

Lindsay Cane
Client Representative

Appendix A
RFW RAP

Appendix B
Extract from Client Brief





Royal Far West
Children's health, country-wide



RECONCILIATION
ACTION PLAN

REFLECT

Reflect Reconciliation Action Plan

May 2021 – June 2022

Royal Far West ABN 37 821 970 819



Cover artwork

'Journey of Hope'

Artist

Frances Belle Parker (using elements of Jessica Birk's designs) 2021

Acknowledgement of Country

Royal Far West acknowledges the Traditional Custodians of Country throughout Australia and the ongoing and important wisdom shared through their continued connection with the land, waters and community. We respectfully recognise the Elders of the past and present, and walk with the children who will become future Elders.

Aboriginal and Torres Strait Islander readers are advised that this document may contain images or mentions of deceased persons.



Artist statement

The artwork 'Journey of Hope' is a collaborative piece between myself and my late cousin Jessica Birk. The two of us have always created works reflecting our proud Yaegl heritage.

This piece is meant as an accompaniment to the fence design we created at Royal Far West (RFW) in 2018 and incorporates similar themes and design elements with the theme of healing, connection and belonging. It has always been our aim in these works produced for RFW to be comforting, welcoming and inclusive to all children who come here, regardless of their background. All should be made to feel at peace through these works.

In this piece, titled 'Journey of Hope' I have incorporated symbols and designs to tell a story and lead the viewers' eyes throughout. The river is the central symbol that flows through this work from the bottom left to the top right. In our culture the river is a symbol of healing, hope, new life and a life-giving vein.

Beside the river I have included a coastline and figures; these represent a shared journey of healing. No one walks their journey alone. The journey is reinforced throughout the artwork with the inclusion of dashes and dots representing tracks.

Beside the river, and to where the river runs, is the ocean. The ocean is incorporated as a symbol of cleansing and healing and is a direct reference to the location of RFW in Manly. Two fish have been

included, again reinforcing the idea of a shared journey, travelling together, and hope.

A family of echidnas traverse the land, and these four echidnas represent a family's journey of love and support.

A banksia emerges from the right of the work and has been incorporated as a symbol of resilience and strength. Banksias are known for their remarkable ability to bounce back and flourish after bushfires. Banksias are strong and prove their strength through their natural regrowth and regeneration in nature. This banksia represents the strength of every child and family who enters, proving they will leave stronger and more resilient.

The Southern Cross and stars have been included with great prominence in the top left of this work. These ancient wonders are a symbol here of guidance and navigation, leading the figures and leading the children on their path. Aboriginal people have navigated the landscape through the constellations in the night sky for thousands of years. The night sky is an important element of Songlines within Country. A tree stands tall and features a spirit figure within the trunk. This spirit figure represents the ancestors of our people guiding us and protecting us on our journey to healing.

Our Business

Royal Far West (RFW) is one of Australia's oldest and most respected charities and is the only national charity dedicated to the developmental health and wellbeing of Australia's country kids.

Established in 1924, RFW provides a truly integrated service offering health, education and disability services for country children and their families at the Centre for Country Kids in Manly, as well as virtually via telecare and in local communities.

Through a team of more than 90 paediatric specialists, RFW supports children aged 0-12 years with a range of concerns including speech and language delays, behavioural and conduct disorders, early life trauma and mental illness, autism, attention deficit and hyperactivity disorders.



At RFW we believe that:

- Healthy country children are critical to our nation and our future
- Every child has the right to be respected as an individual and we acknowledge their specific needs, rights and contributions
- Access to the right support at the right time can reset a child's life trajectory
- Access alone is not enough, quality of services and outcomes matter
- To support a child's health and wellbeing, it is vital to support the parents, carers, educators and community that support the child
- An integrated and collaborative approach is the best way to surround the child.

RFW's workforce totals 222 staff including 112 fulltime (FT); 80 part-time (PT) and 30 casuals. It is unknown how many Aboriginal and Torres Strait Islander staff are currently employed, however, this is something we will seek to understand and grow through this Reconciliation Action Plan (RAP). The organisation's geographic reach is national with our programs currently operating in NSW, QLD and WA. The organisation's head office is in Manly, on Sydney's Northern Beaches.

Our RAP



Royal Far West is passionately committed to ensuring we provide culturally safe and accountable health, education and disability services to Aboriginal and Torres Strait Islander children, families, organisations and communities. We are also committed to advocating for equal access to services for all regional families, particularly our First Nations families.

The Reflect RAP provides a step by step framework to ensure that the principles and actions RFW will apply and achieve will lead to a more culturally competent workforce and more culturally safe environment for our Aboriginal and Torres Strait Islander community partners and families. The Reflect RAP will also enable RFW to document, celebrate and publicise all the current engagement with Aboriginal and Torres Strait Islander communities and families taking place across the organisation. Over the course of a year, mapping our considerable existing activities will allow RFW to truly reflect and celebrate the great work we already do, whilst considering the next steps, such as how RFW will implement a standardised process on when and how to appropriately seek advice on service co-design and culturally sensitive issues.

Reconciliation at RFW is a journey we have been on for some time now and we see it being an important part of our organisational strategy, how we live our values of Caring, Connected, Passionate and Impact, and informing our clinical service models and workforce development into the future as we create and enhance a safe cultural space for our client families and staff.

Our work in this important area is led by the Chief Executive Officer Jacqui Emery. As our RAP Champion, Jacqui is responsible for driving internal engagement and awareness of the RAP across the organisation.

We have also established a RAP Working Group, which has a minimum of 10 members, representing teams from across the organisation, including clinical and non-clinical staff. RFW has also engaged the services of an Aboriginal facilitator, Benny Eggmolesse, from Aakither to guide the development of our RAP framework, conduct staff cultural competency training and provide expertise for an Aboriginal Employment Strategy. We have also been supported by Susan Moylan Coombs and Lois Birk from the Royal Far West School, who have been providing feedback on the RAP framework.

RFW has a long history of supporting Aboriginal children, families and communities in rural and remote Australia. Currently, approximately one quarter of RFW client families identify as Aboriginal. Our current commitment is reflected in RFW's Strategic Plan 2021-2025, specifically:

Priority:
Strengthen our Services

Focus Area:
Increase our focus on partnering with Aboriginal and Torres Strait Islander communities and build our cultural competency and safety

Success Measure:
Our expertise and support is valued by the Aboriginal and Torres Strait Islander communities with whom we work

Royal Far West's reconciliation journey to date:

November 2014, Walgett AMS and RFW sign a formal Memorandum of Understanding to reflect our partnership.

2016, RFW staff member April Jones drafted the Aboriginal Cultural Competency Framework.

October 2016, Marninwarntikura Women's Resource Centre and RFW sign a Memorandum of Understanding to formalise our partnership.

August 2015, Indigenous leaders from Fitzroy Crossing WA visit RFW.

December 2015, RFW CEO and Head speech pathologist visit Fitzroy Crossing to advance our developing partnership.

February 2017, consultant Teela Reid was commissioned to complete a Framework for RFW, which became the Cultural Innovation Blueprint.

August - November 2017, 20 RFW staff participated in the national Stronger Smarter Institute cultural awareness training, leading to several small projects to better support our Aboriginal client families.

October 2017, a smaller group of eight staff commenced meeting regularly as the Aboriginal Cultural Engagement Working Group, to formally review the draft blueprint from a RFW perspective, implement and monitor progress.

November 2017, RFW finalised our Aboriginal Acknowledgement and Welcome to Country Protocol. The RFW Board adopted this protocol for all of its meetings.

The Working Group agreed to meet approximately every six weeks, with membership including representatives from all Directorates and the RFW School.

May 2018, the revised blueprint was circulated internally for feedback.

June to December 2018, the Working Group elected to focus on staff training and recruitment as two priority areas for consideration.

December 2018, RFW opened the Centre for Country Kids in Manly, with an official Welcome to Country and smoking ceremony and a dedication plaque to the local indigenous clans of Manly. RFW also unveiled our "Healing Connections - Coast to Country" fence installation, designed by three Indigenous artists to reflect our Aboriginal heritage.

June 2019, the working party attending cultural awareness training conducted by specialist Indigenous training organisation Murumal.

July 2019, RFW held our first NAIDOC week celebrations in collaboration with the Gunyadu First Nations Women's Aboriginal Corporation - an Aboriginal group based on the Northern Beaches. This week included various engagement events for clients and staff, (a smoking ceremony, Aboriginal art display, yarning circles on the theme for NAIDOC week and basket weaving).

In January 2019, RFW produced a co-design and development strategy for Indigenous service models as part of the scale up of our disability program Windmill.

March 2019, RFW as a member of the NRHA votes to support the Uluru Statement from the Heart. The Working Group submitted a case for a RAP to the Executive Leadership Team.

May 2019, then Business Director, Jacqui Emery took on the Exec Sponsor role for the Working Group.

August 2019, RFW reached the final 12 (out of 1,000 applications) for the Macquarie Foundation's 50th anniversary award for a proposal around the development of a remote community model to working with remote indigenous communities to improve developmental and life outcomes for their children.

August 2019, we officially launched our intention to all staff to proceed with a RAP for RFW and called for expressions of interest to join a new RAP Working Group to replace the Cultural Engagement Working Group.

February 2020, RFW held our first RAP Working Group and approved a proposal to work with Aakither to develop a Reflect RAP, deliver Cultural Competency training and deliver an Aboriginal Employment Strategy. We also changed the RAP Working Group name to the Reconciliation Journey Team (RJT) to reflect our deep commitment to embed culturally safe practices at RFW, as opposed to a one-off project.

March 2020, RFW held our first RAP workshop with Benny Eggmolesse from Aakither and engaged with local Aboriginal leaders for their guidance and input, including Lois Birk, Susan Moylan Coombs and Charles Davis from NSW Health. RJT Terms of Reference were finalised and endorsed.

April 2020, the RAP was put on hold to respond to the challenges of the Pandemic.

May 2020, RFW held the second virtual RAP workshop with Benny Eggmolesse from Aakither. We also recognised National Sorry Day through all our communication channels - internal and external.

June 2020, RFW recognised Mabo Day, and held third RAP workshop with Benny Eggmolesse from Aakither.

July 2020, a draft Reflect RAP framework was finalised and socialised with internal and external stakeholders. Feedback, including from the RFW Board was included in a revised framework.

July-Sept 2020, 40 staff involved in Cultural Competency full day workshops. The RAP is included in the FY21 RFW Business Plan.

September 2020, secured Aboriginal northern rivers artist Frances Belle Parker to create the artwork for the RFW Reflect RAP.

October 2020, three-year employment data collated to commence Aboriginal Employment Strategy. Preparing for the postponed NAIDOC week in November.

June 2021, conditional approval was given by Reconciliation Australia for RFW's first Reflect RAP.

Royal Far West partnerships / current activities

Royal Far West has several partnerships with Aboriginal services and community groups including Marninwarntikura Women's Resource Centre in Fitzroy Valley, WA; Walgett AMS; Griffith AMS; Rivmed in Wagga; Wanaruah Lands Council, Muswellbrook; Bourke AHS; Murrin Bridge Land Council, Lake Cargelligo; Maranguka Justice Reinvestment Project in Bourke, that are focused on collaborating to deliver clinical services to children; The Gaimaragal Group and the Gunyadu First Nations Women's Aboriginal Corporation focused on building cultural knowledge and understanding in our local area.

One of our deepest and most meaningful partnerships is with the Marninwarntikura Women's Resource Centre. In August 2015, Indigenous leaders from Fitzroy Crossing, WA, visited RFW to observe RFW's Paediatric Developmental Program. After almost 12 months of sharing knowledge and understanding, in October 2016, Marninwarntikura Women's Resource Centre and RFW signed a Memorandum of Understanding to formalise our partnership known as the Fitzroy Crossing: Marurra-U partnership. Since that time the partners have worked together to address the complex needs of children of the Fitzroy Valley in the Kimberley region of WA. Children and families in the Fitzroy Valley are impacted by high levels of early childhood and intergenerational trauma, fetal alcohol syndrome disorder (FASD) and the remoteness of the communities,

which impact service access and infrastructure.

The Fitzroy Crossing: Marurra-U partnership is a deep community project that delivers education within community around child development and the impact of trauma on the body and the brain, and has tested new service models including delivering allied health services into remote schools via Telecare and parent/carer camps. The approach is informed by the work of First Nations thought leaders, including Professor Judy Atkinson.

This year activities have included enhancing teacher and Aboriginal educator access to professional development and learning; delivering a camp focused on strengthening family connection; and support and working with Western Australian Country Health Service (WACHS) clinicians to provide psychology assessments in community, addressing gaps in local services.

Top to bottom:
Children and families in Fitzroy Valley
RFW partnership with Marninwarntikura Women's Resource Centre
A playful moment between a clinician and child



Internal activities / initiatives

In February 2017, RFW established a Cultural Blueprint with support from Teela Reid and subsequently the Reconciliation Working Group engaged Benny Eggmolesse to deliver cultural awareness training and development. Other activities we have engaged in are NAIDOC Week celebrations; recognition of and communication through our internal and external channels about significant Aboriginal and Torres Strait Islander events and policies; Smoking Ceremonies and Aboriginal movie screenings to support knowledge and understanding. In December 2018, we represented our Aboriginal historical and current connections in the construction of a 38-metre fence/installation featuring artwork from three Aboriginal artists, Jessica Birk, Frances Belle Parker and Andrea Pindan, named "Healing Connections - Coast to Country". The fence borders the entry way to our Centre for Country Kids in Manly and our guesthouse for our families, Drummond House.



Top to bottom:
Master Weaver Karleen Green explains the traditional way of weaving to staff and children visiting the RFW School.
Smoking Ceremony organised for the RFW team by social work intern, a Yuin lore-man.
"Healing Connections - Coast to Country" - fence installation at RFW.





Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify future Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence and maintain existing relationships through the development of an engagement plan.	November 2021	Community Programs Manager, Head of Clinical Care
	Establish Aboriginal and Torres Strait Islander Advisory Group from different backgrounds and sectors to guide and approve all RAP actions	June 2021	Executive Director, Business, People & Culture
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2021	Head of Partnerships, Head of Clinical Care
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021	Head of Clinical Services
	All RFW staff to participate in an external Aboriginal and Torres Strait Islander organised immersion event.	May 2021	Executive Director, Business, People & Culture
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2021	Executive Director, Business, People & Culture
	RAP Working Group members to participate in an external NRW event.	May 2021	Executive Director, Business, People & Culture. Head of Advocacy and Government Relations

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	June 2022	CEO and Executive Director, Business, People & Culture
	Communicate to our supporters, partners, funders, and clients our commitment to reconciliation through our channels around culturally important days and events throughout the year.	June 2022	Head of Marketing and Fundraising
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2021	Head of Partnerships Head of Advocacy and Government Relations
	Build restorative justice and truth and reconciliation into the RAP process through consultation and collaboration with Aboriginal and Torres Strait Islander staff, partners and stakeholders. Engage deeply with Aboriginal and Torres Strait Islander clients at Manly and in community to understand and support the healing journey and reflect feedback through changes to relevant policies and procedures.	Progress reported November 2021	Head of Clinical Services
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey, including NRW celebrations.	May 2021	Head of Advocacy and Government Relations
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June 2022	Head of Advocacy and Government Relations
	Conduct a review all HR policies and procedures to identify existing anti-discrimination provisions, ensure cultural consideration, diversity and inclusion.	February 2022	Head of HR



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for an ongoing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2021	Chief Executive Officer
	All RFW staff to participate in an external Aboriginal and Torres Strait Islander organised immersion event.	June 2022	Chief Executive Officer
	Develop an organisational 'Working in Community Guide' for use across all programs, including engagement and relationship with key stakeholders in all partner communities - based on advice and leadership from Aboriginal and Torres Strait Islander experts.	November 2021	Community Programs Manager, Head of Partnerships and Head of Clinical Care
	Provide broad cultural training across all levels of the organisation.	June 2022	Chief Executive Officer
	Conduct a review of cultural learning needs within our organisation.	August 2021	Head of HR
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2021	Head of Advocacy and Government Relations
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Progress Reported on in February 2022	Chief Executive Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2021	Head of Marketing and Fundraising
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2021	Head of Marketing and Fundraising
	Provide opportunity via client free time for staff to participate in events for significant days during NAIDOC Week like Staff Day of Truth, Reconciliation and Healing.	June 2022	Chief Executive Officer
	RAP Working Group to participate in an external NAIDOC Week event.	July 2021	Chief Executive Officer



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop an Aboriginal and Torres Strait Islander Employment Strategy.	September 2021	Head of HR
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2021 Progress reported October 2021	Head of HR
	Identify potential partners to support a pipeline of recruitment.	April 2022	Head of HR
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Indigenous Procurement Policy and processes (RFSIPP).	February 2022	CFO
	Investigate Supply Nation membership.	February 2022	CFO



Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Journey Team (RJT) to drive governance of the RAP.	Form a RJT to govern RAP implementation.	May 2021	Executive Director, Business, People & Culture
	Draft a Terms of Reference for the RJT, including ratification of RJT ToRs.	May 2021	Executive Director, Business, People & Culture
	Establish Aboriginal and Torres Strait Islander representation on the RJT.	May 2021	Executive Director, Business, People & Culture
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2021	Executive Director, Business, People & Culture
	Engage senior leaders in the delivery of RAP commitments.	May 2021	Executive Director, Business, People & Culture
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2021	Executive Director, Business, People & Culture
13. 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.	September 2021	Chief Executive Officer
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2022	Chief Executive Officer

Contact

Jacqueline Emery

Chief Executive Officer

Phone:
02 8966 8549

Email:
jacquie@royalfarwest.org.au

Children's health, **country wide**



Royal Far West
Children's health, country-wide

www.royalfarwest.org.au



APPENDIX B

- Quality – RFW aims for excellence in all aspects of planning, design, development, management and construction. The buildings will be exemplars of design excellence; and be appropriate to their urban context.
- Detailing – The level of detailing should be appropriate to the brief for submission of the Development Application. The detail should be flexible enough to accommodate the use requirements of future tenants and owners, yet prohibitive enough to ensure that the architecturally important elements of the design are upheld.
- Response to Country – The design shall reflect RFW’s longstanding and deep connection to Country and Aboriginal people, and in particular, the local Aboriginal history paying respect to the traditional owners of the land.
- Value for money – The project is to demonstrate best value for money. Design proposals and selection of building systems and materials shall take into account capital and lifecycle costs. Constant review and monitoring of project costs will be undertaken with the project team, Client and Quantity Surveyor.
- Public Art – The consultant team is to propose public art opportunities, if appropriate.
- Statutory Requirements – Design and documentation is required to be compliant with all Statutory Requirements.
- Design Safety – The proposed works should be designed to comply with WHS Legislation, Australian Standards, relevant Codes of Practice and the RFW’s WHS Policy. Designs should meet the obligations outlined in the work health and safety (WHS) laws effective from 1 January 2012.

3.3 Design Considerations

- The Centre for Country Kids (CCK) and the residential/family accommodation (currently located in Drummond House) form a safe environment for families and the children. The current setup is working well as there is a physical separation between the accommodation and the administration/RFW school buildings and the public domain. Inside these spaces the people aren’t judged, there is no concern for injury, there is room for respite, for learning and for improving
- Drummond House as residential accommodation: Drummond House was not designed or built with the primary purpose of accommodating RFW families with their complex needs. The building feels like a hospital or the old people’s home that it once was, rather than a purpose built, therapeutic rest place and “home away from home”
- The outdoor space for children to play is currently limited and will decrease more if the CCK ground floor rose garden disappears because of the development. Therefore, new therapeutic spaces are required for play and engagement e.g., sensory garden.
- Growing need for more adjunct services such as therapeutic yoga and drama spaces, theatrette and conference centre. Games rooms, loungerooms and sensory rooms
- Use of roof top spaces for recreation/ gardening
- RFW history – centenary celebration in 2024
- Aboriginal heritage very important to RFW and the community. The design shall reflect the local and national Indigenous connections of RFW, through the various surfaces e.g., walkways, rockwalls, landscapes, textures and materials, artworks and sculptures. Opportunities with landscaping design shall be thoroughly explored to provide a deep and respectful connection to Country.
- The fence along Drummond house and CCK was part of the heritage interpretation plan and was installed during the construction of CCK. Future stages will be mindful of the cultural heritage significance and opportunities for relocating the original fence will be considered.
- Manly Community involvement e.g., co-working space, child and family health services, local businesses
- Visual amenity of neighbouring properties and minimising impacts of view loss