

Reconciliation Action Plan Innovate

October 2023 to October 2025





Creativity

Ethical decision-making

Analysis & Reflection

Collaboration

Dja Dja Wurrung

Taungurung

Wathaurong

Woiwurrung

Boonwurrung



About the RAP Artwork

“Being the leading peak organisation for child and family services in Victoria it was imperative to capture the CFECFW’s solidarity with First Nation’s peoples and their commitment to contribute to reconciliation.

Embarking on a journey of reconciliation means acknowledging the past and actively working towards a more inclusive and better future. I’ve used footprints throughout the artwork to acknowledge Elders past and present. Our Elders are our knowledge holders and play such a vital role in our communities, it was important they were included.

The Kulin Nations are at the centre of the artwork to represent the lands of which the organisation is located. By using the traditional names, it promotes truth telling and acknowledging our history. The gathering circles in the North, South, East and West depict the many communities with the ‘U’ symbol representing the people.

Voices of Aboriginal and Torres Strait Islander children, families, communities and organisations is crucial to reconciliation. This was captured by using waves behind the community to represent those many voices and experiences. Thus, highlighting the responsibility to actively listen and amplify those voices.

The positioning of the hands was important to depict an act of collaboration and support. An example of this is through fostering relationships with First Nations peoples working in and with the child and family sector.

The values of the organisation were added to the gum leaves, as they are essential to supporting the vision, purpose and strategy of the reconciliation action plan.”



Nakia Cadd

Artist and Gunditjmara, Yorta Yorta, Dja Dja Wurrung, Bunitj, Boon Wurrung, Taungurung woman.

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Acknowledgement of Country

The Centre for Excellence in Child and Family Welfare (The Centre) is in Naarm (Melbourne) which is the traditional lands of the Kulin Nation. The Kulin Nations is a collective of five First Nations clans; Wurundjeri, Boonwurrung, Wathaurung, Taungurung and Dja Dja Wurrung.

The Centre respectfully acknowledges Victorian Traditional Owners and Custodians of the lands and waterways where we live and work and recognise that our work is delivered on many lands across the Kulin Nations.

We are proud that First Nations cultures continue to enrich the lives of us all through the sharing of values, places, resources and stories. We pay our respect to ancestors of this Country; Elders, knowledge holders and leaders – past, present and future.

Through our leadership, we collaborate closely with First Nations organisations to ensure they have a say in the decisions that affect their children, families, and communities.

At the Centre we acknowledge the grief and loss that First Nations peoples have endured, and we celebrate their survival and resilience. We stand in solidarity now and always, acknowledging that First Nations peoples have never ceded sovereignty in Australia. Always was, always will be.

The term First Nations throughout this document refers to all Aboriginal and Torres Strait Islander peoples and groups.

Statement from Reconciliation Australia

Reconciliation Australia commends The Centre for Excellence in Child and Family Welfare on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for The Centre for Excellence in Child and Family Welfare to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, The Centre for Excellence in Child and Family Welfare will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Centre for Excellence in Child and Family Welfare is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals The Centre for Excellence in Child and Family Welfare's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations The Centre for Excellence in Child and Family Welfare on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
CEO, Reconciliation Australia

Message from our CEO

I am proud to introduce our Innovate Reconciliation Action Plan 2023-2025 (RAP). Our vision for reconciliation is that all First Nations children and young people grow up safe, healthy, thriving, and connected to culture, kin and community. We believe in and advocate strongly for self-determination and acknowledge the injustices First Nations families and their communities continue to face.

The Centre of Excellence in Child and Family Welfare (the Centre) is a not-for-profit peak body for child and family service organisations located in Naarm on the Traditional lands of the Kulin Nations. We have a connection across local, state and Commonwealth child and families service operating in Victoria – including private and government organisations working with the child and family service sector.

We advocate for children, young people and families and provide training, research, and networking opportunities to the sector.

We focus on elevating the voices and lived experiences of young people in foster, kinship and residential care in Victoria, as well as working on larger Federal campaigns around equality.

We do not shy away from the overrepresentation of First Nations children and young people in the out-of-home care system, and strongly advocate for decisions relating to their care and their placements to be kept within their communities.

We recognise that First Nations peoples continue to face discrimination and that the effects of colonisation and intergenerational trauma must be acknowledged and addressed across child and family services.

The Centre believes that reconciliation can only be achieved when First Nations organisations and peoples lead the way. We will continue to partner with First Nations organisations in our advocacy and policy work and we encourage our member organisations to do the same.

We will continue to support a Treaty or series of Treaties, to be driven and informed by First Nations peoples. We will continue to do the work within our own organisation to dismantle barriers and create a culturally safe and welcoming workplace.

I look forward to finding new ways in which the Centre can deliver value with our members and community partners as a result of implementing the actions in this RAP.

This RAP reinforces the Centre's commitment to contributing to society, respecting diversity, and supporting individual growth. I encourage all our employees, members and partners to join with us in our reconciliation journey and support the initiatives we have identified in this document.



Deb Tsorbaris
CEO, Centre for Excellence in Child and Family Welfare



Our Vision

“When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country.” – Uluru Statement from the Heart, 26 May 2017

Our vision for reconciliation is that all children, young people and families including First Nations peoples across Victoria are safely surrounded by family and connected to their communities, with access to culturally safe services and supports when they need it.

We will achieve this by walking with our First Nations colleagues, community-controlled organisations, stakeholders, and communities in their pursuit of their rightful place in Australia, while making the decisions that affect their children, families, and communities. This presents a crucial step forward in the journey toward reconciliation and self-determination.

As the leading peak organisation for child and family services in Victoria, we stand in solidarity with our First Nations peoples at all levels. We are committed to:

- Listening deeply to, collaborate closely with, and support First Nations children, families, communities, and organisations to self-determine on their terms.
- Promoting Treaty and truth-telling in Victoria and will continue to do so while empowering First Nations voices. The Centre is committed to standing by First Nations people in support of their self-determination.
- Promoting cultural understanding and safety for First Nations peoples, in our organisation and among members and stakeholders.
- Fostering relationships and links with First Nations peoples working in and with the child and family sector.

Our Business

The Centre of Excellence in Child and Family Welfare is a not-for-profit peak body for child and family service organisations located in Naarm on the Traditional lands of the Kulin Nations. We have a connection across local, state and Commonwealth child and families service operating in Victoria – including private and government organisations working with the child and family service sector.

We advocate for children, young people and families and provide training, research, and networking opportunities to the sector. We achieve this by elevating the voices and lived experiences of young people in foster, kinship and residential care in Victoria, as well as working on larger Federal campaigns around equality.

As of June 2023, the Centre employed 60 people, 0.03 per cent or 2 staff who identify as First Nations people.

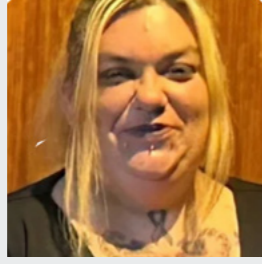


Murrundindi
Elder and head man
(Ngurungaeta) of the
Wurundjeri tribe
Reconciliation Advisor

The **RAP Working Group** involved in the development of the 2023-2025 RAP consists of:



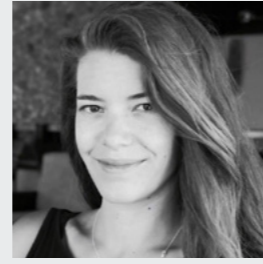
Nathaniel Slater
Senior Project Officer
Education
Co-Chair



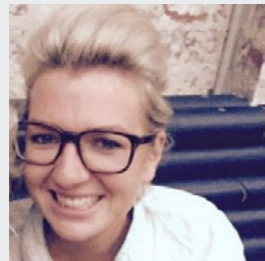
Alysha Charlton
Kamilaroi and Wiradjuri
Lived Experience Parent
Co-Chair



Dr Lisa Griffiths
CEO OzChild
Board Chair



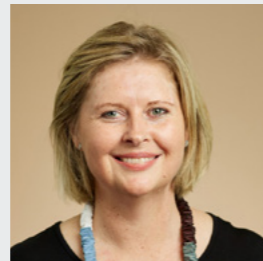
Pearl Goodwin Burns
Program Manager Raising
Expectations
Secretariat



Madeleine Dowling
Manager, Fostering
Connections and Campaigns



Padraic Keyes
Operations and Finance
Manager



Louise Johnson
Media and Communications
Advisor



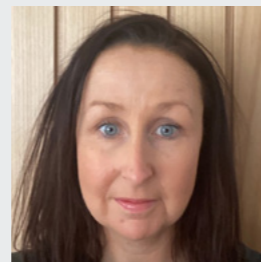
Mandy Charman
Project Manager, OPEN



Pauleen Markwort
Murri and Wiradjuri
Director of Strategic
Innovation



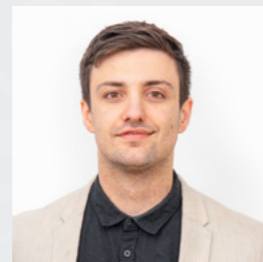
Viv Interrigi
Executive Manager, Learning
and Business Development



Lisa Abbey
Senior Manager, Social Policy
and Research



Imogen Gerraty
Executive Advisor



Oliver Tsorbaris
Project Officer

Our Reconciliation Advisor

Murrundindi, Elder and head man (Ngurungaeta) of the Wurundjeri tribe, is our Reconciliation Advisor. He brings a wisdom and ways of teaching to guide and inform our organisation's cultural learning journey, individual and collective growth, and ongoing contributions to reconciliation that bring about meaningful change for First Nations children, young people, families and communities.

Our RAP

Our Reconciliation Action Plan is our agreed public commitment to contribute to reconciliation. We engage with stakeholders at every level as part of developing, influencing and advocating for public policies that advance the rights and wellbeing of all children, young people and families and address the social, economic and cultural barriers to improving their lives.

Through our allyship of Aboriginal Community Controlled Organisations as they lead Victoria's commitment under the National Agreement on Closing the Gap, we aim to:

- Deepen and improve engagement and collaboration at an organisational level, while empowering individual responsibility from staff to build respectful relationships within community.
- Demonstrate ways of working that support First Nations peoples in pursuit of their rightful place in Australia and stand by First Nations peoples in support of their rights and constitutional change.
- Support our employees and members to grow individually and collectively to understanding and respect of First Nations cultures and protocols; and bring this understanding to their work.

Our Values

- **Analysis and reflection:** We test knowledge and ideas based on evidence, research and best practice.
- **Ethical decision-making:** We handle information with care and confidence, and we evaluate and make choices based on ethical principles.
- **Creativity:** We are willing to do things differently and try new approaches, and we encourage creative thought.
- **Collaboration:** We share knowledge, time, information and skills, and seek the input and involvement of our members and other organisations in the sector.



Message from our Board Chair

As Chair of the Board for the Centre for Excellence in Child and Family Welfare, I am excited and honoured to introduce our Innovate Reconciliation Plan 2023-2025. The Centre is on the traditional lands of the Kulin Nation, in Naarm. While our First Nations communities are unique in many ways, each has a strong sense of local identity reflected in the five clans; Wurundjeri, Boonwurrung, Wathaurrung, Taungurung and Dja Dja Wurrung.

At the Centre we strive to achieve tangible outcomes to progress our vision that all children, young people, and families including First Nations in Victoria are safely surrounded by family and connected to their communities, with access to culturally safe services and supports when they need it.

I am proud of the Centre's approaches to walking with our First Nations colleagues, community-controlled organisations, stakeholders, and communities in their pursuit of their rightful place in Australia, while making the decisions that affect their children, families, and communities. This presents a crucial step forward in the journey toward reconciliation and self-determination.

As the leading peak organisation for child and family services in Victoria, we stand in solidarity with our First Nations peoples at all levels. We are committed to:

- Listening deeply to, collaborate closely with, and support First Nations children, families, communities, and organisations to self-determine on their terms.
- Promoting Treaty and truth-telling in Victoria and will continue to do so while empowering

First Nations peoples' self-determination. The Centre stands by First Nations peoples in support of Treaty and truth-telling.

The Victorian landscape contains many historical places that are of importance to Aboriginal people, and to all Victorians, because of their association with the events, communities and individuals represented in this rich history.

This Innovate Reconciliation Action Plan 2023-2025 is an opportunity to reflect on our approach to gaining a deeper understanding of our sphere of influence and the ways we can work with our staff, stakeholders and member organisations to establish the best approach to advance reconciliation.

This RAP 2023-2025 builds on our actions and achievements to date and recognises that this is a long-term cultural improvement journey that spans across our whole organisation and serves to inspire and influence other organisations in their own reconciliation endeavours.

We maintain our focus on ongoing meaningful change, but we also accept and acknowledging the historical role that child and family services have had in disempowering First Nations peoples and the impact that historical harm continues to have across all aspects of First Nations peoples today. In this RAP we commit to doing all we can to uncover, challenge and address racism in child and family services, in all its forms, including casual racism and cognitive bias.

I am thankful to the RAP Working Group for leading the development of this Innovate RAP and I look forward to continuing this work.



Dr. Lisa J Griffiths
Board Chair and CEO, OzChild

Summary

Our Reflect RAP assisted in taking an in-depth look at our human resources procedures and processes which informed our desire to examine our ways of working that promote equal and equitable opportunity and support First Nations colleagues, members, organisations, and stakeholders. While some procedures and processes were inclusive of First Nations peoples, we identified we can do more to build recruitment and pathways for First Nations people across the organisation.

We identified building our knowledge of First Nations history and culture generally, and more specifically with the Victorian First Nations communities to achieve better relationships. During the COVID-19 pandemic we adapted new ways of engaging with First Nations stakeholders to maintain existing relationships.

Our Reflect RAP supported dedicated work to not only complete the goals set out in our Reflect RAP, but to consciously and publicly support First Nations peoples and organisations to further the rights of First Nations families and children.

2016-2018 KEY LEARNINGS

Consider how we can strengthen the Centre as a culturally safe and respectful organisation by creating and embedding cultural safety in ours and our sectors policies and processes to advancing reconciliation.

RESPONSES

- Collaborating with First Nations organisations to:
 - » Progress case contract management project
 - » Co-chair and co-host events and representations at OPEN symposium
 - » Progress Family Preservation and Reunification
- Centre launched first Reflect RAP 2017.
- Signing onto and collaborating with SNAICC on the Family Matters campaign addressing the overrepresentation of First Nations children in care using a public platform.
- Signing Wungurilwil Gagapduir Aboriginal Children and Families Agreement alongside the Victorian Aboriginal Child Care Agency, Victorian Aboriginal Children and Young People's Alliance and the Victorian state government.
- Establishing cultural awareness training as part of the Centre's induction of new staff.
- Collaborating with First Nations organisations to facilitate reviews and feedback of child and family policy and training packages.
- Supporting the development of Wungurilwil Gagapduir action plans to reduce the overrepresentation of Aboriginal children in Out-of-Home Care.
- Centre became a member of the Aboriginal Children's Forum.
- Centre became a member of the Wungurilwil Gagapduir Steering Committee and Objective Working Group representing Centre members and community services.
- Delivering an open and public letter to the Victorian parliament urging the advancement of the Victorian Treaty Process with Aboriginal Victorians Bill 2018 be passed on behalf of the child and family services sector.
- Exploring First Nations employment pathways and supplier diversity within the Centre.

2019-2022 KEY LEARNINGS

Building Strong and effective relationships with First Nations peoples, organisations, and communities.

RESPONSES

- Identifying opportunities to engage and consult with First Nations stakeholders and organisations at every level and every stage of our work.
- Promoting Centre resources to First Nations led programs, evidence and reform initiatives.
- Completing a limited literature review to inform DFFH policy development of Aboriginal Family-Led Decision Making.
- Advocating for proportional resourcing of Aboriginal Community Controlled Organisations to enable the delivery of a full suite of services to local communities.
- Recommending all magistrates in the Children's Court are trained in child development, trauma, adolescent mental health, cognitive and communication difficulties, and First Nations cultural safety.
- Supporting evidence-based and informed programs to build carer confidence managing complex and challenging behaviours; provide culturally appropriate and holistic support for First Nations children in care.
- Promoting meaningful inclusion of all children and young people with lived experience of disadvantage in decision-making and policymaking forums and opportunities.
- Advocating resources to build a First Nations evidence base of what works for First Nations families and support dissemination of this evidence across workforces.
- Conducting benchmark survey to acknowledge our workforce individual and collective knowledge of First Nations cultures, histories, and achievements.
- Implementing a process to ensure that each new staff member completes compulsory cultural awareness training.
- Expanding capacity to work in collaboration with community by prioritising initiatives like the Aboriginal Children's Forum, Aboriginal Children and Families Agreement, and other work led by Aboriginal Community Controlled Organisations.
- Co-hosting meetings with carers to identify enablers for transitioning care of First Nations children.
- Overseeing an evaluation of Aboriginal Children in Aboriginal Care and Transitioning Aboriginal children to Aboriginal Care Research Project Reference Group.
- Providing feedback on the Aboriginal Rights and Transitions Aspirations Steering Committee report.



Pictured: The Centre at NAIDOC Week Smoking Ceremony, July 2023



Pictured: The Centre's ACMS Event, June 2023

Relationships

We understand that respectful and shared relationships are critical for success. We aim to maintain and grown mutually beneficial relationships with First Nations peoples, communities and organisations to support positive outcomes for children, young people, their families and communities.

Within the Centre, we continue to improve engagement and collaboration at an organisational level, while empowering individual responsibility from staff to build respectful relationships within community.

We seek to deepen our commitment to cultural safety, build lasting and impactful partnerships so that we can realise our vision for all First Nations children, young people, their families and communities to enjoy a nurturing home with a genuine sense of belonging and connection to their culture.

Action 1: Establish and maintain mutually beneficial relationships with First Nations stakeholders as part of the policy development process.

Deliverables	Timeline	Responsibility
1.1 Collaboration with Traditional Owners and/or First Nations organisations to develop a whole of Centre Engagement Approach which aligns with our values and principles; identifies protocols and ways of working designed with the policy and advocacy agenda in mind.	December 2023	Lead: Michele Lonsdale Support: Senior Leadership Team
1.2 Implement Engagement Approach across the Centre and with member organisations.	January 2024	Lead: Michele Lonsdale Support: Senior Leadership Team and Team Managers

Action 2: Celebrate and participate in National Reconciliation Week (NRW).

Deliverables	Timeline	Responsibility
2.1 Host at least one internal NRW event each year accessible to all Centre staff and display NRW email signature at least one week prior and during NRW.	27 May to 3 June 2024 and 2025	Lead: Deb Tsorbaris Support: Leadership Team
2.2 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2024 and 2025	Lead: Deb Tsorbaris Support: Leadership Team
2.3 Circulate and promote Reconciliation Australia's and Reconciliation Victoria resources and reconciliation materials to our staff, members, and sector.	8 May to 3 June 2024 and 2025	Lead: Louise Johnson Support: Media and Communications Team
2.4 RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2024 and 2025	Lead: Nathaniel Slater Support: Leadership Team
2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2024 and 2025	Lead: Louise Johnson Support: Media and Communications Team

Action 3: Promote reconciliation outcomes through our sphere of influence.

Deliverables	Timeline	Responsibility
3.1 Promote reconciliation throughout the year by hosting a diverse range of internal activities for our staff: <ul style="list-style-type: none"> Cultural awareness/Reflective workshops Seminar series Guest speakers or fireside yarns Cultural experiences 	December 2023, 2024 and 2025, June 2024 and 2025.	Lead: Deb Tsorbaris Support: Leadership Team
3.2 Develop and implement a new RAP communications strategy to ensure staff are aware of the deliverables and can build the relevant actions into their work practices.	December 2023 June 2024 and June 2025	Lead: Louise Johnson Support: Media and Communications Team
3.3 Communicate our commitment to reconciliation, First Nations self-determination, and cultural safety publicly.	December 2024, and 2025	Lead: Louise Johnson Support: Media and Communications Team
3.4 Explore opportunities to positively influence our members and external stakeholders to drive reconciliation outcomes.	October 2023, 2024 and 2025	Lead: Deb Tsorbaris Support: Leadership Team
3.5 Collaborate with RAP organisations and other like-minded organisations to develop innovative ways to advance reconciliation.	October 2023, 2024 and 2025	Lead: Nathaniel Slater Support: Leadership Team

Action 4: Promote positive race relations through anti-discrimination strategies.

Deliverables	Timeline	Responsibility
4.1 Conduct an annual review of HR policies and procedures to identify existing anti-racism provisions, and future needs.	August 2024 and 2025	Lead: Padraic Keyes Support: Leadership Team
4.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	August 2024 and 2025	Lead: Padraic Keyes Support: Leadership Team
4.3 Develop and communicate our First Nations Cultural Safety Policy which addresses anti-racism.	June 2024 and 2025	Lead: Michele Lonsdale Support: Leadership Team
4.4 Develop an Anti-Discrimination Strategy to enact the First Nations Cultural Safety Policy.	June 2024 and 2025	Lead: Louise Johnson Support: All managers
4.5 Educate Board, Leadership Team, and Managers on the effects of racism in the spirit of ongoing learning.	October 2023, 2024 and 2025	Lead: Deb Tsorbaris Support: Leadership Team

“When we have power over our destiny our children will flourish.

They will walk in two worlds and their culture will be a gift to their country.”

- Uluru Statement from the Heart, 26 May 2017



We accept the invitation to walk with First Nations peoples in pursuit of their rightful place in Australia.

The Voice presents an opportunity for First Nations peoples to hold the Federal Government accountable and have a say in the decisions that affect their children, families, and communities. It presents a crucial step forward in the journey toward reconciliation and self-determination.

As the leading peak organisation for child and family services in Victoria, we stand in solidarity with our First Nations colleagues and communities. We pledge to listen deeply to, collaborate closely with, and support First Nations children, families, communities, and organisations to self-determine on their terms.

We are committed to promoting Treaty and truth-telling in Victoria and will continue to do so while empowering the realisation of a First Nations Voice to Parliament.

The Centre stands by First Nations peoples in support of the Voice.

Published July 25, 2023.

Respect 

We are deeply honoured to work alongside, learn and be guided by the wisdom of the oldest and most diverse continuing cultures in the world. We have profound respect for the knowledge and histories of First Nations peoples, and we seek to listen and learn from the histories, stories and cultures they share.

We believe respect is key to reconciliation and embrace the Uluru Statement from the Heart and strongly support First Nations voices.

We accept the invitation to walk with First Nations peoples in pursuit of their rightful place in Australia and stand by First Nations peoples in support of their self-determination.

We support Centre employees and our members grow in their individual and collective understanding and respect of First Nations cultures and protocols and bring this understanding to their work.

Action 5: Build and demonstrate respect for the Uluru Statement from the Heart - and the essential components of Voice, Treaty, and Truth.

Deliverables	Timeline	Responsibility
5.1 Acknowledge, understand and document historical injustices (such as the removal of children) that our members may have been involved in.	December 2023 June 2024 and June 2025	Lead: Michele Lonsdale Support: Leadership Team
5.2 Provide ongoing opportunities for staff to participate in education to increase awareness about Voice, Treaty and Truth.	June 2024 and 2025	Lead: Deb Tsorbaris Support: Leadership Team

Action 6: Increase understanding, value and recognition of First Nations cultures, histories, Action knowledge and rights through cultural learning.

Deliverables	Timeline	Responsibility
6.1 Conduct an annual review of cultural learning needs within our organisation.	July 2024 and 2025	Lead: Padraic Keyes Support: All managers
6.2 Collaborate with Traditional Owners and/or First Nations advisors to inform: <ul style="list-style-type: none"> our cultural learning journey. developing a cultural learning approach. 	July 2024 and July 2025	Lead: Padraic Keyes Support: All managers
6.3 Collaborate with Traditional Owners and/or First Nations to implement our cultural learning activities for Board and staff.	July 2024 and June 2025	Lead: Deb Tsorbaris Support: Operations and Finance Team

Pictured: The Centre's Statement in support of the Voice to Parliament.

Action 7: Demonstrate respect to First Nations peoples by observing cultural protocols.

Deliverables	Timeline	Responsibility
7.1 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2024 and 2025	Lead: Centre Staff Support: Managers
7.2 Include and communicate in our Engagement Approach the purpose and significance of cultural protocols, including Acknowledgement of Country, Welcome to Country and Smoking Ceremony.	October 2023, June 2024 and 2025	Lead: Michele Lonsdale Support: Policy and Research Team
7.3 Engage Traditional Owners to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2024 and 2025	Lead: Deb Tsorbaris Support: Managers

Action 8: Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

Deliverables	Timeline	Responsibility
8.1 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2024 and July 2025	Lead: Padraic Keyes Support: Operations and Finance Team
8.2 Promote and encourage staff to participate in external NAIDOC events.	First week in July 2024 and July 2025	Lead: Louise Johnson Support: Communications and Media Team
8.3 RAP Working Group to participate in an external NAIDOC Week event.	June 2023, June 2024, June 2025	Lead: Nathaniel Slater Support: Leadership Team
8.4 Support an external NAIDOC Week community event.	First week in July 2023, July 2024 and July 2025	Lead: Deb Tsorbaris Support: Leadership Team

Action 9: Promote cultural resources developed by First Nations people for our members that support First Nations children to know and be strong in their culture.

Deliverables	Timeline	Responsibility
9.1 Promote culturally safe resources to staff and members by providing details of and access to resources on Centre's website and in Sector Buzz.	June 2024 and 2025	Lead: Louise Johnson Support: Communications and Media Team
9.2 Promote why cultural resources are important to staff and members by providing details of and access to resources on Centre's website and in Sector Buzz.	June 2024 and 2025	Lead: Louise Johnson Support: Communications and Media Team

Action 10: Visually demonstrate respect for First Nations sovereignty and cultures throughout our workplace.

Deliverables	Timeline	Responsibility
10.1 Promote engagement with Traditional Owners to identify and use language groups to members in their locations.	June 2024 and 2025	Lead: Deb Tsorbaris Support: Communications and Media Team
10.2 Consult with local Traditional Owners and/or First Nations communities to identify, purchase and display cultural art.	June 2024 and 2025	Lead: Deb Tsorbaris Support: Operations and Finance Team

Opportunities

We are dedicated to our existing relationships and partnerships with First Nations peoples, communities and organisations and are committed to identifying new opportunities to work towards safe, sustainable opportunities in our workplace for First Nations people and organisations.

We recognise the importance of equity and inclusivity for First Nations peoples within our workplace. We commit to creating human resources policies and procedures to provide opportunities and pathways for First Nations people in our workplace.

We commit to working consultation and partnership with First Nations suppliers and organisations to support sustainability and deliver better outcomes for First Nations communities.

Action 11: Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.

Deliverables	Timeline	Responsibility
<p>11.1 Review, develop and implement human resource procedures and policies to strengthen recruitment and pathways for First Nations applicants participating in our workplace.</p> <p>A Strategy in consultation with:</p> <ul style="list-style-type: none"> Approach to advertising vacancies to effectively reach First Nations stakeholders. Engage with First Nations staff to identify our recruitment, pathways and professional development opportunities. 	August 2024 and June 2025	<p>Lead: Padraic Keyes</p> <p>Support: Leadership Team and hiring managers</p>
11.2 Develop a cultural leave policy that provides additional leave days for First Nations employees.	July 2024 and June 2025	<p>Lead: Padraic Keyes</p> <p>Support: Leadership team</p>
11.3 Recruit First Nations voice on the Board.	December 2024	<p>Lead: Deb Tsorbaris</p> <p>Support: Leadership team</p>



Action 12: Increase First Nations supplier diversity to support improved economic and social action outcomes.

Deliverables	Timeline	Responsibility
12.1 Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	June 2024 and June 2025	Lead: Padraic Keyes Support: Managers
12.2 Review and update procurement policies and procedures to remove barriers for procuring goods and services from First Nations businesses.	August 2024 and June 2025	Lead: Padraic Keyes Support: Leadership team
12.3 Develop commercial relationships with First Nations owned businesses.	December 2024 and June 2025	Lead: Nathaniel Slater Support: Managers
12.4 Investigate Supply Nation membership and confirm procurement officer.	July 2024 and June 2025	Lead: Padraic Keyes Support: Leadership team
12.5 Explore research partnerships with First Nations stakeholders to promote the voices and lived experiences of First Nations children and young people in OoHC.	August 2024, June 2024 and June 2025	Lead: Michele Lonsdale Support: Strategic Innovation Team

The Centre has collaborated with the following First Nations businesses in the past 12 months. We look forward to strengthening these relationships and building more connections in the future.



Governance

Through leadership, strong governance, and professional development, we aim to embed a visible culture of child safety, and strengthen the culture of continuous improvement and participation, through feedback from our members, community and workforce.

Action 13: Establish and maintain an effective RAP Working Group to drive the governance of the RAP.

Deliverables	Timeline	Responsibility
13.1 Maintain First Nations representation on the RAP Working Group.	June 2023, June 2024 and 2025	Lead: Deb Tsorbaris Support: Leadership Team
13.2 Establish and apply a Terms of Reference for the RAP Working Group.	June 2023, June 2024 and 2025	Lead: Nathaniel Slater Support: Leadership Team
13.3 Meet at least four times per year to monitor and report on RAP implementation.	February 2024, July 2024, October 2024 and February 2025, July 2025, September 2025	Lead: Nathaniel Slater Support: Leadership Team

Action 14: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverables	Timeline	Responsibility
14.1 Contact Reconciliation Australia to verify primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually 2024 and 2025	Lead: Sue Maddison Support: Nathaniel Slater
14.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August annually 2024 and 2025	Lead: Sue Maddison Support: RAP Working Group
14.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September annually 2024 and 2025	Lead: Padraic Keyes Support: Leadership Team
14.4 Report RAP progress to all staff. Leadership and Board. Include: achievements, challenges and learnings.	Monthly Board reporting cycle 2024 and Quarterly August 2024 and 2025 Centre's Annual Report 2024 and 2025	Lead: Deb Tsorbaris Support: Communications and Media Team
14.5 Investigate participating in the Reconciliation Australia's biennial Workplace RAP Barometer	May 2024	Lead: Nathaniel Slater Support: Leadership Team and Managers



Pictured: The Centre digitally supporting the Yes Campaign for the Voice to Parliament.

Action 15: Provide appropriate support for effective implementation of RAP commitments.

Deliverables	Timeline	Responsibility
15.1 Define resource required to implement and evaluate the RAP.	October 2023, August 2024, February 2025	Lead: Deb Tsorbaris Support: Leadership Team
15.2 Senior management to encourage all employees to support the delivery and implementation of all RAP commitments.	June 2023, 2024 and 2025	Lead: Deb Tsorbaris Support: Leadership Team
15.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2024 and June 2025	Lead: Padraic Keyes Support: Operations and Finance Team
15.4 Appoint and maintain an internal RAP Champion from senior management.	September 2023, 2024, and 2025.	Lead: Deb Tsorbaris Support: Leadership Team

Action 16: Continue our reconciliation journey by developing our next RAP.

Deliverables	Timeline	Responsibility
16.1 Evaluate the existing RAP to inform next iteration.	March 2024	Lead: Padraic Keyes Support: RAP Working Group and Leadership Team
16.2 Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	Lead: Sue Maddison Support: Nathaniel Slater

Contact

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