



RECONCILIATION
ACTION PLAN

REFLECT



Reconciliation Action Plan

October 2019 – September 2020



Introduction

We acknowledge the Wadawurrung, Djab Wurrung and Dja Dja Wurrung people are the Traditional Owners of the land on which we work and live. The Wadawurrung, Djab Wurrung and Dja Dja Wurrung people, members of the Kulin nation, have looked after and cared for the land for generations and are still caring for it today.

Cafs recognises that Aboriginal and Torres Strait Islander peoples are the First Nations people of Australia. These nations represent many diverse languages and cultures. As a result of historical and ongoing violence, colonisation, assimilation, racism, discrimination, embedded structural disadvantage and the dominating Eurocentric culture in Australia, Aboriginal and Torres Strait Islander peoples have suffered many losses including family, land, culture and language. The impact of this oppression has resulted in significant social, political, economic and health inequities between Aboriginal and Torres Strait Islander peoples and the wider Australian population. In spite of this adversity the strength of First Australians is seen in their ongoing fight for justice, self-determination, recognition, land, language and culture.

Cafs also recognises that our organisation needs to ensure we acknowledge and understand the impact of colonisation and dispossession on generations of First Nations peoples and the negative impact this has on the health and wellbeing of Aboriginal and Torres Strait Islander peoples in the past and today.

In particular how our own organisational policies and practices were part of the irreparable breaking up of families through the Stolen Generations, especially in Ballarat and surrounding areas where a number of Aboriginal children were placed in Children's Homes. Cafs recognises it has a responsibility to work to stop ongoing racism and to not contribute to ongoing colonialism by ensuring that our organisation and services are accessible, culturally safe and competent. Cafs is also committed to reconciliation and will seek to undertake activities that progress this aim.

"If you have come here to help me, you are wasting your time. But if you have come because your liberation is bound up with mine, then let us work together"

- Lila Watson Aboriginal Elder & Gangulu woman

Cafs recognises the range of work already done in the journey to reconciliation including Bringing Them Home report, Closing the Gap goals, The Australian Parliament Apology to the Stolen Generations, National Sorry Day and the work in the Victorian Taskforce 1000. We particularly acknowledge and support the 2017 Uluru Statement from the Heart and endorse the three goals of Voice, Treaty, Truth.

Cafs Vision for Reconciliation

Cafs vision for reconciliation is to walk together with Aboriginal and Torres Strait Islander peoples and to continue to build respectful relationships in order to celebrate the rich histories, achievements and resilience of First Nations peoples.

We jointly acknowledge the past, work to change the present and grow towards an Australia where Aboriginal and Torres Strait Islander cultures are valued and our country is one of equity, opportunity, dignity and respect

The purpose of this Reconciliation Action Plan (RAP), and of the Aboriginal and Torres Strait Islander Action Group which will guide its implementation, is to support Cafs to work across all levels of the organisation and in all interactions with clients, Cafs people and the broader community to support the principles of social justice, self-determination, partnership, capacity building and accountability to Aboriginal and Torres Strait Islander peoples.

A message from Reconciliation Australia CEO

Reconciliation Australia is delighted to welcome Child & Family Services Ballarat to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Child & Family Services Ballarat joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Child & Family Services Ballarat a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Child & Family Services Ballarat will lay the foundations for future RAPs and reconciliation initiatives.

We wish Child & Family Services Ballarat well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Child & Family Services Ballarat on its first RAP, and look forward to following its ongoing reconciliation journey.



KAREN MUNDINE

Chief Executive Officer, Reconciliation Australia

A message from the Cafs CEO and Chair of the Board

We are delighted and very proud to support the launch of our inaugural Reconciliation Action Plan (RAP). It is an important step in the maturing of Cafs, identifying areas where we can do better and committing ourselves to a shared vision for the future.

In adopting this plan, Cafs is building on the work of our Aboriginal and Torres Strait Islander Action Group. Together with our broad vision for reconciliation we look at our own vision statement of 'Wellbeing, Respect and Safety for all children and families' and work to create communities that reflect this.

In particular our work with Aboriginal and Torres Strait Islander children, supporting them to be safe and secure, connected to family and the community to stay strong in their culture.

The group's work has been central to this vision and will continue to guide our planning for the future.

Consistent with that vision, our RAP aims to ensure that Cafs delivers culturally respectful, responsive and safe services for Aboriginal and Torres Strait Islander people, children, families' carers and communities.

It is also about increasing our understanding of Aboriginal and Torres Strait Islander colleagues, agencies and cultures.

These are things we all want for our families and our community. The Reconciliation Action Plan will guide Cafs Board Strategic planning for the foreseeable future to deliver culturally respectful, responsive and safe services for Aboriginal and Torres Strait Islander peoples, children, families' carers and communities.

The plan will also support our understanding of Aboriginal and Torres Strait Islander colleagues, agencies and cultures. We wish to acknowledge the significant work the development of this plan has been for all staff and in particular acknowledge the commitment and strength of the Aboriginal and Torres Strait Islander Action Group.

We look forward to the implementation of Cafs RAP so that our intentions and commitment delivers real outcomes across all of the programs Cafs delivers in our community.



ALLAN JOY
Chief Executive Officer, Cafs



GAYLE BOSCHERT
President, Cafs Board of Governance

Our Business And The Communities We Work In

Child & Family Services Ballarat (Cafs) is a community services organisation that provides a range of programs and services across the Central Highlands area of Victoria to children, young people and families who are vulnerable or in need of support. Our areas of service currently fall within the traditional boundaries of the Kulin Nation, with the Wadawurrung, Djab Wurrung and Dja Dja Wurrung people being the Traditional Owners; however the Aboriginal and Torres Strait Islander community in Ballarat and surrounds is largely comprised of persons whose traditional lands are outside Wadawurrung, Djab Wurrung and Dja Dja Wurrung country.

The Cafs key service areas are divided into the following:

- **Family and Early Childhood Services**
 - ~ Parenting Assessment and Skill Development Service (PASDS)
 - ~ Access to Early Learning
 - ~ Day Stay
 - ~ Transitions Program
 - ~ Growing Together
 - ~ Early Childhood Development Program
 - ~ Parenting Group
 - ~ Families First
 - ~ Family Services
 - ~ ChildFIRST
 - ~ Financial Counselling
 - ~ Gamblers Help
- **Out of Home Care and Support Services**
 - ~ Foster Care
 - ~ Therapeutic Foster Care
 - ~ Kinship Care
 - ~ Adoption and Permanent Care
 - ~ Residential Care
 - ~ Leaving Care
 - ~ Targeted Care Packages
- **Homelessness Assistance and Community Services**
 - ~ ATAR (Aboriginal Tenants at Risk)
 - ~ Tenancy Plus
 - ~ TAAP (Tenancy Advocacy and Advice Program)
 - ~ Youth Housing Transitional Support
 - ~ Male Crisis Service
 - ~ Cross Target Crisis Support
 - ~ Opening Doors
 - ~ Transitional Support
- **Creating Connections Family Violence Intervention and Family Support Programs**
 - ~ Family Violence Court Counselling Program
 - ~ Men's Behaviour Change Program
 - ~ Step Up (adolescent family violence)
 - ~ Corrections Victoria Men's Behaviour Change Program (MBC)
 - ~ Case Management for Men

- **Family Relationship Services**
 - ~ Post Separation Cooperative Parenting Program
 - ~ Post Separation Cooperative Parenting Program (PSCPP)
 - ~ Children's Contact Service
 - ~ Men and Family Relationships Service
- **Therapeutic Support Services**

These services are supported by:

- **Corporate Services**
- **Business Development**
- **Diversity & Inclusion**

Our goal is to give every individual the optimal opportunity to live in and be part of a safe and nurturing family.

At the time of writing this RAP, Cafs employs 298 staff and over 200 volunteers. At the time of writing, three of our staff identify as Aboriginal people. We have no staff who identify as Torres Strait Islander people. At present, Cafs does not record information for staff who identify as Aboriginal &/or Torres Strait Islander people but we will seek to do so in the duration of this RAP, noting that the provision of this information to Cafs will always be voluntary.

Cafs provides help and support to more than 6,800 individuals and families each year and has offices in Ballarat, Ararat, Bacchus Marsh and Daylesford. In addition we have three residential houses, an Early Childhood Parenting Centre in Ballarat and are currently developing a therapeutic Care Farm facility in Springmount near Creswick.

Our RAP

Cafs has a commitment to Diversity and Inclusion and to recognising the histories and contributions of First Nations Peoples to our community and our culture. This commitment comes from the Board and CEO leadership through to all staff in the programs at Cafs.

Cafs developed an Indigenous Action Group initially in 2007.

The original group included both Aboriginal and non-Indigenous staff and initially was informal and reflective, aimed to upskill Cafs staff to be culturally informed to be able to practise in a culturally safe and knowledgeable way.

This group became the Aboriginal & Torres Strait Islander Action Group (AAG) and is now the key Aboriginal and Torres Strait Islander Action Group (ATSIAG). It has representation from all levels of the organisation both in service delivery and corporate support including the General Manager Diversity who acts as the Executive Officer for the committee. The ATSIAG has three First Nations members. Two Aboriginal members and one Maori member. The ATSIAG meets monthly, and has its minutes tabled and discussed as part of the monthly Senior Leadership meeting.

Cafs, through the board and CEO, has already designated the existing ATSIAG (comprising of Aboriginal and Torres Strait Islander peoples and decision-making staff from across our organisation) as the core RAP working group (RWG) to support the implementation of our RAP.

Currently the ATSIAG (which will incorporate the RAP working group function as its primary role), with support and endorsement from the CEO, is the key champion of the RAP. While the RAP has had a writer/drafter (previous General Manager Diversity) and an overseeing group (ATSIAG), different staff

have taken the lead in areas of the RAP, and *all* staff have had the opportunity to provide input and feedback. The ATSIAG and the Senior Management team take the role of RAP champions within and outside Cafs.

The Deputy CEO will take overall leadership for championing the RAP, ensuring the activities and goals of the RAP are implemented. At the time of writing the ATSIAG membership is as follows:

Inclusion & Diversity Lead	Manager People & Culture
Aboriginal Tenancies at Risk Advocate	Early Childhood Development Coordinator
Coordinator, Youth Services	Family Violence Counsellor
Coordinator, Family Violence Intervention	Manager, Quality & Compliance
Coordinator, Marketing and Communications	

The draft RAP has also requested feedback externally from:

Leah Keegan (Ballarat & District Aboriginal Cooperative-BADAC), Koorie Family Services and Ballarat City Council KEAG-Koorie Engagement Action Group
 Deb Milera, Department of Education- Koorie Education Support Officer

Our Partnerships/Current Activities

External

Cafs is fortunate in Ballarat to be located adjacent to BADAC (Ballarat and District Aboriginal Co-op) and we currently have connections with BADAC, particularly in working together to support Aboriginal and Torres Strait Islander children in our ChildFIRST, Family Services and out of home care programs. We are in the process of transitioning some children across to BADAC as part of the government's initiative to move Aboriginal and Torres Strait Islander children and young people under the care of Aboriginal Services.

We also have strong links to early childhood with membership and facilitation of the Better Outcomes Group (BO), which has a focus on Aboriginal Outcomes. This allows us to work with programs that focus only on Aboriginal children but also mainstream services that BO have targeted in order to enhance their role with Aboriginal and Torres Strait Islander children.

Cafs Early Childhood Development Coordinator works across universal early year's services, Child Protection, ChildFIRST and Integrated Family Services and in that role has:

- monthly consultation meetings with the Integrated Family Services team at BADAC
- meetings as requested with the Stronger Families team at BADAC
- regular consult with Maternal and Child Health Nurse service at BADAC
- regular consult with the BADAC staff member who runs the BADAC playgroup, youth group, the new in school support program and the KPSA (Koori Pre School Assistant) program.
- regular contact and liaison with the Koori Education Support Officers at DET
- As a member of the Better Outcomes Group support planning for Aboriginal and Torres Strait Islander Children's Day, working through the Reflections Action Plan (compiled after the Reflections Survey and then consultation with the community) and the implementation of the Marrung Action plan.
- Liaison with the Indigenous Advancement Strategy (IAS) worker, (funding for kindergartens where there are children who identify as Aboriginal and/or Torres Strait Islander). The aim is around cultural inclusiveness and this can be used in a creative way, but there is also training to kinder teachers and involvement of community that have KPI's attached. CAFS liaises with the CEO of ECKA (Eureka Community Kindergarten Association which manages the IAS funding and implementation of the program) and the Indigenous Pre School Advancement Strategy Facilitator to check if children in the Integrated Family Services system identified as Aboriginal and/or Torres Strait Islander are identified in the kindergarten they are attending, and that kindergarten is receiving the cultural support from the IAS to support these children and their families.

- Represents Cafs on the Parent Place reference group and supports Integrated Family Services workers to link families to parent place. Parent Place has a cultural focus and often runs a pop up Aboriginal and Torres Strait Islander playgroup at parent place co facilitated with BADAC staff.
- Alongside the Better Outcomes Working Group, the ECDC has participated in sessions for Aboriginal families to educate re the value of kindergarten and to help them with the enrolment process. This includes having a representative from the Justice Department to facilitate speedy application of birth certificates where this is required for various enrolments. The ECDC regularly represents various working groups with the City of Ballarat (CoB) in relation to access and participation of Aboriginal and Torres Strait Islander children and families to Early Years Services. The ECDC represents various Municipal Early Years Planning committees, including a focus on the needs of Aboriginal children. Our Early Childhood Development Coordinator liaises with the Best Start officer at CoB and with the Supported Playgroup Program at Ballarat and Moorabool LGA's, where there has been a focus on reviewing and making recommended changes to the program to ensure it is culturally appropriate and safe. This includes promoting access for Aboriginal and Torres Strait Islander children and their families.

Cafs also works with BADAC to celebrate NAIDOC week each year. On Wednesday of NAIDOC week BADAC runs a family day and Cafs staff assist. Until 2017 Cafs also provided space for the event. In 2018 it relocated to the Ballarat Showgrounds and Cafs continues to provide a number of staff to assist with the event. In 2017 Cafs also ran a community lunch on the Friday. Comments from staff included:

“The lunch during NAIDOC week in 2017 was a great event with a full house and authentic bush tucker provided by an Aboriginal caterer. It was fantastic to have so many Aboriginal people over for lunch at Cafs.”

“On the coldest day in Ballarat for years with a maximum of 4.4 degrees it was uplifting to attend the 2018 NAIDOC celebrations at the showgrounds. There were a big number of children and adults present with lots of fun and games and a diverse range of stalls and exhibits. Well done to BADAC.”

“Cafs held a NAIDOC lunch last year inviting chefs from Brambuk Cultural Centre in Halls Gap, who cooked and provided tastings of cultural foods. Ballarat and District Aboriginal Co-operative were invited, with Elders and community, both Aboriginal and non-Aboriginal in attendance. A number of Cafs staff attended saying they enjoyed the opportunity to taste the different cultural food presented. This was a very successful and popular event enjoyed by all who attended.”

The Courier

“LINGUISTIC SKILLS REMAIN ALIVE”



Local newspaper features Kylie Kennedy-Climpton, Family Violence Counsellor, at a NAIDOC Week luncheon hosted by Cafs

Cafs proudly supports the Uluru Statement from the Heart 2017

“A near-extinct Aboriginal language has been resurrected by a determined group of Indigenous Australians in western Victoria.

There are only about 12 proud speakers of Wergaia remaining, a language of the Wotjobaluk traditional owners in the Wimmera region near Horsham.

One of those, Kylie Kennedy-Climpton, spoke in Ballarat as part of NAIDOC Week celebrations at Child and Family Services on Friday.”

“I have attended the BADAC NAIDOC Week community days. I felt BADAC had organised such amazing events both years however this year was more enjoyable as it was held undercover in a larger space.... I feel Cafs could do more in relation to participation in activities and learning about the Aboriginal and Torres Strait Islander culture; being there yesterday it was amazing to hear people’s stories. For those whom were at the event – there was so much love, respect, hope and community connection.”

Cafs utilises Aboriginal and Torres Strait Islander services where possible and has employed a local Aboriginal artist, Marley Smith, on a number of occasions to provide artworks for Cafs to support our involvement in celebration of Community.

In 2017 this involved wall paintings in our new training room and involved staff and young people contributing to the work under Marley’s direction.



Cafs staff contribute to the permanent wall mural project at Ludbrook House.
Creative director - Marley Smith.

CEO Allan Joy and Toni Gillett celebrate NAIDOC Week

“I felt very privileged to be involved in this art activity- to be part of an Aboriginal art piece. I love seeing the murals when I am in the training room and very happy that we have such a strong visual statement to many people who attend functions/training at Cafs. It is not a bought piece of art which can potentially-rightly or wrongly be seen as tokenism. This is a way where the room visually depicts one of our values as an organisation”

“I regard it as an honour to have my handprint on the wall as part of this significant work of art that I trust will be there forever”.

“Zee (dog) and I had a wonderful time participating in the mural on the wall. It was a wonderful experience with everyone working together to acknowledge such an important part of our community. Two of the young people that participated mentioned how wonderful it felt being a part of it and having their hands included even though they were not staff members. One of these young people is Indigenous and was very impressed that Cafs were making such a strong acknowledgement.”

Internal

New staff are introduced to cultural awareness at induction by one of our Aboriginal staff members, including meanings of Welcome to Country and Acknowledgement of Traditional Owners

Staff attend flag raising and awareness for Sorry Day and the annual anniversary of the Australian Government Apology to Stolen Generations.

In 2018 Cafs joined a community activity with BADAC to recognise 10 years since the first Apology by the Australian Parliament to the Stolen Generations.

The discussion around induction and training generally, commenced in 2017 and is now part of a clear, ongoing program of cultural awareness training which all staff must attend. The training is Aboriginal Cultural Education provided by Nangala a third party organisation, and facilitated by Emma Leehane. After our most recent training in March/April 2018 (which all staff including residential care staff were required to attend) Cafs Manager Quality & Compliance indicated she received a lot of very positive feedback from people that attended this training. Additional staff training is scheduled for November 2019.

As noted previously, Cafs now has original Aboriginal and Torres Strait Islander artwork on display at our ECPC (Early Childhood Parenting Centre) and our Lydiard Street Head Office on our training room wall.

Cafs expects that all formal internal meetings begin with an Acknowledgement of Country and speakers at staff forums acknowledge Traditional Owners. Cafs also ensures that, at forums, this extends beyond simply a Welcome or Acknowledgement by having some aspect of Aboriginal and Torres Strait Islander cultures or histories as part of the day. Some examples include having Aboriginal and Torres Strait Islander speakers, artists and topics at our forums (held every four months).

- **Karen Heap, CEO of BADAC- 2016 staff forum**

Karen spoke about the work being done at BADAC and new opportunities for BADAC as additional funding became available. She also spoke about the opportunities for collaboration between Cafs and BADAC.

- **Videos and music – Paul Kelly/Kev Carmody - 2016 staff forum**

The forum was opened with the 10 minute Reconciliation Australia video of Paul Kelly and Kev Carmody performing 'From Little Things Big Things Grow'. This was an extraordinary turning point in staff forums and the music and history in the video was the key talking point during the breaks in the forum.

- **Pat Turner NACCHO CEO - 2017 staff forum**

Cafs was able to host Pat Turner speak at our forum through her previous working relationship with CEO Allan Joy. Pat shared the history and meaning of Welcome to Country and Acknowledgement of Traditional Owners with the staff as well as her work in different roles including setting up NITV through to her current position as CEO of the National Aboriginal Community Controlled Health Organisation (NACCHO).

Staff comments-what was good about the forum

- ~ "Pat talking about Indigenous Australia and the meaning of Welcome to Country"
- ~ "Pat was great"
- ~ "The guest speakers , especially Pat"
- ~ "Pat Turner was fabulous"
- ~ "Wonderful speakers"
- ~ "Pat from NACCHO, especially her recognition of the importance of the first four years of a child's life"

- **Namarilly Bagarook Dance Group – 2017 staff forum**

Namarilly Bagarook had performed at two events Cafs attended and one manager in particular came back and recommended we ask them to come to our staff forum.

Staff comments-what was good about the forum

~ *“The Indigenous dance group”*

• **The Redfern Speech – 2018 staff forum**

Cafs Aboriginal and Torres Strait Islander staff are leaders within our ATSIAG group and also within Cafs as a whole. They always have time to answer questions and to continuously educate staff about the rich cultures to which they belong. In discussing the use of Welcome to Country and Acknowledgement of Traditional Owners at one ATSIAG meeting all three Aboriginal staff said it mattered greatly to them that they were not always the people who were asked to do an Acknowledgement of Traditional Owners at meetings and forums. They strongly believed it was important for non-Aboriginal staff to be able to stand and express a heartfelt Acknowledgement of Traditional Owners using their own words. The first 2018 forum began with one of Cafs General Managers providing an Acknowledgement of Traditional Owners then speaking personally of her journey in learning about Aboriginal history. She then read Paul Keating’s Redfern Speech in full.

Staff comments-what was good about the forum

~ *“Attempts to make a better hand of Aboriginal acknowledgements and history”*

~ *“Bern’s acknowledgement”*

~ *“Bern reading Paul Keating’s speech”*

~ *“Bernadette’s Acknowledgement – Redfern speech”*

~ *“Keep up with Aboriginal guests/knowledge/information”*

~ *“Bern’s recognition of Indigenous persons and the juxtaposition of being at Sovereign Hill was beautiful”*


Cafs has committed to raising awareness by specifically including reference to First Australians in the Social Justice pillar of our Strategic Plan 2016-2019. We also specifically reference the development and implementation of a Reconciliation Action Plan within the objectives of the plan.


We have some data on the general levels of knowledge or understanding across Cafs through the two cultural surveys we have undertaken and we are currently involved in a number of different groups and activities celebrating and supporting Aboriginal and Torres Strait Islander Peoples:

- promote local activities and calendar of NAIDOC events through word of mouth and by displaying calendars around Cafs sites.
- members of the Western Division transitioning Aboriginal Children working parties and reference groups .
- members of and engaged in, the Transitioning Aboriginal Children to BADAC Area working Group – Central Highlands. This involves identifying and supporting the transition of Aboriginal Case Management to BADAC.
- attend and contribute to the Taskforce 1000 reference group and actively contribute to implementing actions and activities that improve the experience of Aboriginal young people in care and their families.
- Continue to implement actions that work towards improved outcomes for Aboriginal children in our care. Specifically to support the activities and initiatives of the Victorian Government Taskforce 1000, a collaborative project in which Aboriginal community controlled organisations (ACCOs), community service organisations (CSOs), government departments, and the Commission for Children and Young People (CCYP), has identified, documented and commenced implementing area plans to change and improve the experience of out of home care for Aboriginal and Torres Strait Islander children.

- have a policy and procedure which informs all staff of First Nations histories and the purpose of Aboriginal and Torres Strait Islander cultural protocols. Welcome to Country or Acknowledgement of Traditional Owners is part of all formal meetings at Cafs.
- awareness and meaning of Acknowledgement of Country and Welcome to Country protocols are included as part of organisation induction for all new staff. Both Aboriginal and Torres Strait Islander flags are part of the template for all meeting agendas and minutes documents.
- Aboriginal and Torres Strait Islander recruitment strategy has been incorporated into the draft People and Culture plan in order to meet the organisations 2016-2019 Strategic Plan. This plan is currently in the process of being adopted.
- we currently have a list of significant days and weeks for Aboriginal and Torres Strait Islander People (with an explanation of the significance of the days) as a standard part to our ATSIAG agenda and minutes template. We have these same key dates as part of our overall Cafs calendar of events on our internal information portal.
- We participate and also run events in NAIDOC week.
- Cafs currently contributes to event planning with BADAC and has children, families and staff attend events during NAIDOC week.

We have introduced diversity flashes where any activities or special days are sent to all staff in the form of a diversity flash email which notes the date and provides some information and history about the day or event.

 <h2 style="text-align: center;">Relationships</h2>			
Action	Deliverable	When	Who
1. Establish a RAP working group	Establish Terms of Reference for the RWG to reflect the ATSIAG role as RWG overseeing the development, endorsement and launch of the RAP	1 Oct 2019	Inclusion & Diversity Lead
	Designate the existing ATSIAG committee (comprising of Aboriginal and Torres Strait Islander peoples and decision-making staff from across our organisation) as the core RAP working group (RWG) to support the implementation of our RAP.	1 Oct 2019	Cafs Executive
2. Build internal and external relationships	Develop a single resource list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.	31 Oct 2019	Inclusion & Diversity Lead
	Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey	31 Oct 2019	Inclusion & Diversity Lead

	Join and support the Family Matters campaign	31 Oct 2019	General Manager Programs and Services
	Investigate opportunities to connect more with local Aboriginal service providers	31 Oct Ongoing	General Manager Programs & Services
3. Raise internal awareness of our RAP	Develop a Communications plan including Diversity Flashes to ensure all staff are regularly informed of RAP commitments, progress and upcoming activities	31 Oct 2019	Inclusion & Diversity Lead
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP	30 Nov 2019 Ongoing	Inclusion & Diversity Lead
	Engage our senior leaders in the delivery of RAP outcomes through the continued provision of RAP minutes and reporting to Senior Management team as part of ATSIAG reporting	30 Nov 2019 Ongoing	Inclusion & Diversity Lead
4. Participate in and celebrate National Reconciliation Week (NRW)	Encourage our staff to attend a NRW event	27 May-3 June 2020	CEO
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.		Inclusion & Diversity Lead
	Hold an internal event at Cafs to acknowledge National Reconciliation Week and increase staff knowledge and awareness of Aboriginal and Torres Strait Islander histories		Coordinator Marketing and Communications
	Ensure our RAP working group participates in an external event to recognise National Reconciliation Week		ATSIAG Chair
 <h2 style="margin: 0;">Respect</h2>			
Action	Deliverable	When	Who
5. Investigate Aboriginal and Torres Strait Islander cultural learning and development	Develop a short business case document which articulates the reason for awareness, recognition and inclusion of Aboriginal and Torres Strait Islander peoples and for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	30 Nov 2019	Inclusion & Diversity Lead

	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	31 Oct 2019	Manager Quality & Compliance
	Conduct a review of cultural awareness training needs within our organisation.	31 Oct 2019	Manager Quality & Compliance
	Continue to deliver more detailed Cultural Awareness training at regular intervals to all staff, volunteers and Board members	31 Oct 2019	Manager Quality & Compliance
	Continue to deliver Aboriginal and Torres Strait Islander Cultural Awareness at all induction sessions for new staff	Ongoing	
	Communicate and encourage staff to use Reconciliation Australia's Share Our Pride online tool to all staff	30 Nov 2019	CEO Inclusion & Diversity Lead
6. Create an inclusive workplace where current and future Aboriginal and Torres Strait Islander staff feel culturally safe to identify and to provide input to employment matters	Ensure the organisational culture survey has specific relevant questions regarding Aboriginal and Torres Strait Islander Peoples	30 Nov 2019	Manager Quality & Compliance
	Ensure large Aboriginal and Torres Strait Islander flags are on display in the Training Room and Cafs Care Farm. Desktop flags are displayed in the Board Room and all Cafs reception areas.	31 Oct 2019 Ongoing	Inclusion & Diversity Lead
	Ensure Aboriginal and Torres Strait Islander flag graphics are displayed in all meeting rooms and staff areas	31 Oct 2019 Ongoing	Inclusion & Diversity Lead
	Purchase hard display board Aboriginal and Torres Strait Islander flags to be mounted on Ludbrook House building from National Reconciliation week through the end of NAIDOC week	1 May 2020	Manager Business Development; Inclusion & Diversity Lead
	Ensure the Aboriginal Flag is flown at significant times -Anniversary of Parliamentary Apology to the Stolen Generation -Reconciliation week -NAIDOC week	Ongoing Review in August	Manager Business Development; Inclusion & Diversity Lead
7. Celebrate / recognise Aboriginal and Torres Strait	Publish list of important days on e-key and on posters around Cafs.	31 Oct 2019	Manager Business Development


Islander dates of significance	Keep dates of significance calendar up to date annually and provide notice of dates, their meaning and any celebration/recognition being planned	31 Oct 2019 Ongoing	Manger Business Development
	Continue to incorporate these dates and events into regular Diversity updates and 'Diversity Flashes' emails	31 Oct 2019 Ongoing	Inclusion & Diversity Lead
	Participate in and celebrate Aboriginal and Torres Strait Islander Children's Day	First week in August 2020	ATSIAG Chair
8. Participate in and celebrate NAIDOC Week	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	First week in July 2019	ATSIAG Chair
	Introduce our staff to NAIDOC Week by promoting community events in our local area	First week in July 2020	Inclusion & Diversity Lead
	Ensure NAIDOC posters are displayed around all Cafs sites	First week in July 2020	Inclusion & Diversity Lead
	Continue to develop NAIDOC activities in partnership with BADAC. Staff involved and assisting in running events. Utilise Cafs space as required.	First week in July 2020	Manager Business Development
	Ensure our RAP Working Group participates in an external NAIDOC Week event.	First week in July 2020	ATSIAG Chair
	Identify an event other than those with BADAC and support Cafs involvement	First week in July 2020	CEO; ATSIAG
9. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Work with Wathaurung Aboriginal Corporation to learn, and build into training, information about Traditional local Owners for each of the Cafs sites.	31 March 2020 Ongoing	ATSIAG Inclusion & Diversity Lead
	Print maps of the local Traditional Owners across Central Highlands. Display framed maps in reception areas of all Cafs offices	31 March 2020	ATSIAG Inclusion & Diversity Lead
	Develop, implement and communicate a cultural protocol document for Welcome to Country and	31 March 2020	Manager Quality & Compliance

	Acknowledgement of Country		
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	30 Nov 2019	Manager Business Development
	Invite a Traditional Owner to provide a Welcome to Country at significant events, including Cafs Annual General Meeting and Cafs staff forums	24 Oct 2019 and ongoing	CEO
	Include an Acknowledgement of Country and Aboriginal and Torres Strait Islander flags in the formal Cafs Agenda and Minutes templates	30 Oct 2019	Manager Quality & Compliance
	Encourage staff to include an Acknowledgement of Traditional Custodians at the commencement of all documented internal and external meetings.	30 Oct 2019 Ongoing	ATSIAG Chair



Opportunities

Action	Deliverable	When	Who
10. Investigate Aboriginal and Torres Strait Islander employment	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation including a documented recruitment and engagement strategy for Aboriginal and Torres Strait Islander employees	30 Jan 2020	Manager People & Culture
	Develop a learning, mentoring and support structure within Cafs for Aboriginal and Torres Strait Islander staff and potential staff	30 Jan 2020	Manager People & Culture
	Provide capacity for staff who wish to identify as Aboriginal and Torres Strait Islander staff by liaising with provider of current HR system to incorporate this into our staff records to inform future employment and development opportunities	30 Jan 2020	Manager People & Culture
	Ensure consultation regarding new or reviewed employment processes is conducted across a diverse range of key stakeholders, particularly Aboriginal and/or Torres Strait Islander employees	30 Jan 2020 Ongoing	Manager People & Culture

11. Investigate Aboriginal and Torres Strait Islander supplier diversity	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	28 Feb 2020	General Manager Corporate Services
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	28 Feb 2020	General Manager Corporate Services
	Investigate opportunities to connect with local Aboriginal service providers	28 Feb 2020	General Manager Corporate Services
12. Work to connect Aboriginal and Torres Strait Islander children and families in our services with local Aboriginal and Torres Strait Islander services and groups	Work with BADAC to transition case management and care of Aboriginal and Torres Strait Islander children in Out of Home Care to BADAC through a joint process which supports the best interest of the children and respects their right to cultural connection	31 Oct 2019 Ongoing	General Manager Programs & Services
	Seek opportunities to partner and consult with BADAC whenever possible about Aboriginal and Torres Strait Islander children in our care and how we can improve their outcomes and ensure our practice is in line with Aboriginal care and culture	31 Oct 2019 Ongoing	General Manager Programs & Services
	Support carers of the Cafs Foster Care program who are Aboriginal to transition to BADAC to provide care, should they wish.	31 Oct 2019 Ongoing	General Manager Programs & Services
	Continue conversations with our Foster Carers, including those who are Aboriginal and providing care, or those who are providing care to Aboriginal children, in relation to transition and how we best support them to meet the needs of Aboriginal children in their care	31 Oct 2019 Ongoing	General Manager Programs & Services
	Support carers of the Cafs Foster Care program who provide care to Aboriginal children in care to transition to BADAC, should they wish	31 Oct 2019 Ongoing	General Manager Programs & Services
 <h2 style="margin: 0;">Governance & Tracking Progress</h2>			
Action	Deliverable	When	Who
13. Build support for the RAP	ATSIAG to develop and define a list of resources needed for development and implementation of the RAP in conjunction with monitoring this plan. Utilise a regular agenda item at ATSIAG meeting	31 Oct 2019	Inclusion & Diversity Lead

	to do this.	Ongoing	
	Define systems and capability needs to track, measure and report on RAP activities.	31 Oct 2019	Inclusion & Diversity Lead; Manager Quality & Compliance
	Work with Manager Quality & Compliance to determine measurement methods	30 Nov 2019	Inclusion & Diversity Lead; Manager Quality & Compliance
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	30 Sep 2020	ATSIAG Chair; Manager Quality & Compliance
14. Review and Refresh RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	August 2020	ATSIAG Chair; Manager Quality & Compliance
	Submit draft RAP to Reconciliation Australia for review and for formal endorsement	31 Oct 2020	ATSIAG Chair; Manager Quality & Compliance

Contact details

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