

Innovate

Reconciliation Action Plan

April 2021 - April 2023

Every child and young person deserves the chance to shine



Red McIntosh

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THE ARTWORK

The artwork used throughout this Plan was thoughtfully created by Rod McIntosh, Kamilaroi artist from Northern NSW.

Rod's beautiful artwork is titled Dhiyaan Mirri, which in Kamilaroi means "Family & Stars" and brings to life OzChild's Dhiyaan Mirri Bridging Cultures Unit, that walks together with the OzChild "Sun". Symbolising that every child deserves the chance to shine.

Rod's beautiful piece accentuates the early learnings of children with their families, that helped our children to navigate their lands using the stars.

The 6ft x 3ft Dhiyaan Mirri painting hangs proudly in OzChild's Blacktown NSW office, home to our Bridging Cultures Unit.

Rod and his wife Joanne joined OzChild for the formal launch of Dhiyaan Mirri in August 2019.



Rod McIntosh



OzChild acknowledges Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of the land on which we work.

We acknowledge their cultures are living ones, which relate to their ongoing connection to all things living and non-living on land, sea and sky.

*We pay our respect to their Elders past and present.
May our children of today,
lead us to a brighter tomorrow.*

ACKNOWLEDGEMENT OF CONTRIBUTIONS

We acknowledge and thank the OzChild Chief Executive Officer and Executive Leadership Team for their support of the development and actions for OzChild's Innovate Reconciliation Action Plan.

We acknowledge and thank OzChild's Dhiyaan Mirri Team who led the development of our *Reconciliation Action Plan*.

We would also like to sincerely thank Rod McIntosh for his beautiful piece of artwork that adorns the cover and is themed throughout our *Reconciliation Action Plan*.

As esteemed Aboriginal Elders, we humbly thank the following people for their valuable time and expertise in contributing to the development of our *Reconciliation Action Plan*:

Lizzie Adams, Pat Swan-Delaney, Elaine Lomas, Sandra Miller, Elaine Taylor, John Delaney.

For their expertise, knowledge, enthusiasm and professionalism in walking this journey in designing and developing our new *Innovate Reconciliation Action Plan* for 2021-2023, we thank:

First Nation colleagues, National Support Office colleagues, in particular, Bianca Richards, Nicoletta Boeddu, Rebecca Swinton, and Ricky Kuruppu, National Executive Leadership Team, Leadership Group in Action (OLGA), and Reconciliation Australia, for their valuable and comprehensive feedback as we progressed through the development of our *Innovate Reconciliation Action Plan*.



Smoking Ceremony held at OzChild's Frankston office opening

MESSAGE OF COMMITMENT

As we grow our reach to improve the lives of children and families across Australia, it is critical we consider our cultural impact and the responsiveness of our services for Aboriginal and Torres Strait Islander families.

We acknowledge the overwhelming grief, suffering and hurt that commonly flows through generations of Aboriginal and Torres Strait Islander communities. We are on a journey to reconciliation by strengthening our cultural competence, fostering safe and culturally responsive environments across our organisation, so we can respond to the needs of Aboriginal and Torres Strait Islander children, young people and their families whom we serve¹.

According to the AIHW 2018-2019 Child Protection Report, of the 44,900 children in out-of-home care 17,979 were Aboriginal and Torres Strait Islander children. All children deserve the same opportunities, yet Aboriginal and Torres Strait Islander children are now between 4.7 and 19.9 times more likely to be removed from their families than other Australian children, with the number of Aboriginal and Torres Strait Islander children in the out-of-home care system increasing every year. They also continue to be overrepresented with one in six children receiving child protection services, with the rate receiving child protection services rising from 134 to 156 per 1,000 children between 2014-15 and 2018-19².

OzChild supports investment in community designed and delivered support services. We strive to deliver culturally responsive programs and services to improve outcomes for Aboriginal and Torres Strait Islander children and families. To do this effectively, and for it to have lasting positive effects, we need to engage with and listen to communities in our areas of impact across Australia.

We are pleased to present OzChild's second national-level *Innovate Reconciliation Action Plan (RAP)* developed with our staff through Dhiyaan Mirri, OzChild's Bridging Cultures Unit, which will guide our work with Aboriginal and Torres Strait Islander Peoples, their families and their communities.

Our *Innovate RAP* provides guidance on strengthening our services and partnerships with communities, through:

- Building **relationships** within communities to facilitate meaningful partnerships.
- **Acknowledging** and celebrating the rich cultures and protocols of Aboriginal and Torres Strait Islander Peoples and recognising them as the Traditional Custodians of this land.
- **Respecting** the impacts colonisation in Australia has had on Aboriginal and Torres Strait Islander Peoples and appreciating their cultural and family values.
- Creating **opportunities** for Aboriginal and Torres Strait Islander Peoples through recognising cultural strengths and promoting diversity across our organisation.
- Ensuring **governance** arrangements are maintained to drive the effective implementation of the *RAP*.

The development of OzChild's *Innovate RAP* was led by OzChild's inaugural National Executive Director of Dhiyaan Mirri, OzChild's Bridging Cultures Unit, Associate Professor Dea Delaney-Thiele and team. The implementation of our *Innovate RAP* will be supported by Dhiyaan Mirri's cultural lens who will work collaboratively at the highest level of OzChild, with our Board's Cultural Competence Committee, our Executive Leadership Team, all staff and carers, to ensure our services are delivered consistently and are guided by the action areas of our *Innovate RAP*.

This means we will continue to build a workforce comprised of teams that are diverse in background and experience and we will remove barriers to create an organisation where people can contribute to our capability and reach their full potential.

Through this plan we will continue to foster genuine and meaningful relationships built upon trust with Aboriginal and Torres Strait Islander Peoples, including local communities wherever we interact with our services. Effective and appropriate engagement with Aboriginal and Torres Strait Islander Peoples and their communities is an important and integral way to enhance the cultural capability of OzChild and increase the diversity of our workforce.

We encourage our board, staff and carers to use this *Innovate RAP* and include its actions in your everyday activities. Through a commitment to effective cultural practices, we can help to play our part in achieving better outcomes for Aboriginal and Torres Strait Islander children, families and their communities.



Dr Lisa J. Griffiths
Chief Executive Officer
OzChild



Helen Maxwell-Wright FAICD
President
OzChild

¹ OzChild *Innovate RAP*. <https://www.ozchild.org.au/why-ozchild/reconciliation-action-plan/>

² AIHW <https://www.aihw.gov.au/reports/child-protection/child-protection-australia-2018-19/data>

A MESSAGE FROM RECONCILIATION AUSTRALIA CEO, KAREN MUNDINE

Reconciliation Australia commends OzChild on the formal endorsement of its second National Innovate Reconciliation Action Plan (RAP).

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. OzChild continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that OzChild will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to OzChild using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program’s emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for OzChild to strengthen these relationships, gain crucial

experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, OzChild will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of OzChild’s future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

Congratulations OzChild on your second National Innovate RAP and I look forward to following your ongoing reconciliation journey.



Ms Karen Mundine
Chief Executive Officer
Reconciliation Australia



OzChild hosting members of New Zealand’s Youth Horizons Kia PuAwai Leadership Team who were very interested in the success achieved by our FFT-CW collaboration with Gugan Gulwan Aboriginal Corporation in the ACT

ACRONYMS

ELT	Executive Leadership Team (Executives)
MarCom	Marketing, Communications & Fundraising Team
NSLT	National Services Leadership Team (State Directors / Assistant Directors)
OLGA	OzChild’s Leadership Group in Action (Managers)
P&C	People & Culture Team
RAP	Reconciliation Action Plan
RWG	RAP Working Group
TFCO	Treatment Foster Care Oregon
VACCA	The Victorian Aboriginal Child Care Agency

OUR DHIIYAAN MIRRI TEAM

OzChild’s inaugural National Executive Director of Dhiiyaan Mirri, Associate Professor Dea Delaney-Thiele is a very proud *Dunghutti, Kamilaroi* Aboriginal Woman, birthed on Country at Burnt Bridge Mission Kempsey NSW. Dea led OzChild’s Bridging Cultures Unit Dhiiyaan Mirri, which in Kamilaroi means Family of Stars, pays tribute to respecting and honouring First Nations People. OzChild will continue to *Strengthen Our Impact* and *Grow Our Reach* with the Dhiiyaan Mirri team at OzChild. The team includes:

- **Chad Lofthouse** - Senior Manager, Dhiiyaan Mirri. Chad has bloodlines to the *Gomeroi Nation*
- **Kylie Bell** - Aboriginal Practice Lead, based in Dandenong. Kylie has bloodlines to the *Yorta Yorta* and *Kulin Nations*
- **Position vacant** - Aboriginal Practice Lead, Blacktown and Campbelltown

Our Dhiiyaan Mirri team will work with all OzChild teams to enrich their cultural competence and guide them to work in more responsive ways. Together we will actively work towards reconciliation and supporting Aboriginal and Torres Strait Islander self-determination through enhanced knowledge, practice, and by growing our partnerships with Aboriginal Community Controlled Organisations (ACCOs) in each region OzChild operates.



Welcome Smoking Ceremony to celebrate the official opening of the OzChild Dandenong office

OZCHILD’S VISION FOR RECONCILIATION

OzChild’s vision for national reconciliation is that all Aboriginal and Torres Strait Islander children and young people will have access to services and be able to fully participate in every aspect of life they choose.

This Plan raises our corporate and personal awareness and understanding of the issues facing Aboriginal and Torres Strait Islander families and communities and integrates culturally safe practices into our program development and service delivery. By working alongside Aboriginal and Torres Strait Islander children, families and communities we too hope to help turn the tide.

OzChild is actively on a journey of strengthening our cultural competence so we can respond to Aboriginal and Torres Strait Islander children, young people and their families, with culturally responsive and safe practices and solutions.

Andrew Jackomos, a proud *Yorta Yorta*, Gunditjmara man was appointed as the inaugural Commissioner for Aboriginal Children and Youth in Victoria in July 2013.

“Culture is not a ‘perk’ for an Aboriginal child – it’s a life-line.”

OzChild pays homage to Andrew’s quote above which underpins and guides our journey to cultural competence and reconciliation. OzChild respects Andrew’s vision and advocacy. We respect and acknowledge that culture is the most resilient factor protecting our children, and it links us to our past so we can navigate our future.

OzChild made significant achievements against its first national level *Innovate Reconciliation Action Plan*. We are continuing our journey with a newly refreshed Innovate Reconciliation Action Plan, led by our Dhiiyaan Mirri team.

Through culturally safe practices and actions OzChild seeks to honour and support Aboriginal and Torres Strait Islander families, children, young people, and communities to advance our organisational journey towards reconciliation.

We will strive to achieve this by:

- **Acknowledging** the wrongs and injustices of the past and recognising the detrimental impact to Aboriginal and Torres Strait Islander families and peoples.
- **Deepening** our understanding of Aboriginal and Torres Strait Islander Peoples as the First Peoples of Australia and their enduring and ongoing spiritual connection to Country, languages, and cultures. Working in equal partnership with Aboriginal and Torres Strait Islander Peoples to create opportunities and enhance equitability.
- **Building** a culturally responsive and competent workforce of staff and carers through education and workshops, to ensure we work effectively and collaboratively with Aboriginal and Torres Strait Islander families and their children.

William Haupt from OzChild’s QLD team



OUR CORE BUSINESS

For 170 years, OzChild has been committed to improving the lives of children, young people and families in local communities who are facing vulnerabilities. We work hard every day to provide a better future for those in our care with the belief that every child and young person deserves the chance to shine.

OzChild's vision is that all children and young people are safe, respected, nurtured and reach their full potential.

OzChild's work is focussed on four key priorities, as we work to achieve better outcomes for all children and young people.

- 1 Prevent children & young people entering out-of-home care
- 2 Reduce the number of children & young people in residential care
- 3 Prevent young people entering youth justice
- 4 Support self-determination to reduce the over representation of Aboriginal children in child protection & youth justice

OzChild is an independent non-government organisation supporting children and families throughout Victoria, New South Wales, Queensland, and the Australian Capital Territory. We currently have more than 300 staff with 14 staff who identify as Aboriginal or Torres Strait Islander. They come from many different First Nations groups.

We focus on providing support for children and young people in foster or kinship care and keeping families together through the delivery of evidence-based programs and services aimed at strengthening and repairing relationships. OzChild was one of the first non-government organisations to introduce evidence-based programs (EBP) to Australia. We have a proven record of working collaboratively with government to allocate investment to innovative solutions, achieving better outcomes for vulnerable children and young people.

OzChild has a direct sphere of influence on government agencies (and therefore policy and programs) through its work to trial and introduce the following effective evidence-based programs that can be customised to the local context:

- **Functional Family Therapy (FFT)** – delivered in NSW
- **Functional Family Therapy Child Welfare (FFT-CW)** – delivered in VIC, NSW and ACT
- **Multisystemic Therapy (MST)** – delivered in VIC
- **Multisystemic Therapy Child Abuse and Neglect (MST-CAN)** – delivered in NSW
- **Treatment Foster Care Oregon (TFCO)** – delivered in VIC, QLD and NSW
- **SafeCare® (SCare)** – delivered in VIC

“Our work has one purpose: to dramatically improve the lives of children and young people.”

Dr Lisa J. Griffiths – OzChild Chief Executive Officer

As at 1 July 2020, OzChild has 18 sites, they include:

Place of work	Traditional Custodians of the land on which we work
VIC	
South Melbourne	Wurundjeri People of the Kulin Nation
Dandenong	Wurundjeri, Boon Wurrung and Bunurong Peoples of the Kulin Nation
Frankston	Boon Wurrung and Bunurong People, the People of the Kulin Nation
Portland	The Gunditjmara Nation
Warrnambool	The Gunditjmara Nation
Shepparton	The Yorta Yorta People / or the Bangerang, Kalitjeban, Wollithiga, Moira, Ulupna, Kwat Kwat, Yalaba Yalaba, Nguaria-iliam-wurrung and Yorta Yorta Peoples of the Yorta Yorta Nation
Mitcham	The Wurundjeri Nation
Hamilton	The Gunditjmara Nation
Traralgon	Kurnai Nation
Yarraville	Boonwurrung Nation
NSW	
Blacktown	Darug Nation
Campbelltown	Dharawal Nation
Edgeworth	Awabakul and Worimi Nations
Tuggerah	Darkinjung Nation
ACT	
Bruce	Ngunnawal Nation
Wanniassa	Ngunnawal Nation
QLD	
Toowoomba	Giabal and Jarowair Nations
Ipswich	Jagera, Yuggera and Ugarapul Nations

Our internal sphere of influence sees us continuously working to improve outcomes for children and families by strengthening the evidence-based/informed practice of our employees. To ensure services are delivered in culturally appropriate ways, we invest in ongoing training and tools to help staff enhance their cultural understanding and aptitude.

More broadly, where practicable and relevant, we partner with other community organisations to ensure the services we deliver meet individual and family needs; and to inspire action towards reconciliation beyond our organisational context.

Governance

Accountability and ownership of the *RAP* by all staff is critical to its sustainability and effectiveness.

OzChild will communicate its commitment to reconciliation publicly. *RAP* progress will be reported four times per year within the organisation to ensure our *RAP* is on track to meet the actions outlined within the plan and how it can elevate the commitment to Closing the Gap for the next *RAP* iteration. On behalf of OzChild and the Executive Leadership Team (ELT), Dhiyaan Mirri will participate in annual external reporting to remain accountable for the actions within the Plan.

We have enhanced our *RAP* governance structure to ensure the growth in our business provides accountability, oversight, and resources across the organisation.

- The overall strategic responsibility for the effective implementation of OzChild's *Innovate RAP* lies with OzChild's Chief Executive Officer.
- The overall operational responsibility lies with the Chief Transformation Officer who will be assisted by the Dhiyaan Mirri team, *RAP* working group, and members of the Leadership teams.
- Day-to-day operational reporting responsibility is overseen by the Senior Manager, Dhiyaan Mirri, with support from Project Management Office and Marketing and Communications.



OzChild Frankston team members at the 2019 NAIDOC Week flag raising ceremony in Frankston

OUR RECONCILIATION ACTION PLAN

We chose to develop our second *National Innovate Reconciliation Action Plan (RAP)* as a practical and powerful way to continue our contribution towards reconciliation in Australia.

This highlights our commitment through specific business actions that will provide us with a vehicle for engaging with local Aboriginal and Torres Strait Islander communities to ensure our services are culturally responsive, relevant, safe and available for their children, young people and families.

We aim to build on our relationships and the services we have provided with Aboriginal and Torres Strait Islander communities to date and identify key focus areas to be implemented over the next two years.

OzChild acknowledges the mutually beneficial impacts a reconciled nation will have on the entire Australian population and is committed to working together to improve outcomes for Aboriginal and Torres Strait Islander children, young people and communities through an *Innovate RAP*.

We recognise the journey towards advancing reconciliation is one of continuous learning, adaptation, deepened knowledge, cultural respect, and understanding for all our staff and carers. Developing an *Innovate RAP* will allow us to further imbed our cultural practices into everyday business, strengthen our responsiveness to meeting the needs of Aboriginal and Torres Strait Islander Peoples, and continue to leverage our positive influence to work collaboratively towards positive lasting change, and closing the gap in child removal rates in Australia.

Implementing the next iteration of our *Innovate RAP* is not only the right thing to do for OzChild's continuous growth and success as a culturally safe and diverse employer of choice; but it is our belief that it is simply the right thing to do for the growth and prosperity of a reconciled Australia.



Cultural Immersion session - Blacktown & Campbelltown teams

What is Reconciliation?

For Reconciliation Australia, reconciliation is, at its heart, about **building better relationships** between the wider Australian community and Aboriginal and Torres Strait Islander Peoples for the **benefit of all Australians**.

To **create positive change within OzChild** we need our people coming up with **innovative ideas and actions** that make a difference. Every individual at OzChild should consider what reconciliation means for them personally as well as what it means for the work they do, in their everyday lives, and in the change we all want to see for Aboriginal and Torres Strait Islander children to shine.

Source: <https://www.reconciliation.org.au/what-is-reconciliation>

DEVELOPING OUR RECONCILIATION ACTION PLAN

This **RAP** was developed collaboratively through internal consultation across our departments, with guidance and oversight from the **OzChild Dhiyaan Mirri Bridging Cultures Unit**. Unwavering commitment from the **OzChild Board, Chief Executive Officer and Executive Leadership Team**, and direct support from the **National Services Leadership Team, and OzChild's Leadership Group in Action**, has helped us achieve deliverables to date.

In supporting and guiding OzChild throughout its journey towards reconciliation, Dhiyaan Mirri Bridging Cultures Unit helps ensure the voices of OzChild's Aboriginal and Torres Strait Islander staff are strongly heard in shaping the organisation's strategic response to organisational policies, programs, and the services impacting our Aboriginal and Torres Strait Islander staff, children, young people, and families.

Bridging Cultures - Respecting History

Prior to British settlement, more than 500 Aboriginal and Torres Strait Islander groups inhabited the Australian continent, approximately 750,000 people in total. Their cultures developed over 65,000 years, making Aboriginal and Torres Strait Islander Australians the custodians of the world's most ancient living culture. Each group lived in close relationship with the land and waterways and had custodianship over their own Country.

OzChild's Moments in Time training provides staff with an overview of the impacts of British settlement on Aboriginal and Torres Strait Islander Peoples, and the overt, covert and institutional racism they endured - factors at the core of historic government policy and legislation directed at Aboriginal and Torres Strait Islander Peoples.

Bridging Cultures and working effectively with First Nation Peoples needs all OzChild staff to appreciate Aboriginal and Torres Strait Islander perspectives and the intergenerational impacts of colonisation.

Respecting Cultural Strengths and Values

Holistic and strengths-based approaches are concerned with Aboriginal and Torres Strait Islander Peoples' collective worldviews and understanding the relationship and connection of people to their kin, communities, land, and Country.

All Aboriginal and Torres Strait Islander children, young people, families and communities have pre-existing abilities and strengths. A strengths-based perspective reminds us that every Aboriginal and Torres Strait Islander child, family and community holds the skills, experience and knowledge necessary to grow and develop their communities.

Our RAP Working Group:

- Chief Transformation Officer (Chair)
- National Executive Director of Services
- Chief Operating Officer
- Senior Manager, Dhiyaan Mirri
- National Services Leadership Team
- Senior Manager Marketing, Communications & Fundraising
- Communications Manager
- Manager, Project Office
- Senior Manager People & Culture
- Aboriginal Practice Lead, Blacktown & Campbelltown
- Aboriginal Practice Lead, Dandenong



Left: Moments in Time Cultural Session with TFCO Carers

Internal and external consultation also included significant input from our Aboriginal and Torres Strait Islander staff and stakeholders including Aboriginal Elders and community members.

Advice was also sought from:

- VACCA, Gudan Gulwan Youth Aboriginal Corporation, Goolburri Aboriginal Health Advancement
- Yerin Eleanor Duncan Aboriginal Health Centre, AbSec, SNAICC

Growth through Organisational Diversity

Aboriginal and Torres Strait Islander employment at OzChild sits within a broader diversity and inclusion agenda. Diversity encourages people to be true to their individual differences.

Diversity often focuses on the differences and is referred to as 'the mix'. Inclusion is the deliberate act of welcoming diversity and creating an environment where all people can thrive and succeed. Diversity is what you have. Inclusion is what you do.

OzChild is committed to the employment of Aboriginal and/or Torres Strait Islander people to advise and support our programs in target communities. Diversity will strengthen OzChild's capability to deliver great outcomes for our communities. We are committed to a target of at least five (5) per cent Aboriginal and Torres Strait Islander employment.

OZCHILD'S CULTURAL SUPPORT CONSULTATION FRAMEWORK

OzChild is committed to cultural safety and security across all its programs, delivered under the overall guidance of OzChild's Dhiyaan Mirri team and a tailored Cultural Supervision Framework which is embedded in OzChild's Cultural Practice Guide. A Cultural Support Consultation Tool (The Tool), has been developed by the Dhiyaan Mirri team in consultation with OzChild's Leadership Group and all Aboriginal and Torres Strait Islander staff.

Aboriginal and Torres Strait Islander staff are an invaluable resource in their overall aim to provide culturally respectful, relevant and responsive services to Aboriginal and Torres Strait Islander children, young people, and families.

The Tool provides the organisation with an appropriate platform to recognise this, ensuring Aboriginal and Torres Strait Islander staff have the flexibility and time needed to make connections with other Aboriginal and Torres Strait Islander staff – a critical component of their role.

The Framework and Tool also help OzChild staff to recognise that some aspects of cultural support and connection can only be gained and shared between Aboriginal and Torres Strait Islander Peoples, and that cultural meaning, tradition and ways of doing things will be different from mainstream norms and belief systems. OzChild will ensure Dhiyaan Mirri will have unobstructed access to all Aboriginal and Torres Strait Islander staff so it can offer and provide appropriate cultural support.

A JOURNEY OF LEARNING

Our commitment to the ongoing delivery of our RAP objectives is unwavering. Our journey has not been without challenges and great learnings, giving us invaluable insight into the gaps that exist and what we can do to keep progressing.

We have learnt from past lessons and recognise there is more we can and must do to continuously strengthen our foundations.

The establishment of OzChild's Bridging Cultures Team means it will provide advice directly to the Executive Leadership Team and the Board's Cultural Competence Committee. Together these teams are dedicated to ensuring OzChild's service delivery and business operations are culturally responsive to the needs of the children, young people, and families we support.

The actions outlined in the *RAP* are driven by our Executive Leadership Team. Reporting to the Chief Transformation Officer (a member of the Executive Leadership Team), Dhiyaan Mirri will ensure accountability for implementing our *RAP* is understood across the organisation and drive our efforts to achieving the respective deliverables.

Our achievements to date

We are proud of the headway we have made in advancing reconciliation at OzChild. Our first national-level Innovate RAP focused on building our capability to support self-determination of Aboriginal and Torres Strait Islander children, families, and communities. Outlined below are some of our key achievements and future aspirations.

Committed to working together to improve outcomes for Aboriginal and Torres Strait Islander People, we have fostered new relationships with Aboriginal Community Controlled Organisations (ACCOs) and communities, enhanced our cultural understanding of the issues facing First Nation Peoples, and continued to adapt services to ensure we are responding appropriately to cultural needs.

In 2019 OzChild established Dhiyaan Mirri, our national Bridging Cultures Unit. In collaboration with OzChild, Dhiyaan Mirri works to create new employment opportunities for First Nations People, and to increase their uptake of senior management and frontline service roles. OzChild, under the guidance of Dhiyaan Mirri will provide culturally responsive services for Aboriginal children, young people, and families, and continue to enhance its cultural competence to strengthen its capability of supporting self-determination.

The support of our Executive and Management teams is critical to nurturing a culture where reconciliation will become 'business as usual' at OzChild. Dedicated to achieving strong and sustainable outcomes for Aboriginal and Torres Strait Islander communities, we look forward to partnering with other organisations to draw on complementary strengths and help us materialise the aspirations of our second national level *Innovate RAP*.



William Haupt from OzChild's QLD team

As outlined in OzChild's Innovate RAP 2017-2019 Report Card, the following are a snapshot of achievements to date:

- Establishment of Dhiyaan Mirri OzChild's Bridging Cultures Unit which is led by four Aboriginal People who are highly respected across Aboriginal Affairs
- Increasing Aboriginal and Torres Strait Islander staff numbers
- Formal Partnerships with:
 - Gudan Gulwan Aboriginal Corporation (ACT) where OzChild are jointly delivering FFT-CW alongside of Gudan. The team includes two experienced leaders, one Wiradjuri female and one Torres Strait Islander male. Their contribution in the FFT-CW team has helped to provide model fidelity scores that are second to none across the globe. An achievement that OzChild are extremely proud of
 - Goolburri Advancement Aboriginal Corporation (QLD) are working collaboratively alongside our TFCO team in Toowoomba. The cultural wrap around ensures our practitioners deliver a culturally respectful and safe services to the Aboriginal children and their families within the model
- Enhanced relationships with other Aboriginal Community Controlled Organisations such as VACCA, AbSec, SNAICC, Family Matters Campaign, Aboriginal Children's Forum in VIC, Aboriginal Legal Rights Movement of SA
- Creation of identified positions to ensure programs are culturally responsive
- Development of resources such as OzChild's
 - Cultural Practice Guide
 - Treatment Foster Care Oregon Cultural Practice Guide
 - Embedded within these documents are
 - Cultural Protocols
 - Welcome to Country Protocols
 - Acknowledgement to Country
 - Cultural Security Framework
 - Supervision Framework
 - Aboriginal and Torres Strait Islander Employment Strategy
 - Aboriginal and Torres Strait Islander Procurement Strategy
 - *RAP* Communication Strategy
- Cultural immersion opportunities for different sites
- Welcome to Country and Smoking Ceremonies are now standard practice at our sites for culturally significant events
- Aboriginal and Torres Strait Islander staff representation in key decision making at all levels across OzChild is achieved by the:
 - Inaugural National Executive Director of Dhiyaan Mirri, participated in key cultural matters and decisions at the Board and Executive levels of OzChild
 - The Senior Manager, Dhiyaan Mirri who participates in key cultural matters and decisions made at the operational level through OLGA. OLGA consists of high-level managers across all OzChild's business units
 - Aboriginal Practice Leads who participates in key decisions for Aboriginal and Torres Strait Islander families in our foster care or evidence-based programs

249 staff responded to a cultural audit survey, here's what they said

99%

of staff surveyed believe a strong relationship between Aboriginal and Torres Strait Islander People's and other Australians is fairly or very important.

85%

of staff surveyed have an understanding of why an Acknowledgement of Country is recited at the beginning of meetings.

82%

of staff surveyed have attended some form of cultural awareness/competency training during their time at OzChild.

88%

of staff surveyed strongly agreed or agreed that OzChild is a culturally safe organisation for Aboriginal and Torres Strait Islander People's and families.

99%

of OzChild staff surveyed agreed it is important for all OzChild staff and carers to increase their knowledge of the effects European settlement, and government policies have had on Aboriginal and Torres Strait Islander Peoples.

87%

of staff surveyed indicated a piece on cultural awareness/responsiveness was included in the staff orientation session they attended. **13% did not recall this being included in their orientation session.**

74%

of OzChild staff surveyed were aware of the OzChild Innovate RAP 2017-2019. **26% did not know it was available.**

When learning more about Aboriginal and Torres Strait Islander People's cultures

83%

of OzChild staff surveyed indicated the main sources of information came from on the job experiences, followed by personal experiences and via a school education or through another form of research.

64%

of staff surveyed believe they are confident in their level of knowledge about Aboriginal and Torres Strait Islander People's history and cultures, while **36% of staff indicated they did not feel confident.**

94%

of staff indicated they would like more opportunities to learn about Aboriginal and Torres Strait Islander People's history and cultures.

62%

of staff surveyed said they had participated in at least one internal NAIDOC event that year while **40% of staff had participated in a NAIDOC event held outside of the organisation.**

40%

of staff surveyed indicated they had participated in at least one internal National Reconciliation Week event in 2019, **while 24% of staff had participated in a National Reconciliation Week event held outside of the organisation.**

68%

of staff participated in at least one event during 2019 that related to Aboriginal and Torres Strait Islander cultures either through work or in the broader community.



Left: Chad Lofthouse with Kevin 'Gavi' Duncan (Gomeori Elder), Smoking Ceremony at OzChild's Edgeworth office

LESSONS LEARNT

Key lessons from our first national level Innovate RAP

- We know for all staff to grow their cultural competence and embrace reconciliation they must have access to and knowledge of our RAP. Improving communication and methods to grow awareness and understanding and reinforcing messaging in major meetings form part of the deliverables accountable by the Senior Manager Marketing, Communications & Fundraising.
- The importance of ensuring strong Aboriginal and Torres Strait Islander representation remains on the RAP Working Group cannot be underestimated and is why support from senior management is embedded in this RAP.
- Cultural Learning Platforms and learning opportunities are essential for all staff to have greater access to tools that help them increase their knowledge about Aboriginal and Torres Strait Islander people's history and cultures.
- Processes and protocols to better understand the needs of all Aboriginal and Torres Strait Islander staff and address these needs appropriately are essential to ensure staff feel culturally safe at OzChild.
- Flexibility and opportunities for all staff to attend NAIDOC/NRW internal and external events during work hours is an important part of the development and inclusion offered to all staff.
- Forging new relationships and strengthening existing ones with local Aboriginal and Torres Strait Islander communities and agencies is critical in our reconciliation journey. Maintaining a proactive and collaborative approach is vital as we work with First Nations children, young people and families.
- A significant component of working with Aboriginal and Torres Strait Islander families is recognising and understanding self-determination. Maintaining communication organisation-wide of the importance of self-determination is a must as we continue our journey to reconciliation.



We are privileged to work with many Aboriginal and Torres Strait Islander children, young people, families, and communities through our programs. We recognise achieving positive outcomes for Aboriginal and Torres Strait Islander Peoples calls for maintaining genuine stakeholder engagement and trusting relationships.

We recognise the critical importance of building and maintaining ongoing respectful relationships with Aboriginal and Torres Strait Islander Peoples and other Australians in the communities we serve. These relationships are crucial in helping us ensure OzChild implements culturally responsive and safe practices across our services, links our Aboriginal and Torres Strait Islander families with their cultures and communities where possible, and partners with relevant Aboriginal Community Controlled Organisations (ACCOs) to provide appropriate and effective services to help families achieve enhanced life outcomes.

We must involve Aboriginal and Torres Strait Islander Peoples early to establish shared goals and facilitate participation in our programs. Effective community and stakeholder engagement is more than just 'consultation' or providing information about what we do.

OzChild works with Aboriginal and Torres Strait Islander Peoples across various aspects of our business - organisations, families, children, staff, carers and the broader community.

Engagement with Aboriginal and Torres Strait Islander Peoples is important across various aspects of our work, particularly:

- **Informing** OzChild policy and guiding our staff on ways of working
- **Informing** OzChild's programs and guiding their cultural responsiveness
- **Helping** to implement our programs and support our daily interaction with children, young people and families.

Our guide to engaging and developing relationships with Aboriginal and Torres Strait Islander Peoples is based on the following relational stages:

- **Getting to know** the local community – developing a community profile
- **Developing** stakeholder engagement objectives
- **Identifying** community contacts
- **Further developing** and implementing our stakeholder engagement approach
- **Identifying** opportunities for ongoing partnerships

Our previous *Innovate RAP* was fully implemented, as captured in our Annual Report Cards which highlighted our achievements and where we have strengthened our operations across a number of our sites in Australia.

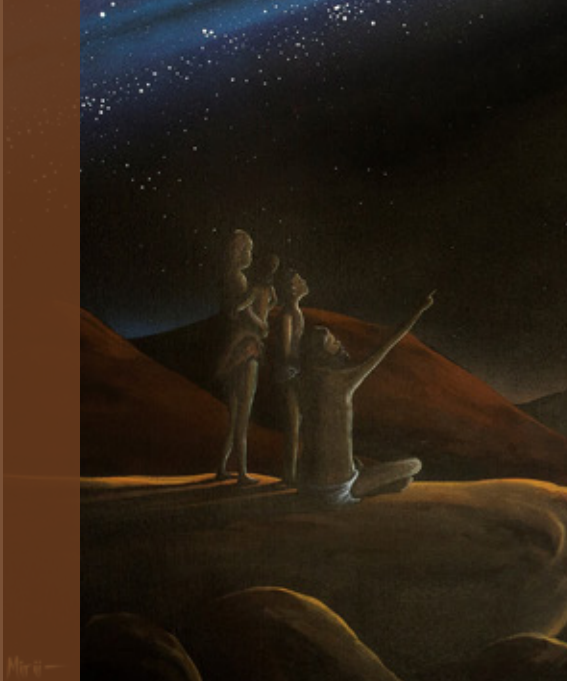
Due to the level of unprecedented growth, the organisational structure of our business has changed. In response to this growth, we are enhancing governance and accountability structures to ensure they are appropriately aligned to the requirements of our new *Innovate RAP*. We have highlighted opportunities to enhance our approach to developing and delivering this *RAP*.



BUILDING STRONGER RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND COMMUNITIES

To achieve this, we will:

- **Maintain** respectful, open, honest and transparent relationships with Aboriginal and Torres Strait Islander Peoples, communities and organisations to support positive outcomes.
- **Build** relationships through celebrating National Reconciliation Week and promote reconciliation.
- **Leverage** OzChild’s *RAP* to raise awareness and promote reconciliation through our sphere of influence.
- **Promote** positive race relations through anti-discrimination strategies.



Build relationships through celebrating National Reconciliation Week and promote reconciliation.

OzChild will celebrate National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander Peoples and other Australians.

	DELIVERABLES	ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Promote and provide access to Reconciliation Australia’s National Reconciliation Week resources and reconciliation materials to all staff.	Senior Manager Marketing, Communications & Fundraising	Senior Manager, Dhiyaan Mirri	27 May – 3 June 2021 & 2022
	OzChild’s ELT will encourage participation in internal/external events to promote and support National Reconciliation Week (NRW) and invite local Aboriginal and Torres Strait Islander communities to participate in areas where OzChild deliver services.	Chief Executive Officer	OLGA NSLT Senior Manager, Dhiyaan Mirri Senior Manager Marketing, Communications & Fundraising	27 May – 3 June 2021 & 2022
	Encourage and support staff and senior leaders to participate in one external event (each year) for each office location to recognise and celebrate NRW.	Chief Executive Officer	NSLT Senior Manager, Dhiyaan Mirri	27 May – 3 June 2021 & 2022
	RWG members will participate in at least one external event in their area to promote and support NRW.	Senior Manager, Dhiyaan Mirri	RWG members Manager, Project Office	27 May – 3 June 2021 & 2022
	Internal NRW event at each OzChild site annually; with a minimum of one event in each state/territory where OzChild operates.	National Executive Director of Services	Senior Manager Marketing, Communications & Fundraising Senior Manager, Dhiyaan Mirri RWG members NSLT	27 May - 3 June 2021 & 2022
	Register all OzChild NRW events on Reconciliation Australia’s National Reconciliation Week website.	Senior Manager Marketing, Communications & Fundraising	Senior Manager, Dhiyaan Mirri Manager, Project Office	27 May – 3 June 2021 & 2022

We have devised a meaningful governance structure including oversight from internal and external Aboriginal and Torres Strait Islander stakeholders, so OzChild is supported to be more flexible and responsive to ongoing cultural enhancements.

By continuously improving our *RAP* strategies in this plan, we ensure our achievements and communications are set up for success, highlighting our focused intent of why and how OzChild is working towards reconciliation in a manner acceptable and relevant to Aboriginal and Torres Strait Islander Peoples; as guided by our Aboriginal and Torres Strait Islander workforce who have much experience and expertise working within their Aboriginal communities.

Outcomes of our *Innovate RAP* will be tabled at each of OzChild Board’s Cultural Competence Committee meetings.

Maintain respectful, open, honest and transparent relationships with Aboriginal and Torres Strait Islander Peoples, communities and organisations to support positive outcomes.

We will undertake a coordinated approach to community engagement to ensure respectful and mutually beneficial relationships in each of OzChild’s service delivery areas.

	DELIVERABLES	ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Update and implement OzChild’s Stakeholder Engagement Plan and ensure it is consistent with SNAICC’s Principles of Partnership to work with Aboriginal and Torres Strait Islander stakeholders.	National Executive Director of Services	NSLT Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads	November 2021 & 2022

Leverage OzChild’s RAP to raise awareness and promote reconciliation through our sphere of influence.

	DELIVERABLES	ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Review and update OzChild's <i>RAP Communication Strategy</i> .	Senior Manager Marketing, Communications & Fundraising	Senior Manager, Dhiyaan Mirri Manager, Project Office	August 2021 & 2022
	Implement strategies to engage all staff to drive reconciliation outcomes.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri Senior Manager Marketing, Communications & Fundraising	September 2021 & 2022
	Communicate our commitment to reconciliation publicly.	Senior Manager Marketing, Communications & Fundraising	Senior Manager, Dhiyaan Mirri Manager, Project Office	27 May – 3 June 2021 & 2022
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	Senior Manager Marketing, Communications & Fundraising	Senior Manager, Dhiyaan Mirri Manager, Project Office	May 2021 & 2022
	Collaborate with at least two like-minded <i>RAP</i> organisations to implement ways to advance reconciliation with.	Senior Manager, Dhiyaan Mirri	Senior Manager Marketing, Communications & Fundraising Manager, Project Office	September 2021 & 2022

Promote positive race relations through anti-discrimination strategies.

We will partner with the Australian Human Rights Commission to join and promote the Racism 'It Stops with Me' campaign to reaffirm OzChild's commitment to maintaining a workplace free of discrimination.

	DELIVERABLES	ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Senior OzChild leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	Chief Executive Officer	Senior Manager Marketing, Communications & Fundraising OLGA Senior Manager People & Culture	March 2022 & 2023
	Implement, communicate and review an anti-discrimination policy for OzChild.	Senior Manager People & Culture	Senior Manager Marketing, Communications & Fundraising	September 2021 & 2022
	Engage with Dhiyaan Mirri to review and improve HR policies and procedures, including those concerned with anti-discrimination.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri	September 2021 & 2022
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri	March 2022 & 2023
	Embed the Cultural Support Consultation Framework in performance management expectations of senior management and all staff.	Senior Manager People & Culture	ELT	December 2021 & Ongoing



Left: OzChild’s inaugural Dhiyaan Mirri team at the 2019 SNAICC Conference with the United Nations Special Rapportuer on the rights of Indigenous Peoples



OzChild recognises and respects Aboriginal and Torres Strait Islander Peoples, their cultures, lands and histories which must remain embedded in our organisational culture for services to make a sustained positive difference to the lives of our Aboriginal and Torres Strait Islander families.

OzChild will continue to enhance its practices and strengthen its cultural responsiveness by investing in staff development to deepen their understanding of Aboriginal and Torres Strait Islander cultures. Our national footprint calls for a local approach, ensuring we are sensitive and receptive to the different needs of every Aboriginal and Torres Strait Islander community we work with.

Through respectful partnerships and proactive relationship building with Aboriginal and Torres Strait Islander communities at local and regional levels, we can help ensure our services are open and accessible to all First Nation Peoples.

OzChild is committed to creating and maintaining an inclusive environment free from discrimination, by working in culturally safe and respectful ways, always demonstrating understanding of First Nation Peoples' perspectives, and recognising the diversity of the children, young people, and families we serve.

Through OzChild's Bridging Cultures OzInspire Training Platform, all OzChild staff learn about the

history of colonisation and legislations in Australia and their impact on Aboriginal and Torres Strait Islander Peoples.

Supporting healthy and resilient communities requires an appreciation of the immense strengths of Aboriginal and Torres Strait Islander cultural traditions and family practices as well as the holistic perspectives of Aboriginal and Torres Strait Islander Peoples when it comes to looking after their health and wellbeing.

OzChild's Cultural Practice Guide and Platform provides an historical and current cultural context to reflect on when working with Aboriginal and Torres Strait Islander families, their children and young people.

OzChild is committed to creating and maintaining an inclusive environment, free from discrimination and one that recognises the diversity and histories of Aboriginal and Torres Strait Islander Peoples.

Increase the understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, achievements and rights through cultural learning.

OzChild is committed to demonstrating respect for Aboriginal and Torres Strait Islander Peoples, their cultures, Country and histories. We will increase the diversity of the workforce through raising and enhancing cultural awareness and continuous education.

	DELIVERABLES	ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	Senior Manager, Dhiyaan Mirri	Senior Manager People & Culture Aboriginal Practice Leads	December 2021 & 2022
	Implement and communicate a cultural learning strategy for our staff.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri	December 2021 & 2022
	Commit all RAP Working Group members, HR managers and other key leadership staff to undertake formal and structured cultural learning.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri	December 2021 & 2022
	Conduct an annual review of cultural learning needs within our organisation.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri Manager, Project Office	April 2021 & 2022
	Review, update and implement OzChild's <i>Cultural Practice Guide</i> and ensure it is accessible to all staff.	Senior Manager, Dhiyaan Mirri	Senior Manager People & Culture Manager, Project Office Senior Manager Marketing, Communications & Fundraising	February 2022 & 2023
	Provide opportunities for all staff to participate annually in Cultural Safety Training, ensuring at least 30% of all staff undertake each of the categories: <ul style="list-style-type: none"> – Face to face cultural learning – Online cultural learning activities – Cultural immersion learning activities. 	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads	March 2022 & 2023
	Promote Reconciliation Australia's <i>Share Our Pride</i> online tool to all staff.	Chief Executive Officer	Senior Manager People & Culture Senior Manager, Dhiyaan Mirri	May 2021 & 2022

CULTIVATING A DEEPER UNDERSTANDING AND RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES, HISTORIES AND CONTEMPORARY MATTERS ACROSS OZCHILD

To achieve this, we will:

- **Increase** the understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, achievements and rights through cultural learning.
- **Demonstrate** respect to Aboriginal & Torres Strait Islander Peoples by observing cultural protocols.
- **Build** respect for Aboriginal and Torres Strait Islander Peoples' cultures and histories by celebrating NAIDOC Week.
- **Engage** in national days of significance.



	Ensure ELT and OLGA understand the importance of cultural immersion.	Chief Transformation Officer	Senior Manager People & Culture Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads	March 2022 & 2023
	All Board members and senior executives, undertake, at least one, full day cultural immersion activity each year.	Chief Transformation Officer	ELT Senior Manager People & Culture Senior Manager, Dhiyaan Mirri	October 2021 & 2022
	Organise an Annual Strategic Forum of all Aboriginal and Torres Strait Islander staff with senior OzChild leadership to improve the efficacy of OzChild's services to Aboriginal and Torres Strait Islander children and families.	Chief Transformation Officer	ELT Senior Manager Marketing, Communications & Fundraising Senior Manager, Dhiyaan Mirri	May 2022

Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.

	DELIVERABLES	ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Increase awareness across OzChild of the purpose behind and significance of cultural protocols, including <i>Welcome to Country</i> Protocol and <i>Acknowledgement of Country</i> Protocol.	Senior Manager Marketing, Communications & Fundraising	Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads	October 2021 & 2022
	Invite a local Traditional Owner to provide a Welcome to Country, or other appropriate cultural protocols for all significant OzChild events.	Senior Manager Marketing, Communications & Fundraising	Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads	October 2021 & 2022
	Display Acknowledgement to Country Plaques in all OzChild sites by 2021.	Senior Manager Marketing, Communications & Fundraising	Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads	August 2021
	Review, Implement and communicate OzChild's <i>Welcome to Country and Acknowledgement of Country Cultural Protocol</i> relevant to each OzChild site.	Senior Manager Marketing, Communications & Fundraising	Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads	October 2021 & 2022
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of all important meetings.	Senior Manager Marketing, Communications & Fundraising	OLGA	March 2022 & 2023
	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	Senior Manager Marketing, Communications & Fundraising	OLGA	March 2022 & 2023

	Ensure when we deliver evidenced-based programs we consult with the local Aboriginal and Torres Strait Islander communities.	National Executive Director of Services	OLGA Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads	March 2022 & 2023
	Ensure ALL staff undertake OzChild's <i>Moments in Time</i> foundation learning (online delivery) – introduction to Aboriginal and Torres Strait Islander cultures, customs, timeline and protocols.	Senior Manager People & Culture	OLGA	March 2022 & 2023
	Maintain a statement Acknowledging Country, Elders and Custodians in all staff email signature blocks.	Senior Manager Marketing, Communications & Fundraising	Senior Manager, Dhiyaan Mirri	March 2022 & 2023

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

	DELIVERABLES	ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	RAP Working Group members to participate in at least one external NAIDOC Week event in their area.	Senior Manager, Dhiyaan Mirri	RWG Members	First week July 2021 & 2022
	Continue to allocate internal funding to support activities at all sites for NAIDOC and other cultural events.	Chief Operating Officer	Senior Manager Marketing, Communications & Fundraising Senior Manager, Dhiyaan Mirri	June 2021 & 2022
	Provide opportunities for all staff to participate in at least one NAIDOC Week event in their local community.	ELT	NSLT	First week July 2021 & 2022
	In consultation with Aboriginal and Torres Strait Islander stakeholders, hold at least one internal or public NAIDOC Week event for each office location.	NSLT	Senior Manager, Dhiyaan Mirri Senior Manager Marketing, Communications & Fundraising OLGA	First week July 2021 & 2022
	Review Human Resource Policies and Procedures, to ensure there are no barriers to staff participating in NAIDOC Week activities.	Senior Manager People & Culture	OLGA Senior Manager, Dhiyaan Mirri	June 2021 & 2022

Engage in national days of significance.

We will acknowledge our national history, build and maintain positive relationships between OzChild staff, carers and Aboriginal and Torres Strait Islander communities, understand and celebrate their cultures.

	DELIVERABLES	ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Provide guidance to OzChild staff and carers to recognise, promote and celebrate dates of significance, included but not limited to: <ul style="list-style-type: none">– National Close the Gap Day– National Sorry Day– National Reconciliation Week– National Aboriginal and Torres Strait Islander Children’s Day– International Day of the World’s Indigenous Peoples.	Senior Manager Marketing, Communications & Fundraising	NSLT Senior Manager, Dhiyaan Mirri Manager, Project Office	March 2022 & 2023



2019 NAIDOC Week Dinner Dance event attended by OzChild’s Frankston team



Smoking Ceremony at the Aboriginal Children’s Forum in Echuca VIC



OzChild is committed to providing services that are accessible to Aboriginal and Torres Strait Islander Peoples. We are working to achieve this by increasing the number of our Aboriginal and Torres Strait Islander employees and suppliers. We are implementing tailored cultural training and professional development programs for all staff and carers, aimed at developing their cultural responsiveness and understanding.

As we continue to grow and expand our service offering, we are actively looking for opportunities to partner with Aboriginal organisations for sector development, establishing secondment opportunities for Aboriginal or Torres Strait Islander staff, and seeking to second our own staff into Aboriginal services where practicable and mutually beneficial.

Aboriginal and Torres Strait Islander Procurement

At OzChild we are also committed to delivering better opportunities for Aboriginal and Torres Strait Islander Peoples. Through OzChild's procurement of goods and services we can support supplier diversity and an inclusive economy which generates opportunities for Aboriginal and Torres Strait Islander Peoples.

We will increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes for communities. **We are in a unique position to deliver opportunities through:**

- **Supporting** engagement of Aboriginal and Torres Strait Islander organisations and consultants to support our programs.
- **Supporting** procurement of goods through Aboriginal and Torres Strait Islander businesses.
- **Promoting** Aboriginal and Torres Strait Islander employment.
- **Encouraging** volunteer involvement in our programs.
- **Providing** opportunities for families, children and young people to identify with their culture.

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

	DELIVERABLES	ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Engage with Dhiyaan Mirri in respect to all Aboriginal and Torres Strait Islander employment matters.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads OLGA	March 2022 & 2023
	Build organisation understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads	August 2021 & 2022
	Review, update and enhance OzChild's Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads	March 2022 & 2023
	Remove barriers to Aboriginal and Torres Strait Islander participation in our workplace by reviewing HR and recruitment procedures and policies.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads	March 2022 & 2023
	Review and update OzChild's <i>Cultural Support Consultation</i> Tool.	Senior Manager, Dhiyaan Mirri	Senior Manager People & Culture	December 2021 & 2022
	Include Aboriginal and/or Torres Strait Islander representation on recruitment and selection panels in consultation with Dhiyaan Mirri.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads OLGA	March 2022 & 2023
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	Senior Manager People & Culture	OLGA Senior Manager, Dhiyaan Mirri	March 2022 & 2023
	Increase Aboriginal and Torres Strait Islander employment, across OzChild to 5% by March 2022 and then maintained.	Senior Manager People & Culture	OLGA Senior Manager, Dhiyaan Mirri	March 2022 & 2023
	When not targeted and feasible, all external job vacancies will be advertised in approved Aboriginal and Torres Strait Islander online platforms.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri	March 2022 & 2023
	Include in all job advertisements, Aboriginal and Torres Strait Islander Peoples are encouraged to apply.	Senior Manager People & Culture	Senior Manager, Dhiyaan Mirri	March 2022 & 2023

INCREASING ABORIGINAL AND TORRES STRAIT ISLANDER PARTICIPATION THROUGH EMPLOYMENT AND PROCUREMENT OPPORTUNITIES

To achieve this we will:

- **Improve** employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.
- **Increase** Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.
- **Increase** the number of Aboriginal and Torres Strait Islander carers within the OzChild carer network.



Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

DELIVERABLES		ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Chief Operating Officer	OLGA Senior Manager, Dhiyaan Mirri	September 2021 & 2022
	Seek <i>Supply Nation</i> membership.	Chief Operating Officer	Senior Manager Finance & Planning	July 2021 & 2022
	Train relevant staff in contracting Aboriginal and Torres Strait Islander businesses through <i>Supply Nation</i> or an equivalent organisation.	Chief Operating Officer	Senior Manager People & Culture Senior Manager Finance & Planning	October 2021 & 2022
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Chief Operating Officer	Senior Manager Finance & Planning	October 2021 & 2022
	Develop and maintain at least three commercial procurement relationships annually with Aboriginal and/or Torres Strait Islander owned businesses.	Chief Operating Officer	Senior Manager Finance & Planning NSLT	December 2021 & 2022

Increase the number of Aboriginal and Torres Strait Islander carers within the OzChild carer network and ensure cultural learning opportunities are provided for all carers.

DELIVERABLES		ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Establish an Aboriginal and Torres Strait Islander <i>Carer Network</i> within OzChild's foster care program.	National Executive Director of Services	Senior Manager Marketing, Communications & Fundraising Senior Manager, Dhiyaan Mirri	September 2021
	Develop a cultural awareness training program specific to the needs of carers to increase their cultural understanding.	Senior Manager, Dhiyaan Mirri	National Executive Director of Services Senior Manager Marketing, Communications & Fundraising Senior Manager People & Culture	June 2021 & 2022
	Provide annual cultural awareness training sessions to at least 30% of all OzChild carers.	National Executive Director of Services	Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads Senior Manager People & Culture	February 2022 & 2023
	Conduct annual cultural audit to review cultural learning needs of OzChild carers.	National Executive Director of Services	Senior Manager People & Culture Senior Manager, Dhiyaan Mirri Manager, Project Office	December 2021 & 2022





Our *RAP Communication Strategy* supports OzChild in communicating the *RAP* and building awareness and understanding of First Nation Peoples and their cultures beyond the *RAP* deliverables. Incorporating channels to communicate the *RAP* internally and externally, will help maintain priority and visibility across and beyond the organisation. It will also serve to promote positive bicultural relations and support the dimensions of reconciliation addressed through our *RAP* actions.

OzChild will work to improve its relationships with First Nation Peoples, children, young people, and families, and work with them to create environments that provide equal life chances. This will guide us in understanding ‘what works’ – facilitating a continuous review and quality improvement cycle. These learnings will be communicated throughout the organisation to ensure knowledge leverage, and to maintain transparency.

We will measure, track, and analyse the underlying values and perceptions that shape our relationships and influence our social interactions and structures.

OzChild will continue to connect and strengthen its relationships guided by key focus areas. This includes our *RAP* commitments.

Our *RAP* and related actions will be communicated and monitored on an ongoing basis, progress tracking and reporting will be communicated internally and externally as relevant.

OzChild will continue using SMART goals and targets – Specific, Measurable, Achievable, Relevant, and Time-bound; combined within a table highlighting our *RAP* deliverables, and Reconciliation Australia’s *RAP* Impact Measurement Questionnaire and biennial Workplace *RAP* Barometer.

Dhiyaan Mirri, is responsible for promoting, driving and overseeing all aspects of the *RAP*, while ensuring the *RAP* Working Group is meeting the deliverables.



GOVERNANCE, MONITORING AND REPORTING

To achieve this we will:

- **Establish** and maintain an effective OzChild *RAP* Working Group to drive governance of the *RAP*.
- **Provide** appropriate support for effective implementation of *RAP* commitments.
- **Build** accountability and transparency through reporting *RAP* achievements, challenges and learnings internally and externally.
- **Continue** our reconciliation journey by developing our next *RAP*.



Cultural session for OzChild’s South Melbourne team

Maintain an effective OzChild *Bridging Cultures Team*.

	DELIVERABLES	ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Promote and enhance the role of Dhiyaan Mirri throughout the organisation to provide cultural advice and guidance to teams who are working with Aboriginal and Torres Strait Islander children.	Chief Transformation Officer	Senior Manager, Dhiyaan Mirri Aboriginal Practice Leads	December 2021 & 2022
	Develop the Dhiyaan Mirri Award to recognise individual/team contribution and commitment to OzChild service initiatives to Aboriginal and Torres Strait Islander services.	Chief Transformation Officer	ELT Senior Manager Marketing, Communications & Fundraising Senior Manager People & Culture Senior Manager, Dhiyaan Mirri	November 2021

Maintain an effective OzChild *RAP* Working Group (RWG) to drive governance of the *RAP*.

	DELIVERABLES	ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Review who needs to be involved in the RWG.	Manager, Project Office	Senior Manager, Dhiyaan Mirri RWG Members	June 2021 & 2022
	Review and update the Terms of Reference for the RWG to ensure there are Aboriginal and Torres Strait Islander peoples represented on the RWG.	Manager, Project Office	Senior Manager, Dhiyaan Mirri RWG Members	June 2021 & 2022
	Review the process for reviewing and renewing membership of the RWG.	Manager, Project Office	Senior Manager, Dhiyaan Mirri RWG Members	June 2021 & 2022
	Hold quarterly meetings to monitor and report on <i>RAP</i> progress.	Manager, Project Office	Senior Manager, Dhiyaan Mirri RWG Members	June 2021 & 2022
	RWG members to disseminate information about the <i>RAP</i> and its progress to the organisation.	Manager, Project Office	Senior Manager, Dhiyaan Mirri RWG Members	June 2021 & 2022

Provide appropriate support for effective implementation of *RAP* commitments.

DELIVERABLES		ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Define resource needs for <i>RAP</i> implementation.	Chief Transformation Officer	Senior Manager, Dhiyaan Mirri Senior Manager Marketing, Communications & Fundraising Manager, Project Office	June 2021 & 2022
	Embed key <i>RAP</i> actions in performance expectations of senior management and all staff.	Chief Executive Officer	Senior Manager People & Culture	September 2021 & 2022
	Continue to maintain internal <i>RAP</i> Champions from senior management.	Chief Executive Officer	ELT	Review June 2021 & 2022
	Include our <i>RAP</i> as a standing agenda item at OzChild Board and staff quarterly meetings.	Chief Executive Officer	ELT	Ongoing each quarter

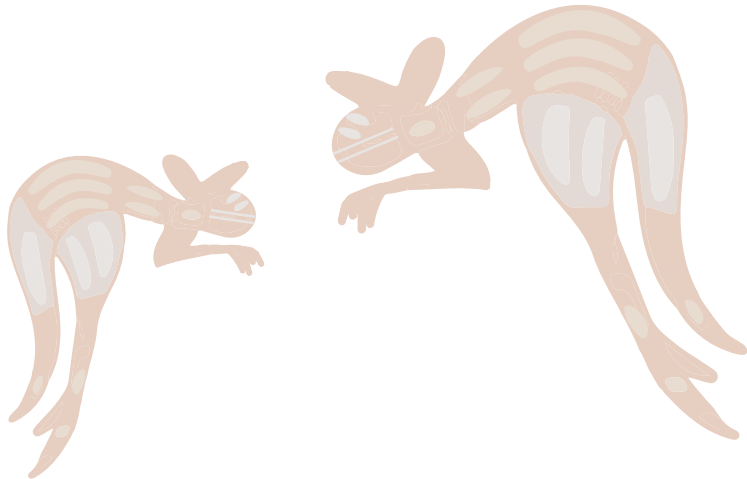
Build accountability and transparency through reporting *RAP* achievements, challenges and learnings internally and externally.

DELIVERABLES		ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Complete and submit the Annual <i>RAP</i> Impact Measurement Questionnaire to Reconciliation Australia.	Senior Manager, Dhiyaan Mirri	Manager, Project Office	September 2021 & 2022
	Communicate quarterly updates on <i>RAP</i> progress to all staff, OLGA, NSLT and ELT.	Senior Manager Marketing, Communications & Fundraising	Senior Manager, Dhiyaan Mirri Manager, Project Office	August 2021/22 November 2021/22 February 2022/23
	Publicly report annually against our <i>RAP</i> commitments, outlining achievements, challenges and learnings.	Senior Manager Marketing, Communications & Fundraising	Senior Manager, Dhiyaan Mirri Manager, Project Office	March 2022 & 2023

	Investigate participating in the annual <i>RAP</i> Barometer 2022.	Senior Manager, Dhiyaan Mirri	Manager, Project Office	February 2022
	Review, develop and implement systems and capability to track and communicate yearly <i>RAP</i> achievements, via a Report Card.	Manager, Business Improvement	Senior Manager Marketing, Communications & Fundraising Senior Manager, Dhiyaan Mirri Manager, Project Office	September 2021 & 2022

Continue our reconciliation journey by developing our next *RAP*.

DELIVERABLES		ACCOUNTABILITY	CONTRIBUTORS	TIMELINE
	Register via Reconciliation Australia's website to begin developing our next <i>RAP</i> .	Senior Manager, Dhiyaan Mirri	Manager, Project Office	March 2022
	Liaise with Reconciliation Australia to develop a new <i>RAP</i> based on learnings, challenges and achievements.	Senior Manager, Dhiyaan Mirri	Senior Manager Marketing, Communications & Fundraising Manager, Project Office	March 2022 through to March 2023
	Send draft <i>RAP</i> to Reconciliation Australia for feedback.	Senior Manager, Dhiyaan Mirri	Manager, Project Office Senior Manager Marketing, Communications & Fundraising	July 2022
	Submit draft <i>RAP</i> to Reconciliation Australia for formal endorsement.	Senior Manager, Dhiyaan Mirri	Manager, Project Office Senior Manager Marketing, Communications & Fundraising	November 2022





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If you would like more information about OzChild's Reconciliation journey or would like to speak with our team about our RAP please email dhiiyaanmirri@ozchild.org.au or call our National Support Office – 03 9695 2200