

Reconciliation Action Plan

May 2023 - May 2025



Our Commitment to Privacy

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Our Commitment to Children and Young People

As a child-safe organisation Anglicare Victoria is committed to supporting and providing environments where children and young people are respected, their voices are heard, their rights are upheld and their safety is paramount.

Contact us if you need this information in an accessible format such as large print:

please telephone 1800 809 722
or email Info@anglicarevic.org.au

Anglicare Victoria's RAP is available on our website: anglicarevic.org.au



BY participant on Country attending a Smoking Ceremony at the *Hike for Higher Education*

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Biik-dui, baban nugel-ngaanjn, dharri-nganjn ganbu

Barring-ngat nallei jerring liwik nugel-ik nhabu

Wigabil ba wigabil-dak murrup-al barring-u biik-dui

**Biik-al Woirurrung-u gulinja ba booboop
narrkwarren nganjnu.**

***“On this land, our mother, we stand, together as one; your footprints
are now mixed with those of my ancestral past. The oldest, most
ancient spiritual footprints left of Terra Firma and the land of the
Woiwurrung community and our family clans.”***

Norm Hunter - Wurundjeri Woi-Wurrung Elder

Pictured: Smoking Ceremony

Our vision for reconciliation

Anglicare Victoria’s vision for every Aboriginal and Torres Strait Islander person who uses our services or works with us to feel culturally safe and respected.

We aim to be an organisation that understands and supports connection to culture, community and Country as a human right, and an essential part of growing up healthy and strong.

As one of Victoria’s largest children and family services providers, Anglicare Victoria is uniquely placed to play a part in Closing the Gap (Outcome Area 12) and reducing the over-representation of Aboriginal and Torres Strait Islander children in care.

We can provide integrated, holistic support for families and prevent further child removals.

We can make sure that every Aboriginal and Torres Strait Islander child, family and young person we work with has an opportunity to connect to culture and community, and that our workforce is culturally aware. We can make sure that respect for Aboriginal and Torres Strait Islander peoples and their rights underpin our service design, delivery and every engagement with the Aboriginal and Torres Strait Islander people we work with, and with their communities.

We can continue to advocate for systemic change, and recognise and support the leadership of Aboriginal Community Controlled Organisations in sector-wide reform.

We hear the invitation in the Uluru Statement from the Heart to walk with us in a movement of the Australian people for a better future, and respectfully accept that invitation.

This Reconciliation Action Plan maps out an ambitious and meaningful program of work to strengthen our cultural capacity as an organisation, and through this, create this much-needed change.

Our business

Anglicare Victoria works with children and families to build better tomorrows.

At Anglicare Victoria (AV), we know that with the right support, people can achieve their goals. For some this means keeping the family together in tough times. For others it's as straightforward as finding a way to pay the bills. When life's challenges seem too much, AV provides practical, hands-on support. We offer children, young people and families expert help to resolve differences, build better relationships and find a place to belong. We achieve this through offering a range of services including:

- Safe and nurturing alternative homes for children and young people unable to live with their families
- Specialist family support programs and evidence-based support to build better relationships and decision-making
- Emergency relief and other care for families and young people in times of hardship
- Education, specialist counselling and evidence-based programs for children and young people
- Confidential family violence programs for perpetrators and survivors of family violence
- Free, confidential financial counselling
- A diverse range of community programs and partnerships designed to meet the needs of local communities
- Alcohol and drug programs and services to empower families to overcome their challenges

As Victoria's leading provider of children's and family services, we see the impact of historical injustices. Aboriginal and Torres Strait Islander children and young people in Victoria in 2022 were over ten times more likely to receive child protection services than others, seventeen times more likely to be subject to a care and protection order (138.3 per thousand compared to 8.2 per thousand) and nearly 22 times more likely to be in out-of-home care (103 per thousand versus 4.7 per thousand). These contemporary injustices exacerbate the traumas inherited from history.

As outlined in the United Nations Declaration on the Rights of Indigenous Peoples, Anglicare Victoria believes that First Nations people have the "have the right of self-determination. By virtue of that right they freely determine their political status and freely pursue their economic, social and cultural development". In practice, this means being committed to the Child Placement Principle, specifically that "removal of any Aboriginal child from their community and family environment by any welfare or government authority or other persons must be a last resort".

Further, as a Victorian funded agency we comply and are assessed against the Child Safe Standards that "organisations establish a culturally safe environment in which Aboriginal children and young people are respected and valued." The requirement of this Standard related to cultural rights, organisational capability, inclusion and elimination of racism inform and support our work and the initiatives described in the Reconciliation Action Plan.

Our focus is on finding solutions, creating opportunities and pathways and providing tools and support to help families stay strong and together. We find innovative ways to overcome challenges as well as advocating for the changes we all need to make so that the system better supports families. As such, our work directly supports delivery on a number of Closing the Gap Outcomes areas, including Outcome 12 which aims to reduce the over-representation of Aboriginal and Torres Strait Islander young people in Out-Of-Home Care. Across our range of services and activities we also impact on other Closing the Gap Outcome Areas including education, youth justice and family safety.

As of December 2022, Anglicare Victoria employed 1954 people across the state, including 859 full time, 786 part time and 309 casual staff. Twenty-one people identified as Aboriginal and/or Torres Strait Islander people. This equates to 1.1 per cent of the workforce. While this is similar to the proportion of Aboriginal and/or Torres Strait Islander people in the Victorian population (1% according to the 2021 census), we would like to increase this number, given that Aboriginal and Torres Strait Islander peoples are over-represented in some of our programs such as out-of-home care, consistent with national trends. Strengthening our Aboriginal and Torres Strait Islander workforce will therefore continue to be a priority for AV over the course of this RAP.

Our staff work out of 93 locations across the state, including all parts of the metropolitan area and rural and regional Victoria, including the lands of the Wurundjeri Woi wurrung, Gunai Kurnai, Boon Wurrung, Dja Dja Wurrung, Taungurung and Wathaurong Wollithiga and Yorta Yorta peoples. As such, we work with many different nations and communities, including having contracts and service delivery partnerships with a range of Aboriginal Controlled Community Organisations (ACCOs) including the Victorian Aboriginal Child Care Agency (VACCA), Njernda Aboriginal Corporation, Bendigo and District Aboriginal Co-operative (BDAC) and Goolum Goolum Aboriginal Co-operative.

In addition, AV works with these organisations and others through key local forums such as the regional Child and Family Services Alliances. Our CEO regularly attends the Aboriginal Children's Forum, convened by the Department of Fairness, Families and Housing (DFFH) and with a standing membership comprising Victoria's key ACCOs, departmental staff and other key players such as the Commissioner for Aboriginal Children and Young People.

More broadly, as one of the leading child and family service providers in the state, AV works closely with and is represented on the Board of the Centre for Excellence in Child and Family Welfare, and is represented on key reform bodies such as the governments Roadmap Implementation Ministerial Advisory Group (RIMAG).

Transformation, including advocating for a fairer, more compassionate and effective services system is a priority that is embedded in our Strategic Agenda, and our statewide influence means we are well positioned to both learn from the leadership and expertise of Aboriginal providers and communities, but also to promote reconciliation.

Anglicare Victoria is part of Anglicare Australia – a national network of not-for-profit service providers with historical links to the Anglican community. Although our service footprint is Victorian, our alliance with this national body gives an opportunity to raise issues of national concern. CEO Paul McDonald, with the support of our Board, is also the national chair of The Home Stretch campaign. This successful advocacy campaign has resulted in all States committing to extending care to 21 for young people. AV remains primarily a state-based organisation, but these national networks provide opportunities for us to support the principles of self-determination and promote reconciliation.

Pictured: Indigenous tools



Our RAP

Anglicare Victoria has a long history, and its predecessor organisations were operating when laws, practices and policies worked to separate Aboriginal and Torres Strait Islander children from their families, often by force. Some of those children would have been placed into the care of one of the founding institutions that amalgamated to form Anglicare Victoria. We also know that these past government policies have contributed to the socio-economic inequalities and systemic racism experienced by First Nations communities and families today.

Anglicare Victoria acknowledges the deep grief, suffering and hurt that continues to ripple through Australia's First Nations communities, and is committed to playing its part in promoting and strengthening Australia's ongoing journey of reconciliation. We must do better as a nation, and as an organisation.

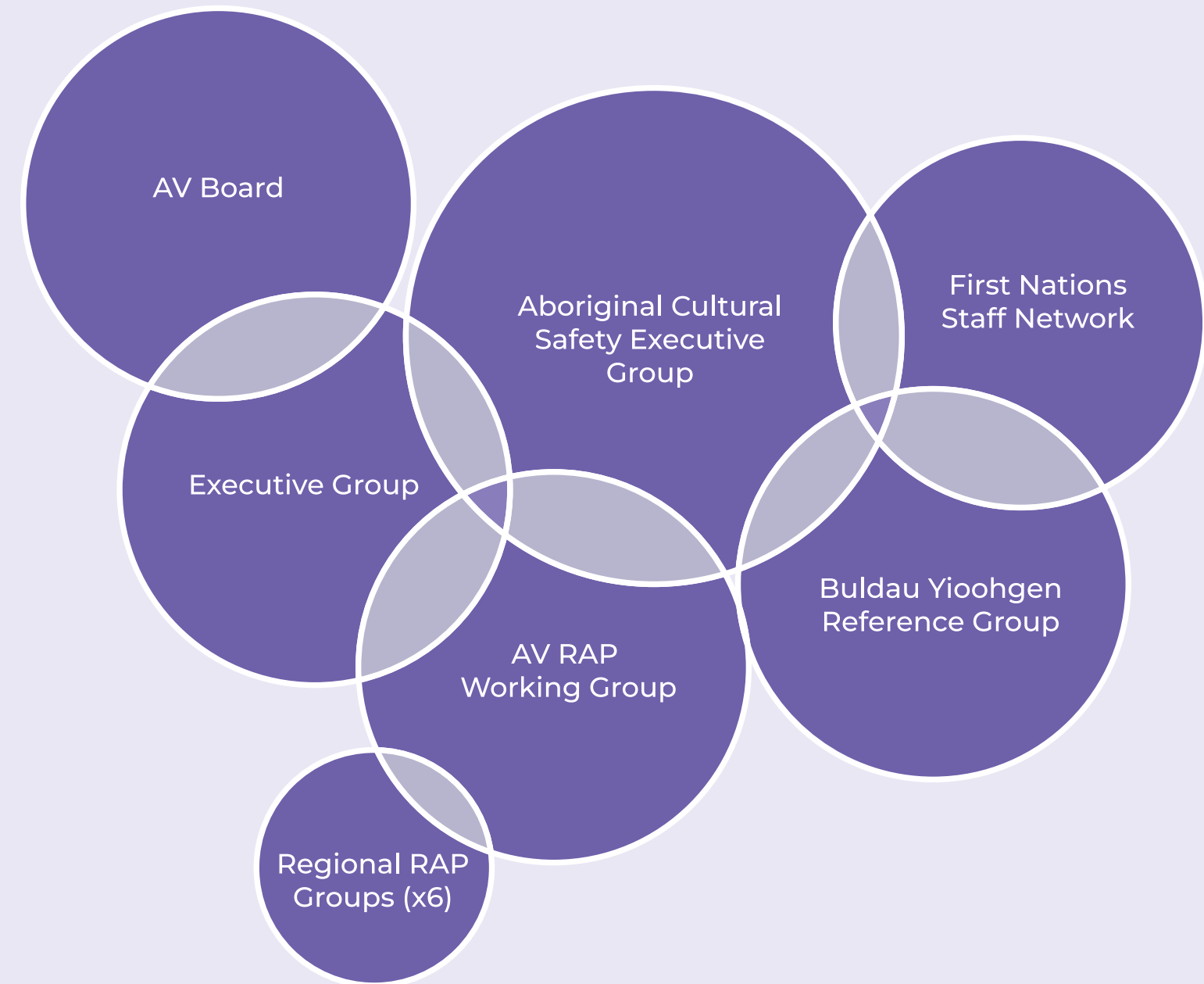
That's why this RAP is important: it makes us accountable. The RAP ensures that AV is stepping up to support Aboriginal and Torres Strait Islander peoples' right to self-determination and culture. Our first Innovate RAP built a solid foundation, and in our 2022 RAP we'll continue that journey, guided by Aboriginal voices and leadership. Strengthening our cultural capability must be a key priority of any organisation providing child and family services, a service sector where Aboriginal and Torres Strait Islander peoples are over-represented. As well, the reconciliation journey means a richer connection with Country and community for all of us, better services and better outcomes for our clients, and a better working environment for our staff.

Anglicare Victoria's Reconciliation Action Plan is much more than a statement of intent – it is a plan for action with implementation planning embedded from the outset.

With that in mind, we have established a new Aboriginal Cultural Safety Executive Group to ensure that there is oversight of all organisational activities which contribute to reconciliation and to better outcomes for Aboriginal and Torres Strait Islander peoples and communities. This new governance group, Chaired by our Chief Executive Officer Paul McDonald, brings together AV's Cultural Advisors and Executives responsible for programs and operations, communications and advocacy, quality, people and culture and strategy to ensure that we have a coordinated and consistent approach to improving outcomes. Currently our Aboriginal and Torres Executive Group comprises nine people (including the Chair), two of whom identify as First Nations people. Overseeing and monitoring the implementation of the Reconciliation Action Plan will be a key role of this group.

The development of the RAP has been overseen by the RAP Working Group, which includes at least one representative from each of our six Regional RAP Groups and includes Aboriginal and Torres Strait Islander advisors Auntie Kelly Hunter, Senior Cultural Lead at AV and woman and is also supported by consultant Nicole Cassar of NICCAS Cultural Infusion Services, who both identify as First Nations people: Auntie Kellie is Wurundjeri Woi Wurrung and Nicole is Gunditjmara, Wudjbaluk and Maltese.

AV's Reconciliation Action Plan Governance



A Fireside Yarn with Kellie Hunter

Kellie Hunter was appointed Cultural Operations Lead at AV in 2019. In this role, she is leading the integration of Culture into the way we work and provide care. She shares her personal story of connecting to Culture and how she has been supporting the integration of Culture at AV and with our young people.

Tell us about your journey with Culture?

I was born in the Royal Women's Hospital in Carlton in 1970. I am the middle child of six kids, five girls and one boy. My father was a very proud Aboriginal man with Scottish heritage; he was a direct descendant of the Wurundjeri Woiwurrung people. In 2005 my father passed on to his Dreamtime. My mother is of Australian Irish heritage. Our family travelled around Australia a lot; we were never in one place for more than six months. But we would always come back to Naarm (Melbourne) and spend a lot of time with my Aboriginal Nan and my Pop mainly living on Country. This was where my siblings and I learnt a lot about our Culture.

My Nan was the last female Aboriginal baby born on Coranderrk Mission in the 1920s. Nan—also known as Tiny or Auntie Jessie—moved with her parents and three siblings to live in North Melbourne, where she grew up being told not to identify as Aboriginal for fear of being taken. She would often go back to Coranderrk to visit her grandmother Jemima Nevin and learn the ways of Culture—which back then required seeking permission and a permit from the government.



Anglicare Victoria's Senior Cultural Operations Lead, Kellie Hunter - Wurundjeri Woi-Wurrung.

"I want to see a Cultural strength at AV that young people can come to be proud of. To embed Culture and see the young people we're working with become our future generation of leaders, of knowledgeable Elders; standing strong and powerfully in who they are."

I remember we'd often go rabbiting, fishing, or hunting for eels or yabbies with Nan, and she would show us how to prepare the food and cook it. We'd listen as she would tell us stories about family and Culture. I was too young to understand the importance of it all, but I remember her stories.

My Dad was one of five boys. As he got older, he began to recognise the importance of his Culture and wanted to learn more. He immersed himself in researching and began working at the State Library in the city while studying Culture, history and ceremonies. It was through my Nan and my Dad that I learned the most about my Cultural connection.

Dad formed a group of young Aboriginal kids and taught us dance and other cultural learnings when I was young. This began my own journey of discovery of who I was and where I was from, empowering me to be strong and proud in Culture. Growing up, I was constantly bullied in school: called racial names, bashed up and picked on, but I stood my ground every time because I had my Culture, and my family behind me. I knew who I was. Those bullies only empowered me to become resilient.

These childhood memories and lived experiences are what I bring to my role at Buldau Yioohgen (BY) when working with our vulnerable kids in care. Every day I learn more and more about our Culture. I'm blessed to have my cousin Mandy Nicholson teach and share language with me (Woiwurrung) and grateful to work alongside Les and other community members and Elders. Our Culture is still here. It isn't lost. We still practice ceremony, and we still practice the old ways when we can. It's my role, not only in AV but also in the community, to share what I know to pass that knowledge on, especially to our children. I can see things are changing in Aboriginal peoples' fight for being recognised. There is more support by the wider community. It's time for change, reconciliation and acknowledgement of First Nations people in this Country.

"I want to focus on empowering our children, and a huge part of that is healing. Our kids have much trauma in their life, and they need to be on Country to heal. The BY Program is where our children get to do this. "Country needs healing, and our children need healing from Country. It's about connecting to mother earth and our Culture"

What drives you in your work to support young people in connecting to Culture?

My Dad always said to anyone who didn't know their mob or didn't feel they belonged anywhere, "Take my hand, come walk through Country. Together we will learn and support each other along the way." Now I use these words with the children we work with.

Children in care can be pretty weary of social supports; the average child meets dozens of workers. Uncle Ian and I focus on building meaningful connections. When we meet a young person for the first time, there is a little apprehension at first, but as soon as we start talking about Culture the nerves give way to smiles, and their faces light up. That's the moment we start walking the path together. I know each connection we make is a lifetime friendship and connection. It might just be a slight change for someone at first, but those small changes make my role so meaningful.

Many of the kids we work with identify as Aboriginal, but they don't have the personal connection to Culture and community that I had. So it's powerful to me to be able to help them on their journey. In our (Buldau Yioohgen) program, these kids come along, and it's like an introduction to Culture for them. They leave with more of a sense of who they are. It's self-empowerment with Culture as a foundation.

"We try to be that one happy space they can come to, just to put all that other stuff aside as they regain their strength; to wake up the next day and go, OK yeah, I've got this, I can do this."

"I want to see a Cultural strength at AV that young people can come to be proud of. To embed Culture and see the young people we're working with become our future generation of leaders, of knowledgeable Elders; standing strong and powerfully in who they are."

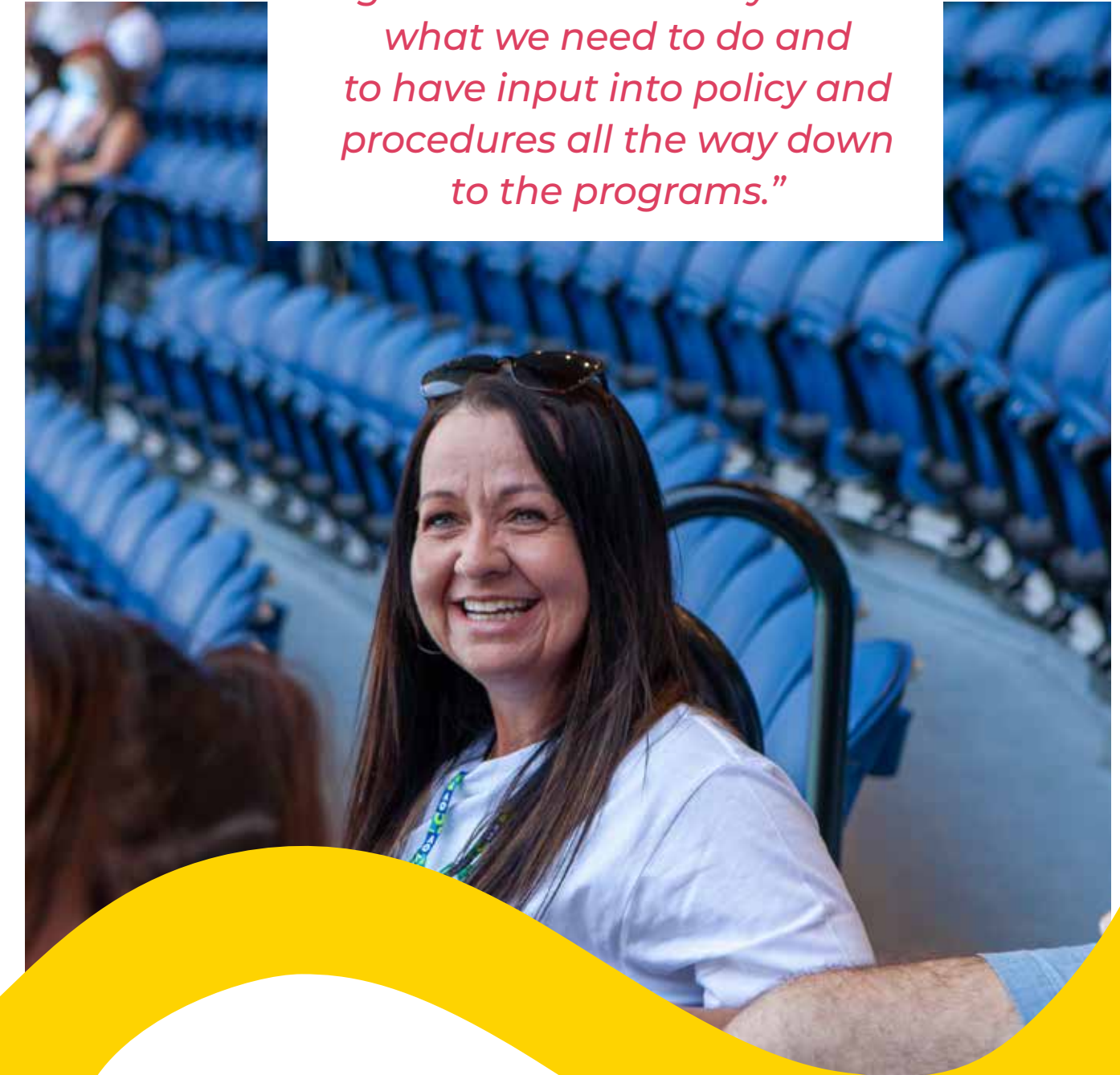
What is your vision for strengthening Culture at AV?

I want to see a Cultural centre at AV that young people can come to be proud of. To embed Culture and see the young people we're working with become our future leaders, our Elders, standing strong and powerfully in who they are.

Coming to AV has been amazing. Working with the generous support and vision of Program Manager David and having an open door and full support of CEO Paul MacDonald is unique. There is a lot of integrity here. AV is walking the talk: the Staff, teams and all the Directors have done nothing but support Uncle Ian and me.

"I love working for AV. They've given us the flexibility to do what we need to do and to have input into policy and procedures all the way down to the programs."

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The story so far

Other key developments since we released our first RAP in 2015 include:

- The creation of two new Aboriginal and Torres Strait Islander-specific roles to help AV better support our clients and contribute to the cultural learning of the organisation as a whole. Established with Uncle Ian Goolagong in 2018 we now have Auntie Kellie Hunter and Uncle Les Corlett in the roles. They work with other AV staff to run the Buldau Yioohgen program and provide cultural support and advice, as well as directly supporting Aboriginal children, young people and families who are AV clients.
- BY, under the leadership of Program Manager David Law and the Cultural Advisors has gone from strength to strength. Each year, the program provides a range of cultural activities including :
 - » A cultural immersion program at Lake Mungo, and a range of activities including the *Culture on Court* programs delivered in partnership with Tennis Australia.
 - » The “*Hike for Higher Education* (H4HE)” on Tasmania’s Maria Island, during which mentors delivered inspiration and guidance in an informal setting to young people from across Victoria struggling to engage with their schoolwork. Delivered to two cohorts over two different weekends annually, a total of 52 students and 22 mentors climbed the hills of Maria Island in 2021 while being exposed to ideas, people and discussions “too large” for the classroom. The mentors were a selection of high level, positive role models such as Nova Peris (OAM, first Aboriginal Australian to win an Olympic gold medal), Elders, and people from program partners such as Tennis Australia (TA). In April 2022, all participants and mentors on the Hiker were Aboriginal and/or Torres Strait Islander people.
 - » The ‘*Southern Experience*’ which brings together community, cultural and sporting groups to support young Aboriginal and Torres Strait Islander peoples and aims to give them the networks and support they need as they work to achieve a range of educational, employment and leadership goals. During the Southern Experience young people have visited Tennis Australia, Racing Victoria and the Godolphin’s Stables, Melbourne Victory, Opera Australia, the Australian National Academy of Music, the Essendon Football Club and the Metropolitan Fire Brigade. The group also participated in The Long Walk 2019, acknowledging the fifteenth anniversary of Michael Long’s walk to Canberra to get the lives of Aboriginal and Torres Strait Islander peoples back on the national agenda. The *Southern Experience* also provided participants with the opportunity to reflect on their connections to culture, explore a range of leadership practices and gave them insight about the range of networks available to help them achieve their goals. The Buldau Yioohgen Southern Experience program a partnership between The Long Walk and Anglicare Victoria.
 - Since 2021, the Buldau Yioohgen team have had a dedicated culturally safe space to call home: Darrango yan-dhan. The name means “Young Walking Together” in Woi Wurrung language. Darrango yan-dhan helps young First Nations people to have a sense of place and community at AV, and it is a platform for BY’s many cultural activities. The centre is also be open two days a week (Tuesday and Wednesday) for AV’s First Nations families to visit and spend time with and Cultural Advisors Kellie and Les. The centre is also available for all divisions of AV to use as needed. The team aim to have a keynote speaker from the Aboriginal and Torres Strait Islander every few months to inspire youth and their families.
 - AV’s TEACHaR educational support program also launched AV’s inaugural *Aboriginal and Torres Strait Islander Educational Strategy* in 2021, developed to ensure the TEACHaR Program better meets the educational needs of Aboriginal and Torres Strait Islander young people in the program. The Strategy will foster stronger partnerships with the Aboriginal and Torres Strait Islander communities and Aboriginal Community Controlled Organisations (ACCOs) and was developed in consultation with AV’s Cultural Advisors Aunty Kellie Hunter and Uncle Ian Goolagong and Department of Education Koorie Engagement Support Officers (KESOs). While the strategy has been developed to specifically guide TEACHaR’s work, all AV programs are welcome to access the document and utilise it as part of their service delivery. Importantly, the program is seeking to employ two new Aboriginal and Torres Strait Islander education specialists to strengthen the team’s cultural expertise, and content stemming from the strategy will include cultural education resources for the whole of AV.
 - The establishment of AV’s First Nation’s Staff Network, which provides a forum for our Aboriginal and Torres Strait Islander staff to gather, yarn and provide personal and professional support to each other in a safe, First Nations-only space, chaired and convened by our Cultural Advisors.
 - Development of ‘cultural spaces’ in each of our major offices across the state. These are specific areas set aside in the office featuring artwork and other artefacts that aim to provide a culturally safe space and celebrate and promote awareness of Aboriginal and Torres Strait Islander culture. As part of each space, a set of books, including fiction, non-fiction and memoir, were provided to provide opportunities for further cultural learning for all staff.

- Completion of an on-line cultural awareness module through AV's learning platform is now a standard part of AV's on-boarding for new employees (in addition to the mandatory anti-discrimination and equal opportunity eLearning module). All new starters also receive information about Anglicare Victoria's RAP, accessing the intranet including the Reconciliation@Hoddle page, and details about how to engage with their local RAP group.
- In 2021 the AV Board was pleased to welcome Assoc. Professor Shawarna Andrews to our Board, Director and Associate Professor at the Poche Centre for Indigenous Health at Melbourne University. Assoc. Professor Andrews is Shawana Andrews is a Palawa woman of the Trawlwoolway clan, Tasmania. With a rich and varied career that spans 21 years, her expertise in social work, Indigenous leadership and public health has developed through her work as a clinical social worker in hospitals, an influencer of policy, and as an academic lecturer and adviser in higher education. Her appointment brings a First Nations voice to the highest level of AV's governance for the first time.

While we are proud of the progress we have made, a key part of AV's reconciliation journey has been our growing awareness of the further work we need to do across a range of areas to ensure that our staff and clients are well supported and that all members of the organisation have the means and the opportunity to continue their learning and understanding. Building on these beginnings, we are now seeking to continue that journey to go beyond a basic level of cultural competence and awareness toward respectfully embracing and celebrating culture, and creating an environment where culture both strengthens our work environment, the way we work with our clients, and underpins our ongoing growth and development as an organisation.

This Reconciliation Action Plan sets out some of the key areas we will focus on over the next two years to continue that journey.

All staff can access information about the RAP, Buldau Yioohgen ('Big Dreams') our leadership program for Aboriginal and Torres Strait Islander young people, and the work of our Cultural Advisors through a dedicated web-page "Reconciliation@AV". This page also provides news and updates, and links to key policy documents such as AV's Ceremonial Leave Procedure.



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Relationships

The focus on relationships is central to Anglicare Victoria’s work. As Victoria’s leading provider and child and family services, we recognise that building strong relationships are the foundation for change – in families, in service deliver and in relationships.

We also recognise that many of the Aboriginal and Torres Strait Islander clients continue to be affected by policies and practices that actively sought to break relationships with kin, with culture and will community. Acknowledging those impacts and working to repair our relationship, as a sector and as an agency, with Aboriginal and Torres Strait Islander communities is central to reconciliation.

It is through strong relationships that we grow and learn as an organisation, and deliver better outcomes for our clients. As described in our Strategic Agenda 2020-2024, relationships – with our partner organisations, with our clients and with our peers and colleagues – are key to providing effective services, creating change, and building a welcoming and inclusive workplace.

In particular, strong relationships are central to:

- ongoing reform in policy and practice in children’s and family services, recognising the leadership of Aboriginal Community Controlled Organisations in driving historic reforms such as the legislative changes that ensure that Aboriginal organisations care for Aboriginal children in statutory care
- effective partnerships with Aboriginal organisations to ensure that our services are designed and delivered to meet the needs of Aboriginal and Torres Strait Islander clients, by partnering with Aboriginal Organisations and engaging with and respecting the right of all Aboriginal and Torres Strait Islander people to self-determination, respect, and cultural safety, and

- establishing the genuinely collaborative and respectful engagement between service users and service practitioners that are central to delivering successful outcomes and supporting Aboriginal and Torres Strait Islander people to achieve their goals.

Joining forces is recognised in our Strategic Agenda as integral to our growth strategy. This is reflected in the many service delivery partnerships that we have with ACCOs across the State. For example, we deliver a support program, A Better Way, in partnership with VACCA in the Southern region, for families experiencing violence. We are partnering with Bendigo and District Aboriginal Co-operative (BDAC) and Njernda along with others in the establishment of the Care Hub pilot program in Bendigo, and an Aboriginal Child FIRST Worker works between Child FIRST at Anglicare Victoria, Njernda Aboriginal Co-operative and the BDAC. These partnerships are key to us developing programs and approaches that are culturally responsive and meet our clients’ needs.

The Aboriginal Child FIRST Worker provides intake, assessment and support for families. The worker begins the development of a support plan for Aboriginal families, and consults and provides advice to families and professionals in this area.

We also recognise the leadership of Aboriginal service providers and communities in the introduction of historic legislative change that has led to the development of Nugel (“belong” in Wurundjeri language). In an Australian first, the Department of Health and Human Services (DHHS) has commenced transferring Guardianship of Aboriginal Children on Children’s Court Protection Orders to the CEO of an Aboriginal Controlled Organisation—a program we have been working on for more than a decade. AV continues to work with ACCOs to transfer targets as part of

this program. We also believe that mainstream organisations like ourselves have much to learn from this ground-breaking innovation about how we can provide more holistic care that supports families to keep families and communities together. We hope to continue to learn from Nugel as we seek to innovate our own services under the “Transform” pillar of our Strategic Agenda.

One of the ongoing challenges to these relationships is ensuring that the work we do together is genuinely collaborative, and that it is characterised by ongoing learning, mutual support and engagement, rather than being driven by immediate business imperatives. This can be difficult to achieve in a business environment that is characterised by urgent demands, submission deadlines and resource constraints, but frustrating for all parties if they feel that interaction is hasty and business-driven rather than reflecting understanding of shared values and common objectives. Meaningful co-design is an area of particular concern, in an environment where funders often establish very short time-lines for program proposals. One of the challenges for AV is to find ways to provide the time and space to support these ongoing relationships, foster pro-active design and development processes with local Aboriginal and Torres Strait Islander communities and ACCOs. Finding ways to achieve this will be a key consideration in developing local engagement plans.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Aug 2023	Director, Strategy Regional Directors
	Develop and implement a localised engagement plans to work with Aboriginal and Torres Strait Islander stakeholders and organisations for each region we operate in.	March 2024	Director, Strategy Regional Directors
	Resource regional offices to support development of place-based relationships with local communities and Aboriginal Community Controlled organisations, based on agreed guiding principles.	Oct 2023 Oct 2024	Director, Strategy
	Investigate best practice principles/case studies for co-design with First Nations organisations and/or communities.	August 2023	Director, Strategy
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2023 May 2024	Director, Strategy
	RAP Working Group members to participate in an external NRW event.	27 May- 3 Jun, 2023, 2024	Chief Executive Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 Jun, 2023, 2024	Chief Executive Officer
	Organise at least one NRW event each year.	27 May- 3 Jun, 2023, 2024	Director, Strategy
	Register all our NRW events on Reconciliation Australia’s NRW website.	May 2023, 2024	Director, Strategy

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation including. <ul style="list-style-type: none">Convene film & book club every 2nd monthProvide quarterly RAP updates to staffContinue to develop and maintain the “Reconciliation@AV” SharePoint page	Review dates: Jun 23 Dec 23 Jun 24 Dec 24	Director, Strategy Director, People & Culture
	Communicate our commitment to reconciliation publicly.	Review dates: May 2023 Jul 2023 May 2024 Jul 2024	Director, Strategic Communications & Marketing
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Review dates: May 2023 Jul 2023 May 2024 Jul 2024	Chief Executive Officer
	Collaborate with organisations with a RAP and/or other like-minded organisations to develop ways to advance reconciliation.	Review dates: May 2023 Jul 2023 May 2024 Jul 2024	Director, Strategy
	Issue a statement affirming Anglicare Victoria’s support for the Uluru Statement from the Heart.	Jul 2023	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of policies and procedures to ensure that we have a clear position on anti-discrimination and that there is throughout our relevant HR policies and procedures to meet and exceed minimum standards.	Oct 2023	Director, People & Culture
	Review, implement and monitor the effectiveness our organisation-wide Diversity and Inclusion strategy that includes strategies for zero tolerance for racism and discrimination.	Review dates: Dec 2024	Director, People & Culture
	Educate senior leaders on the effects of racism.	March 2024	Director, People & Culture
	Make training on unconscious bias available on AV’s learning platform.	December 2023	Director, People & Culture.
5. Advocate for systemic change, and recognise and support the leadership of Aboriginal Community Controlled organisations in sector-wide reform	Continue to participate in the Aboriginal Children’s Forum.	Attendance at each meeting. Review January 2024	Chief Executive Officer
	Seek opportunities for staff to learn about ACCO-led initiatives and Aboriginal practice wisdom including ongoing developments of Nugel and the Mutjang Bupuwingarrak Mukman (Keeping Kids Safe) program.	Review Oct 2023 & Oct 2024.	Director, Operations

Respect

Anglicare Victoria's previous Reconciliation Action Plan saw our organisation make significant progress in ensuring that respect for Aboriginal and Torres Strait Islander peoples and culture is part of both the type of work we do and the way we do it. While staff surveys have shown that Acknowledgement of Country is embedded in our daily practice, with a recent survey showing that 97 per cent of staff agree that Acknowledging Country is part of all important meetings and events, Anglicare Victoria now wants to move beyond Acknowledging Country to a deeper understanding of Country and connection to it.

This contributes to our Strategic Agenda by contributing to better outcomes ('Excel'), strengthens our advocacy on the key issue of over-representation First Nations children, young people and families in out-of-home care ('Transform'), and is an important part of developing our people and helping to create a great workplaces ('Sustain').

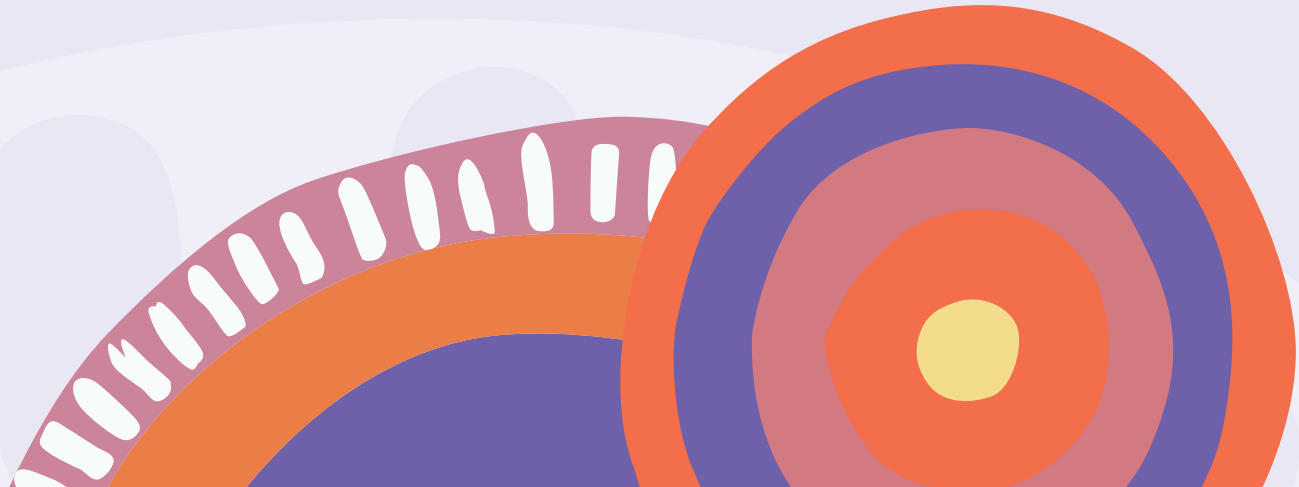
Our commitment to cultural strengthening also reflects our commitment to evidence-based practice. Aboriginal and Torres Strait Islander peoples have been clear in their advice that connection to community and culture is central to wellbeing, as well as a fundamental human right. This evidence is now being acknowledged by colonial institutions. Researchers working in Western traditions have confirmed the critical role of that culture and Aboriginal and Torres Strait Islander ways of knowing play in achieving better outcomes in health, education and justice for both individuals and community, as well as in child and family services. Learning and acknowledging First Nations' cultures, histories and connection to People and Country that stretches far beyond the colonial era is also part of the strengths-based approach to practice that underpins our service delivery.

This has been key to the establishment of our Cultural Advisor roles. Auntie Kellie Hunter and Uncle Les Corlett work with Aboriginal and Torres Strait Islander young people involved with the Buldau Yioohgen Youth Leadership Academy to help strengthen their cultural identity, awareness and pride. They work with Program Managers and Team Leaders across the agency providing cultural advice, leadership and awareness.

However, as an organisation with a number of Aboriginal and Torres Strait Islander clients, we recognise that it is neither reasonable nor practical to rely on Aboriginal and Torres Strait Islander staff to carry the responsibility for creating a culturally safe organisational environment alone. One of the key objectives of the next two years will be ensuring that any Aboriginal and/or Torres Strait Islander person who uses our services, works for our organisation, or partners with us in the community can see respect for culture, Country and the strength of community is both the type of work we do and the way that we do it. This means building our organisational presence and voice in support of First Nations people at key events like NAIDOC and National Reconciliation Week and in organisational communications and the skills and understanding of all staff, regardless of their background, to ensure that every interaction is appropriate, respectful, and culturally aware.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Aug 2024	Director, Strategy Director, People & Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Dec 2023	Director, Strategy Director, People & Culture Support: Regional RAP Committees & Program Managers
	Develop, communicate and implement a cultural learning strategy for our staff.	Mar 2024	Director, Strategy Director, People & Culture
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Review dates: Mar 2023 Mar 2024	Director, Strategy Director, People & Culture Support: Regional Directors
	Ensure that all non-Indigenous members of the Board and Executive have completed Cultural Awareness Training	Mar 2024	Chief Executive Officer
	Incorporate traditional knowledge of seasons, plants and animals into "Green Team" (Environment & Sustainability Committee) activities to promote a deeper understanding of Country and connection.	Mar 2024	Director, Strategy Support: Regional RAP Committees

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Aug 2023	Director, Strategy
	Review, update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	January 2024	Director, Strategy
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review dates: Jun 2023 Jun 2024	Director, Strategy Support: Regional RAP Committees
	Ensure all staff continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review dates: Jun 2023 Jun 2024	Director, Strategy Support: Regional RAP Groups
	Embed Acknowledgement of Country and traditional place-names across our corporate culture, including our website, email signatures and other appropriate sources and materials with consultation from cultural advisors.	Dec 2023	Director, Strategic Comms & Marketing



Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul, 2023 & 2024	Director, Strategy Regional RAP Committees
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2024	Director, People and Culture
	Promote and encourage participation in external NAIDOC events to all staff.	First week in Jul, 2023 & 2024	Chief Executive Officer
9. Ensure that all Aboriginal and Torres Strait Islander children, young people and families we work with have effective Cultural Support	Participate in the sector-wide review of Cultural Support Plans including: <ul style="list-style-type: none">Implement findings of the statewide review of Cultural Support PlansConduct an internal audit of Cultural Support Plans and their implementation	Dec 2023	Director, Operations
	Establish and implement an agreement governing the acquisition and use of Aboriginal and Torres Strait Islander artwork in AV publications and other products	March 2023	Director, Strategic Communications and Marketing
	Review client data to ensure a sound understanding of Aboriginal and Torres Strait Islander people’s use of AV’s services and programs	Six monthly commencing 2023	Director, Quality & Outcomes
	Implement AV’s Quality Improvement Plan as it applies to cultural capacity and services for Aboriginal and Torres Strait Islander people	Dec 2023	Director, Quality & Outcomes
	Work with the Manager, Client Voice and AV’s Cultural Advisors to ensure that Aboriginal and Torres Strait Islander children, young people and clients have a voice in the design, development and delivery of services	Review dates: Aug 2023 Aug 2024	Deputy Chief Executive Officer



Pictured here: BY participants at the AO 2022.

Opportunities

Anglicare Victoria recognises that a key element in addressing the inequities faced by Aboriginal and Torres Strait Islander peoples and communities is providing opportunities. This is both a human right and a necessary part in overcoming the systemic barriers that Aboriginal and Torres Strait Islander peoples experience.

Like most other human services organisations, people are our greatest resource. With a workforce of nearly 1,800 people statewide, Anglicare Victoria is well placed to increase opportunities by providing employment, and strong and accessible career pathways for our Aboriginal and Torres Strait Islander staff. This includes ensuring that we actively work to recruit Aboriginal and Torres Strait Islander peoples. Importantly, it also means ensuring we have the right policies in place and that we create an organisational environment that means that we are can attract and retain those staff, and provide a safe, rich and rewarding working environment for those staff.

In addition, we will continue to support access to education, training and personal and professional development through our program delivery. Core to this is our continued development of the Buldau Yioohgen leadership development program and implementation of the TEACHaR Aboriginal and Torres Strait Islander Education Strategy.

As well, we will continue to support Aboriginal and Torres Strait Islander organisations and businesses through our purchasing and sub-contracting and partnership arrangements. It is standard practice at AV to partner with a local Aboriginal Community Controlled Organisation in any tender or service delivery initiative that is likely to involve Aboriginal and Torres Strait Islander clients. These partnerships are the best way to ensure service provision is culturally safe and appropriate and connected to community. This approach reflects our commitment to supporting and enabling the principle of self-determination for Aboriginal and Torres Strait Islander peoples and communities. We will also maintain membership of Supply Nation and promote the use of Victoria's own Kinaway Chamber of Commerce register of Aboriginal businesses.

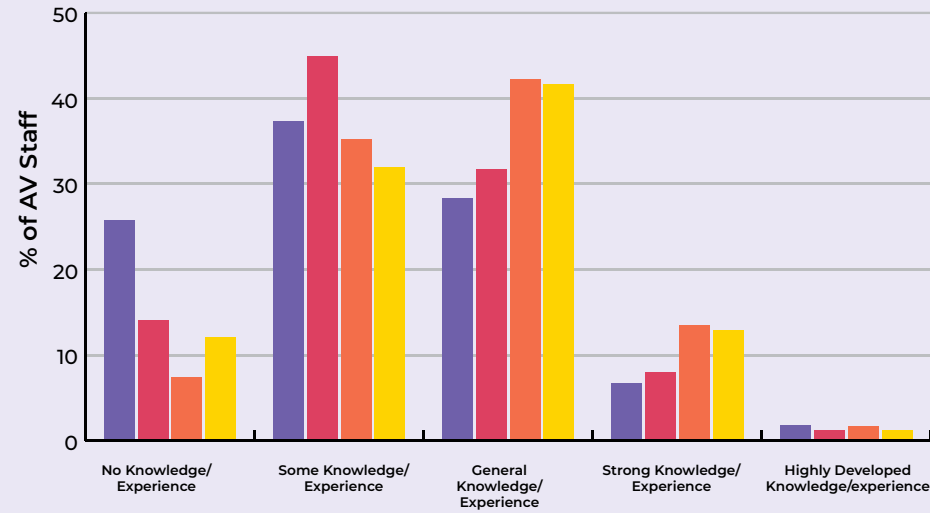
This, in turn, will help us achieve our broader goal of continuing to strengthen our cultural capacity as an organisation, and provide better and more inclusive workplace for everyone and more effective services for all our clients, including those who identify as Aboriginal and/or Torres Strait Islander people.

Anglicare Victoria is also committed to ensuring that our Reconciliation Action Plan and our broader Strategic Agenda achieves real and tangible results. We are committed to being accountable for our progress, and to ensuring that our future actions are informed by progress. We have been surveying our staff regularly for ten years now, and are pleased to see steady growth in the proportion of respondents who feel that they have general or strong knowledge in a number of key areas. In 2021, we supplemented this data with a much more detailed survey based on a tool developed by Aboriginal Community Controlled Organisations with the Support of the (then) Department of Health and Human Services. This will inform key activities of the RAP such as the development of our cultural learning program.

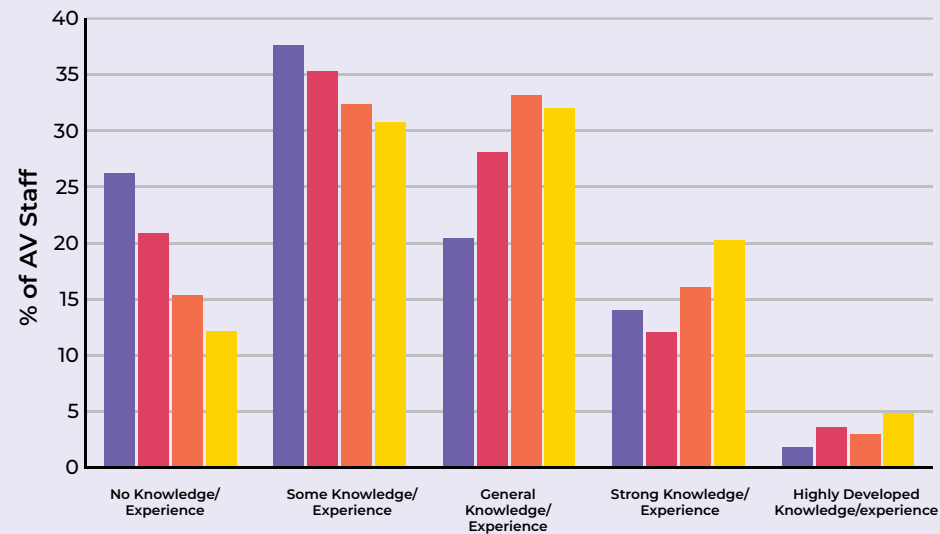
We will continue to regularly survey staff to ensure that we are on the right track, inform the continuous improvement, and inform the development of our future Reconciliation Action Plans.

Monitoring our progress

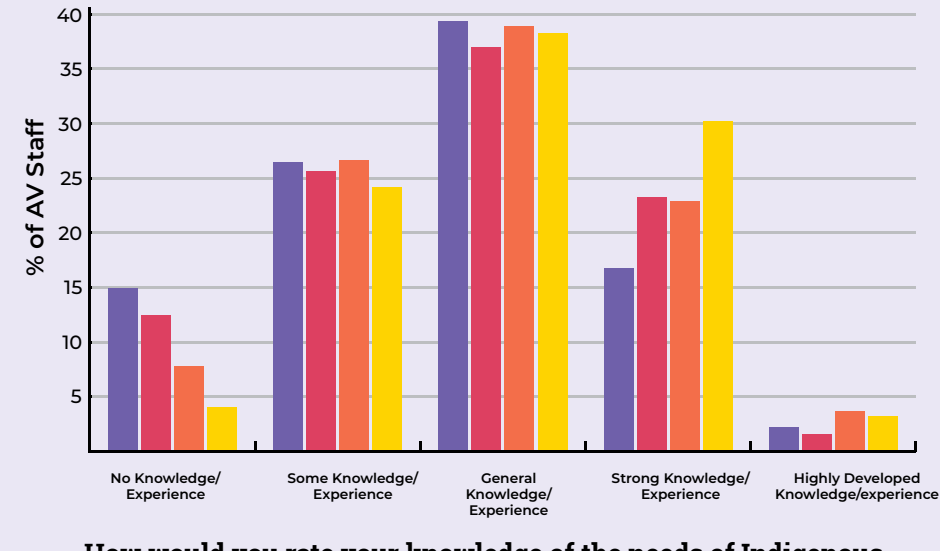
How would you rate your knowledge about the traditional owners of the land in the local area in which you work?



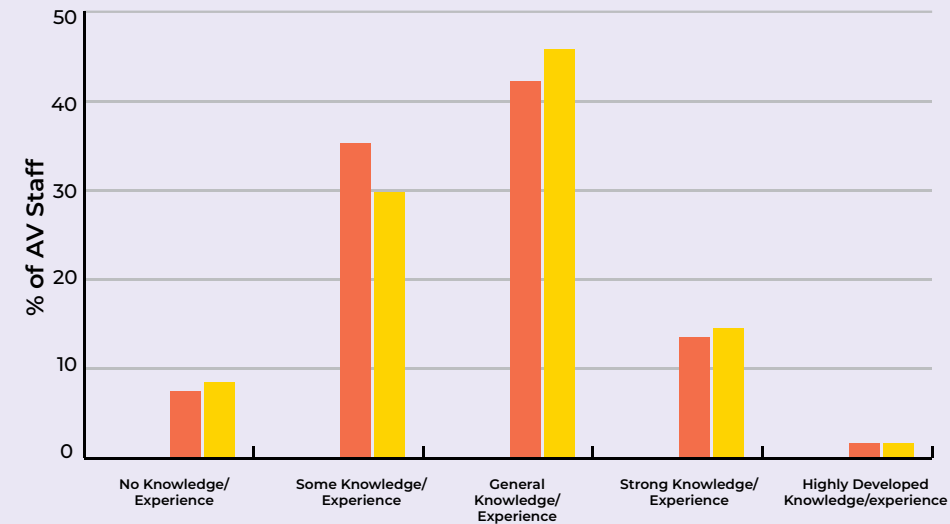
How would you rate your knowledge about Aboriginal Community Controlled Organisations in the local area in which you work?



How would you rate your knowledge of the barriers that might affect Indigenous People accessing AV's services



How would you rate your knowledge of the needs of Indigenous people in your local area?



2012
2014
2016
2021

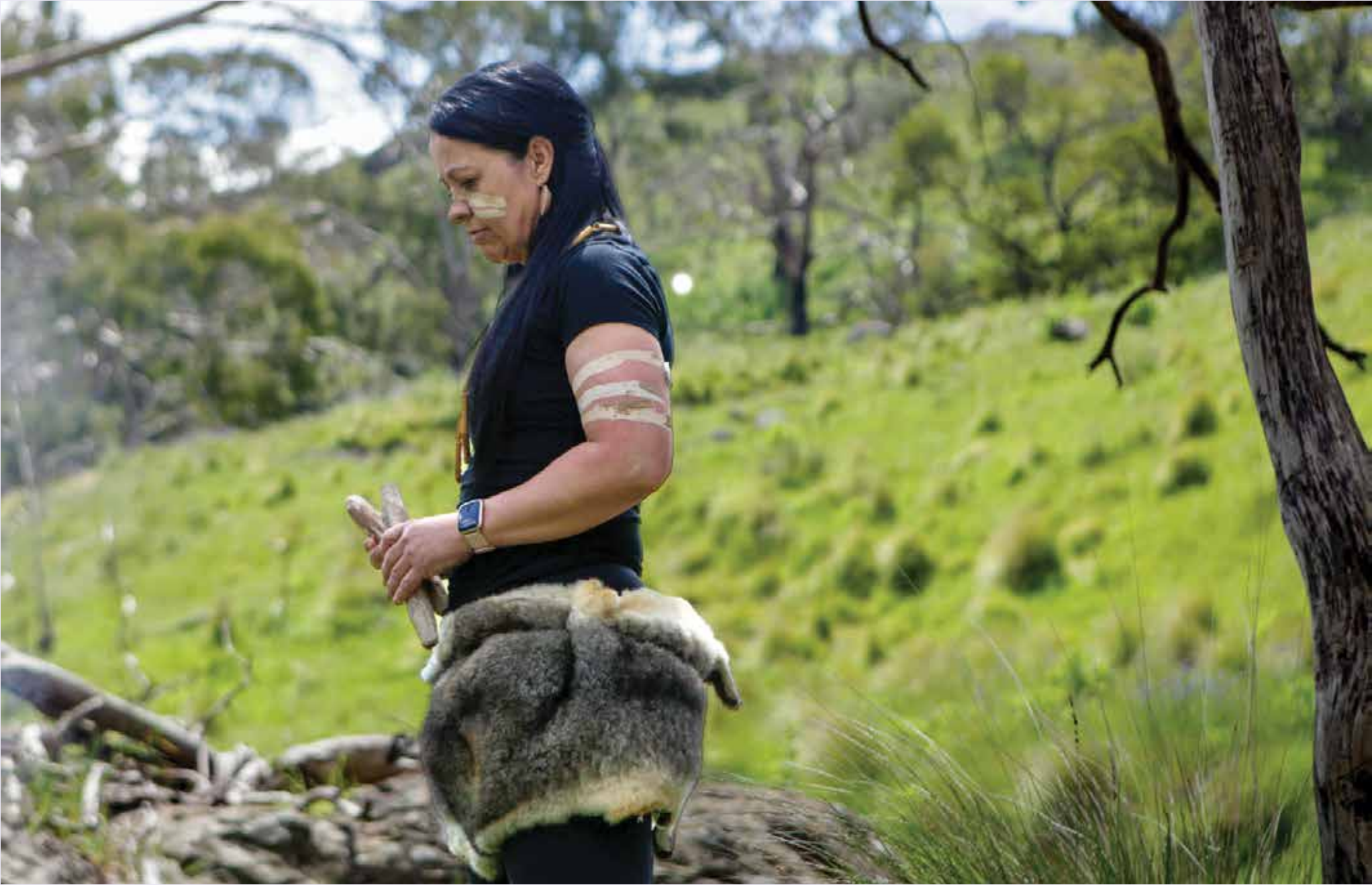


Clockwise from top left: Mentors and staff on the ferry returning from the Hike for Higher Education on Maria Island, Tasmania; Heading up to Bishop & Clerk Summit; At Bloodstone Point – Ochre Ceremony with the Young Women; Australian Open First Nations Day.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Oct 2023	Director, People & Culture
	Develop policy and procedure to support identification of Aboriginal and Torres Strait Islander staff via Preceda.	Oct 2023	Director, People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Oct 2023	Director, People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Mar 2024	Director, People & Culture
	Consider ways to support sector recruitment outside AV (especially in Aboriginal Community Controlled Organisations) as part of AV's recruitment, retention and professional development strategy	Jun 2024	Director, People & Culture
	Review advertising practices to effectively support the attraction of Aboriginal and Torres Strait Islander stakeholders.	Mar 2024	Director, People & Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Mar 2024	Director, People & Culture
	Establish a baseline and targets for the employment of Aboriginal and Torres Strait Islander staff employed in our workforce as part of our employment strategy	Aug 2024	Director, People & Culture
	Maintain funding and support for cultural advice including the roles of Cultural Ambassador and Senior Cultural Program Lead as designated First Nations positions	Jun 2023 Jun 2024	Chief Executive Officer
	Continue to support the First Nations Staff Network, chaired by a First Nations staff member.	Review dates: Jun 2023 Jun 2024	Director, People & Culture
	Maintain our Cultural Leave provisions for our Aboriginal and Torres Strait Islander employees.	Review dates: Jun 2023 Jun 2024	Director, People & Culture

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Dec 2023	Director, Finance and Business Services Director, Strategy
	Maintain Supply Nation membership.	Jun 2023 Jun 2024	Director, Finance and Business Services
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff including: <ul style="list-style-type: none">• Develop guidance document aimed and promoting procurement from Aboriginal and Torres Strait Islander business• Disseminate guidance document amongst key staff including finance and administration• Promote use of Victoria-based directory Kinaway Chamber of Commerce business directory	Jun 2024	Director, Finance and Business Services Director, Strategy
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Dec 2023	Director, Finance and Business Services Director, Strategy
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Review dates Jun 2023 Jun 2024	Executive Group
	Continue to proactively pursue partnership opportunities with ACCOs in tenders and proposals and support local businesses and organisations in purchasing, partnership and sub-contracting arrangements.	Ongoing Review Jun 2024	Deputy Chief Executive Officer Director, Product Development and Innovation Regional Directors

Action	Deliverable	Timeline	Responsibility
12. Provide leadership development, mentoring and culturally informed personal development opportunities for young Aboriginal and Torres Strait Islander people	Through our Buldau Yioohgen (“Big Dreams”) program, join with our sponsors and partners each year to deliver an annual program of events each year including: <ul style="list-style-type: none">• Lake Mungo cultural immersion program• Culture on Court, in partnership with the Australian Open• Southern experience, in partnership with the Long Walk• Maria Island Hike to Further Education	Review dates: Dec 2023 Dec 2024	Director, Project Development and Innovation
	Work with sponsors to ensure that Buldau Yiooghen is financially secure and sustainable.	Jun 2024	Director, Project Development and Innovation Director, Strategic Communications & Marketing
13. Support educational attainment of Aboriginal and Torres Strait Islander children and young people we work with.	Implement the TEACHaR Aboriginal and Torres Strait Islander Education Strategy	Jun 2024	Director, Project Development and Innovation
	Review progress and outcomes of the TEACHaR Aboriginal and Torres Strait Islander Education Strategy to inform future development.	Review dates: Dec 2023 Dec 2024	Director, Project Development and Innovation



Pictured holding a Smoking Ceremony, Anglicare Victoria's Senior Cultural Operations Lead, Kellie Hunter - Wurundjeri Woi-Wurrung

Governance

Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review dates Dec 2023 Dec 2024	Director, Strategy
	Establish and apply a Terms of Reference for the RWG.	May 2023	Director, Strategy
	Meet at least four times per year to drive and monitor RAP implementation.	Feb, May, Aug, Nov 2023 & 2024	Director, Strategy
15. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation, including costed proposal and part of annual budget development.	May 2023 & 2024	Director, Strategy
	Support Regional RAP groups by promoting staff participation and supporting events and activities.	Review dates Jun 2023 Jun 2024	Regional Directors Director, Strategy
	Aboriginal Cultural Safety Executive Group to meet at least quarterly to review and monitor engagement of senior leaders and other staff in the delivering RAP commitments.	Feb, May, Aug, Nov 2023 & 2024	Director, Strategy
	Define and maintain appropriate systems to track, measure and report on RAP commitments including incorporating the RAP into 'Strategy Blox' reporting system and Board reports	Complete	Director, Strategy
	Maintain an internal RAP Champion from senior management.	Review dates Dec 2023, Dec 2024	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
16. 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.	30 Sep 2023 & 2024	Director, Strategy
	Report RAP progress to all staff and senior leaders at least quarterly.	Review dates Feb, May, Aug & Nov 2023 & 2024	Director, Strategy
	Publicly report our RAP achievements, challenges and learnings, annually.	Dec 2023 Dec 2024	Director, Strategy Director, Strategic Comms & Marketing
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Mar 2024	Director, Strategy
	Monitor development of organisational cultural capability through a biennial survey of all staff.	May 2023	Director, Strategy
	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	Jun 2023 Jun 2024	Director, Strategy
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	Aug 2023 Aug 2024	Director, Strategy
	Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	Jun 2025	Director, Strategy
17. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2024	Director, Strategy

The Working Group is chaired by the Director of Strategy (AV’s RAP champion), and as of November 2022 its membership included

Alexis Graham	Administration Manager (South)
Beth Matthews	Case Worker (West)
Erin Foot	Program Manager, Family Violence (East)
Gaye Crichton	Director, People & Culture (Central office)
Kellie Hunter	Senior Cultural Lead and Wurundjeri and Woiwurrung (Central office)
Leigh Rankcom	Team Leader, Family Services (East)
Lisa Downie	Administrative Coordinator (Central office)
Madeleine Kempster	Project Manager (West)
Matilda Robertson	Family Services Practitioner (North)
Monica Byrne	Organisational Change and Internal Communications Lead (Central office)
Nicole Cassar	NICCAS Cultural Infusion Services and Gunditjmara, Wudjbaluk and Maltese woman
Rodney Young	Navigator Case Manager (North Central)
Sara Janssen	TEACHaR & YLD Stronger Families (Gippsland)

As part of the development of this Innovate RAP, we also wrote to twenty-two individuals representing a range of Aboriginal and Torres Strait Islander organisations, communities and officeholders, inviting them to review the draft or otherwise provide feedback to us on our work with them and with Aboriginal and Torres Strait islander communities. This included the

- *Commissioner for Aboriginal Children and Young People*
- *Victorian Aboriginal Child Care Agency*
- *Victorian Aboriginal Community Services Organisation*
- *Gippsland and East Gippsland Aboriginal Co-Operative Ltd*
- *Ramahyuck District Aboriginal Corporation*
- *Dandenong and District Aborigines Cooperative Ltd*
- *Bendigo & District Aboriginal Cooperativ*
- *Njernda Aboriginal Corporation*
- *Mallee District Aboriginal Services*
- *Dja Dja Wurrung Clans Aboriginal Corporation*
- *Victorian Aboriginal Health Service*
- *Djirra, Elizabeth Morgan House*
- *Western Metropolitan RAJAC and the Bubup Wilam Aboriginal Child & Family Centre.*

The results of that consultation are reflected in this RAP, and Anglicare Victoria is very grateful to those organisations who took the time to provide their helpful input.

About the artist

Datjin Burra - by Chloe Jones

(Datjin Burra translates to ‘Warm Heart’ in Yorta Yorta language)

This artwork reflects themes of transformation, change, warmth and journey and its mission to support our communities and help them achieve their potential.

I believe these themes are strongly connected to Anglicare Victoria and their mission in supporting our communities and helping them achieve their full potential.

The gestural application of colour closely reflects Anglicare’s Victoria’s brand colours which I also believe reflect power, love and radiates warmth. The circular compositions symbolise Anglicare Victoria and the families they support. The white linear compositions reflect the spiritual energies that surround us and on the land on which Anglicare Victoria work and care for community.

This vibrant, fluid artwork hopes to inspire and empower Anglicare Victoria, their families, communities, and children. I hope the viewer can see and feel a sense of the positive change Anglicare Victoria is making in our communities when they view this artwork.

Themes: Change, Transformation and Journey.

Colours symbolise love, life, warmth. The white symbolises spiritual energy.



Chloe Jones : <https://dungalacreations.com/> @dungalacreations

Contact for public enquiries about our RAP

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Position: Director, Strategy (RAP Chair)

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