



Innovate Reconciliation Action Plan

August 2024 — August 2026



St Vincent de Paul Society
VICTORIA
good works



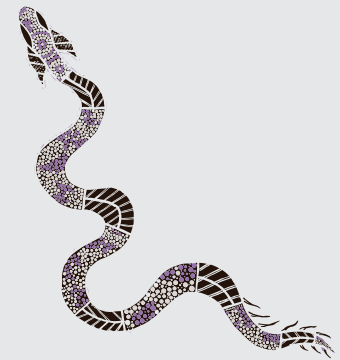
VincentCare
Engage. Enable. Empower.



**RECONCILIATION
ACTION PLAN**

INNOVATE





St Vincent de Paul Society Victoria and VincentCare Victoria
Innovate Reconciliation Action Plan (RAP)
August 2024 – August 2026



Photo: Uncle Willie Pepper representative of the Boonwurrung Land and Sea Council.

All photographs are owned by the St Vincent de Paul Society Victoria and VincentCare Victoria.

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About the Artist and Artwork

The artwork depicts 'The Long-Finned Eels of the Hopkins' by Jase C. The artist is a Gunditjmara man who tells the story through this piece of artwork of four warriors walking the land and meeting up to trade stories, food and tools.

These warriors would gather at the time when the wattle bloomed which signalled the spawning and migration of the eels.

TERM USED

Throughout this Reconciliation Action Plan, the term Aboriginal and Torres Strait Islander peoples is used, however and with respect, does not reflect the diversity of Aboriginal and Torres Strait Islander peoples in Victoria.

Acknowledgement of Country and Traditional Owners

The St Vincent de Paul Society Victoria (the Society) and VincentCare Victoria (VincentCare) acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of the lands we live, work and meet on and we recognise their continuing connections to those lands, the waterways, territories and resources.

We acknowledge the richness, diversity and sophistication of the culture of Aboriginal and Torres Strait Islander peoples and pay our respects to Elders past and present and to the memories of their ancestors.

A message from the CEO

Thank you for taking the time to read our *Innovate* RAP. I would also like to take this opportunity to thank and acknowledge the members, volunteers and staff from across the organisation who have contributed to the development of this document.

Our *Innovate* RAP is our second RAP and provides us an opportunity to reflect on what we have realised so far. More importantly, it sets out purposeful, practical actions that advance our resolve to make a real difference to the lives of Aboriginal and Torres Strait Islander peoples in our community and that compels us to move towards deeper individual and organisational competency through a relationship-based approach to reconciliation.

We will continue to hear and value Aboriginal and Torres Strait Islander peoples' wisdom and respect their identities and connections. Our actions will demonstrate truth and accountability, our practices will foster maturity, and our advocacy will continue for an equitable future based on dignity and trust for the most marginalised, disadvantaged or those at risk of experiencing disadvantage, in our community.

This is a crucial and rewarding period for us as an organisation on our reconciliation journey and I am honoured to be endorsing our *Innovate* Reconciliation Action Plan (RAP) 2024 – 2026.

Dr. Jenny Fitzgerald AM

Group Chief Executive Officer
St Vincent de Paul Society Victoria

A message from the State President, St Vincent de Paul Society Victoria

This document goes beyond words on a page. Our *Innovate* RAP details our plans for the future, it informs pathways that promote respect and recognition for Aboriginal and Torres Strait Islander peoples, their histories, customs, cultures and spiritualities and it further communicates our genuine commitment for sustainable change through inspirational leadership, passion, collaboration and trust.

I recognise that each of us has a responsibility for a reconciled Australia. I am encouraged by our journey to date and privileged to be part of the future that intends to bring about understanding and unity through a shared history that honours, embraces and celebrates the contribution of Aboriginal and Torres Strait Islander peoples. In recognising there are still processes and functions necessary to anchor tangible and meaningful change, I remain committed to the process of learning and to fulfilling the plans we have outlined in our *Innovate* RAP that seek out opportunities for growth and drive reconciliation, both internally and in the communities in which we operate.

We recognise reconciliation as an essential aspect of our Christian work and, as we hold ourselves accountable for place and space where Aboriginal and Torres Strait Islander peoples are heard and acknowledged, I encourage each of you to ask yourself 'what can I do to support this Plan for reconciliation, both at work and in my daily life'.

Michael Quinn

State President
St Vincent de Paul Society Victoria

A message from Reconciliation Australia

Reconciliation Australia commends St Vincent de Paul Society Victoria and VincentCare Victoria on the formal endorsement of its inaugural *Innovate* Reconciliation Action Plan (RAP).

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

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

This *Innovate* RAP is both an opportunity and an invitation for St Vincent de Paul Society Victoria and VincentCare Victoria to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, St Vincent de Paul Society Victoria and VincentCare Victoria will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

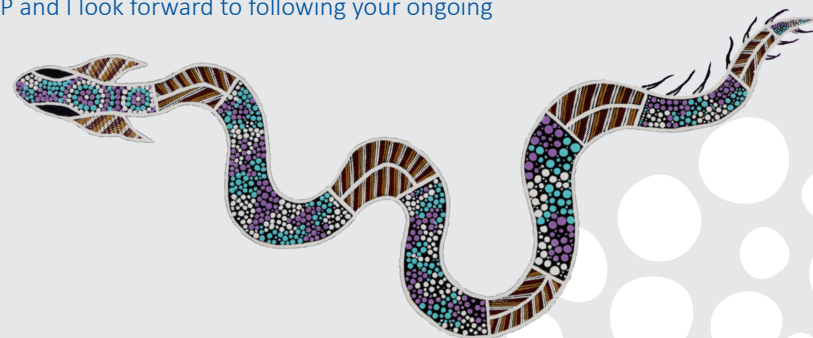
With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. St Vincent de Paul Society Victoria and VincentCare Victoria is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an *Innovate* RAP signals St Vincent de Paul Society Victoria and VincentCare Victoria's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations St Vincent de Paul Society Victoria and VincentCare Victoria on your *Innovate* RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Vision for Reconciliation

Our vision for reconciliation is an inclusive workplace that embraces and celebrates the unique cultures, experiences and rights of Aboriginal and Torres Strait Islander peoples and for united, thriving communities that are free from discrimination.

Our vision is mapped around our learnings and defined throughout this document with purpose and intent to:

- listen to and hear our Aboriginal and Torres Strait Islander members, volunteers, staff, companions, clients and community
- embrace and accept the unique cultures, experiences and rights of Aboriginal and Torres Strait Islander peoples
- create and sustain an inclusive and diverse workforce who embed cultural proficiency at all levels of the business and who uphold a culturally safe environment for Aboriginal and Torres Strait Islander peoples
- actively contribute to united, thriving communities that underpin reconciliation in practice across our service areas in Victoria through:
 - promoting inclusive procurement practices e.g. our procurement policy reflects meaningful purpose, highlight best practice avenues such as Supply Nation
 - creating environments that are welcoming and safe through visuals, e.g. artwork, shared resources with local Aboriginal Community Controlled organisations, Acknowledgment of Country on our work sites
 - active engagement and participation e.g. identified positions within the organisation's workforce.
- build and grow strong, sustainable relationships with Aboriginal and Torres Strait Islander leaders, organisations and businesses
- respectfully acknowledge the many and diverse clients and companions who identify as Aboriginal and/or Torres Strait Islander people when seeking support from our homelessness services, family violence services and other support services across Victoria
- embed cultural protocols and practises as part of our organisational functions, including celebrating and supporting cultural days of significance
- identify positions within the workforce for Aboriginal and Torres Strait Islander peoples
- expand our Boards' knowledge through diverse and inclusive membership of Aboriginal and Torres Strait Islander peoples.





Our Business

The Society was founded in 1854, reaching out from its beginnings in France in the early 1800s to now having over 45,000 members and volunteers across the country who give their time, care and compassion to assist the most vulnerable in our community.

We are a lay Catholic organisation that promotes the principles of inclusion without judgement and we are committed to ensuring individuals who seek our assistance are treated consistently and equitably. At this time, our offices, warehouses, assistance centres, service hubs, emergency accommodation sites and retail stores number 161, located across metropolitan Melbourne, regional and remote Victoria.

Within Victoria, as across the globe, we do not discriminate against cultural, religious, political, gender or gender identity beliefs and continue to work to combat social injustice through our special works and other works, including retail outlets and by advocating for people who are marginalised, disadvantaged, or at risk of experiencing disadvantage. Currently there are 517 staff, 7,013 volunteers and 3,756 members who offer service to the Victorian community through a range of programs.

VincentCare was established in 2003 to extend the mission of the Society and to support and advocate on behalf of the most disadvantaged Victorians. We provide a range of professional accommodation and support services from purpose-built Hub outlets across metropolitan and regional Victoria including advocacy for people at risk of, or experiencing homelessness, people with a disability, adults and children impacted by family violence, and those

struggling with complex needs including substance abuse and mental health issues. Currently there are 172 staff employed who continue to provide services to the Victorian community through a range of programs.

Our collective staff, volunteers and members as well as our Boards of Directors represent our key internal stakeholders, with clients and companions (our service users) being key external stakeholders and our primary focus. Our secondary external stakeholders include place based Aboriginal organisations, government departments, commercial suppliers, our generous donors, as well as relevant sector and peak industry associations.

Our purpose is to create opportunities and lasting change for the most marginalised in our community while respecting their dignity, their choice and their independence. We remain committed to the principles of social justice and aim to ensure every individual is treated with dignity and respect regardless of their cultural background, ability, ethnicity, gender identity, sexual orientation or religion.

We recognise and value the diversity and knowledge that our self-identifying Aboriginal and/or Torres Strait Islander staff bring to our organisation and we will continue to regard their expertise and connections to promote the organisation as a trustworthy community partner and workplace of choice. While the accurate number of Aboriginal and/or Torres Strait Islander staff is unknown, we commit to working within this RAP to determine culturally appropriate ways to understand this.

Our Values

Integrity | Commitment | Compassion | Courage | Advocacy | Respect | Empathy...to anyone in need! These Values drive our commitment to reconciliation and influence the way we work, the way we reach out, the way we consult, and the way we listen to hear our Aboriginal and Torres Strait Islander members, volunteers, staff, companions, clients and community.



Our Reconciliation Action Plan

The Society and VincentCare have committed to advancing reconciliation through the framework of a Reconciliation Action Plan (RAP) that structurally embeds our promise and commitment to serve the most vulnerable in our community with compassion, consistency, consultation and shared decision making.

Our *Innovate* RAP provides us the opportunity to enhance and develop systems and practices that improve supports for, and participation of, Aboriginal and Torres Strait Islander peoples. It builds on our workplace cultural capabilities, creates greater awareness of and connections to Aboriginal and Torres Strait Islander peoples and is fundamental to how we enable, contribute and influence equality in life outcomes for Aboriginal and Torres Strait Islander peoples.

Our *Innovate* RAP reflects our commitment to collaborate and facilitate Aboriginal self-determination more consistently through formal partnerships and shared decision making opportunities and purposeful projects aimed to Close the Gap on homelessness, intergenerational poverty, and mental health and wellbeing.

Self-determination

We commit to embracing the principles of the Voice to Parliament (2023) where our organisation's cultural legitimacy is informed and led by voice and choice of Aboriginal and Torres Strait Islander peoples who work with us, volunteer with us and who use our services. To evidence this, our organisation's evolution of effecting reconciliation in practice will continue to include:

- creating culturally safe environments that facilitate place and space for Aboriginal and Torres Strait Islander peoples to speak to, and to make decisions about, matters that affect them
- embedding meaningful consultation, respectful engagement and all-inclusive participatory practices to ensure our service responses are informed, unbiased and at all times meets the diverse cultural, physical and spiritual needs of Aboriginal and Torres Strait Islander members, volunteers, staff, companions and clients
- a willingness to listen, to understand and to acknowledge the unique and sometimes unspoken decision-making practices of Aboriginal and Torres Strait Islander peoples
- strengthening and/or exploring collaborative partnership opportunities that deepen cultural links to community
- cultivating adaptive practices through policies and programs to accommodate cultural circumstance
- capacity building through training and skills development that aims to foster genuine understanding and appreciation of Aboriginal and Torres Strait Islander historical, cultural and social contexts.





Uluru Statement from the Heart and a Voice to Parliament

We support the Uluru Statement from the Heart and clearly affirm our commitment through the ongoing actions and activities of our *Innovate* RAP. We acknowledge that the Uluru Statement from the Heart was issued to the Australian people and represents an historic consensus of Aboriginal and Torres Strait Islander leaders; it calls for an Aboriginal and Torres Strait Islander Voice to be enshrined in the Constitution and the establishment of a Makarrata Commission to oversee agreement-making and truth telling.

Our organisation's support of a YES vote at the 2023 Voice to Parliament referendum was publicly announced at a national level by the Society across all States and Territories alongside our commitment to, and support of, constitutional recognition for Aboriginal and Torres Strait Islander peoples. The disappointing NO outcome will not deter us from our reconciliation journey which is to advocate for, and realise, a culturally safe environment for Aboriginal and Torres Strait Islander peoples who work with us, volunteer with us or use our services so that they are restored to a place of equity, dignity and respect, where they can truly lead the work that affects them, and where their rights as first peoples are heard and upheld.

Our Reconciliation Journey

2019-2020

VincentCare established and implemented their *Reflect* RAP, endorsed by Reconciliation Australia (concluded 2020).

The Society established and implemented their *Reflect* RAP (concluded 2020).

2021

Coming together of the two RAP groups, the Society and VincentCare.

Review and integrate *Reflect* RAP actions and activities for greater reach and impact, and consolidate our commitment to reconciliation through planning the next steps of our reconciliation journey as one.

2022-2024

The planning and development of *Innovate* RAP is supported by a wide-range of positive participants, including Aboriginal and Torres Strait Islander community Cultural Advisors, senior organisational leaderships, senior Aboriginal staff, members, volunteers and staff, who have all contributed to our continued reconciliation journey.

Reflection - On reflection, we laboured at times to sustain momentum and realise undertakings related in our independent *Reflect* RAPs when the two groups came together. Some of the additional and complex considerations included how do we bring together internal champions from both groups who reside and work across geographical locations that span from metropolitan Melbourne to regional and remote Victoria as well how do we consolidate, promote and build on the progress of our *Reflect* RAPs across three internal and commendable stakeholder groupings; our members, volunteers and staff.

With an unwavering commitment from our internal stakeholder collective and guidance from our Cultural Advisers we continued to progress our reconciliation journey from a foundation of trust, truth and goodwill and to build up 'the doing' to empower our members, volunteers, staff, companions, clients and the community to be active in our reconciliation vision.

Progress - The early work of the Society and VincentCare on their respective *Reflect* RAPs has defined the next steps of our reconciliation journey. The coming together of the two distinct groups has meant a greater focus on identifying gaps and enabling the design and development of a unified and cohesive *Innovate* RAP that reflects a reset and a strength-based approach to organisational change.

Our experiences and learnings have brought about greater rigor and substance into planning, engaging, implementing and communicating the next steps on our reconciliation journey. Progress has been consistent, meaningful and consultative with a focus on collaborative undertakings that complement our respective *Reflect* RAPs and evolve our growth and reconciliation efforts through our *Innovate* RAP.



Our Governance Structure

A governance structure has been established to incorporate a whole of organisation approach, one that includes representation at all levels of the business from both the Society and VincentCare, including senior leaders, program managers, customer facing staff, volunteers, members and independent Cultural Advisors, collectively acknowledged as an inclusive **RAP Circle**.

There are four Working Groups, defined by the framework of (i) Relationships; (ii) Respect; (iii) Opportunities; and (iv) Governance, embedded in the **RAP Circle** and assigned to lead, thus evolving our commitment to reconciliation and ensuring roll-out of deliverables and communications are effective, consolidated and consistent.

Influencers of change include:

- Champion - our CEO.
- Sponsor - Senior Leadership Team (SLT). The SLT is made up of the CEO and organisational Executive General Managers (EGMs) from the Society and VincentCare.
- RAP Circle Chair - A senior leader within the organisation who is Aboriginal and holds the position of Hume Community Hub Manager (VincentCare).
- Community Cultural Advisor/s - Aboriginal Community Elders and Respected Persons.
- Lead: Relationships Working Group - Inner Melbourne Community Hub Manager (VincentCare).
- Lead: Respect Working Group - Co-Chair (Volunteer).
- Lead: Opportunities Working Group - Manager Property and Procurement (the Society).
- Lead: Governance Working Group - Executive General Manager - Client Services.

Regular meetings are confirmed and scheduled:

- The RAP Working Groups - bi-monthly.
- The RAP Circle - quarterly.

Reporting responsibilities and mechanisms identified:

- Quarterly status reports to the SLT. It is the SLT that has final endorsement and oversight of many of the commitments outlined in the deliverables of our *Innovate RAP*.
- Biennial Workplace RAP Barometer - Reconciliation Australia.
- Annual RAP Impact Survey - Reconciliation Australia.



Terms of Reference

- Reviewed annually for currency and relevance and will continue to define:
 - o Membership of the RAP committee and RAP Circle to include Aboriginal and Torres Strait Islander peoples to better inform and advise on elements of deliverables identified in our *Innovate* RAP.
 - o Establishing four Working Groups to collectively champion and lead progress and communication of deliverables identified in our *Innovate* RAP.
 - o Establishing meeting schedules.
 - o Establishing reporting responsibilities and mechanisms.

RAP Committee and RAP Circle

- Communicates and promotes:
 - o The RAP Circle as a valuable point of reference.
 - o Define, document and convey how we develop and/or respond to the diverse needs of Aboriginal and Torres Strait Islander peoples across our corporate, community and public focused functions and responsibilities.
 - o Establishing monthly Lunchtime Learning Sessions as a platform to share the histories and ongoing impacts of colonisation on Aboriginal and Torres Strait Islander peoples and to consider current political and community achievements, celebrations, concerns and conflicts. These sessions facilitate moments to share, listen, learn and to gain a real insight into the trauma that still exists for the Stolen Generations including the high number of Aboriginal and Torres Strait Islander peoples in custody and children being removed from family and Country.
 - o Monthly communications, or communications for specific cultural celebrations, circulated via the organisation wide weekly newsletter and/or other forms of internal communications platforms.
 - o Actively leading, communicating and encouraging participation in cultural celebrations of significance, e.g. NAIDOC.
 - o Acknowledgement of Country plaques placed in all retail outlets, commencing with the Society's store in Shepparton on Yorta Yorta Country in early 2023.
 - o Establishing and promoting Cultural Protocols that include an Acknowledgement of Country at the commencement of all internal and external meetings.
 - o Promoting and formalising Smoking Ceremonies for both healing and celebrations.
 - o Ongoing work to establish meaningful formal and informal relationships and partnerships, e.g. engagement of Elders who regularly attend and provide guidance to staff, clients and volunteers at work sites across metropolitan and regional Victoria; service agreements with Aboriginal organisations; and invitations to significant Respected Persons as guest speakers at the monthly Lunchtime Learning Sessions.
 - o Purchasing and endorsing of artwork for our *Innovate* RAP.

Relationships

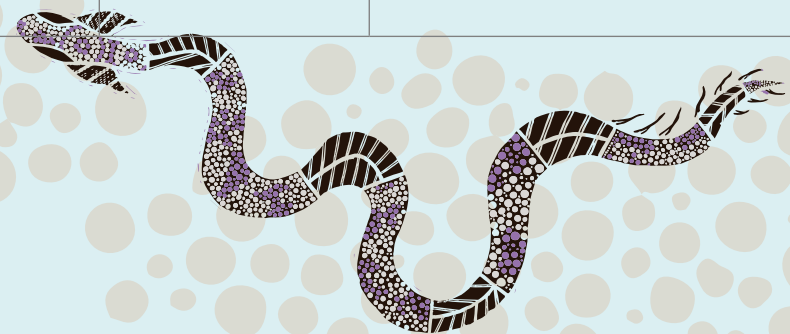


PILLAR 1 - RELATIONSHIPS

Why statement: *We cannot do the work of reconciliation alone, we need our community to work together. This pillar acknowledges and endorses our commitment to responsive service delivery, consultation, engagement and inclusion both in the workplace and within our community.*

Focus area: *Values driven and outcomes focused.*

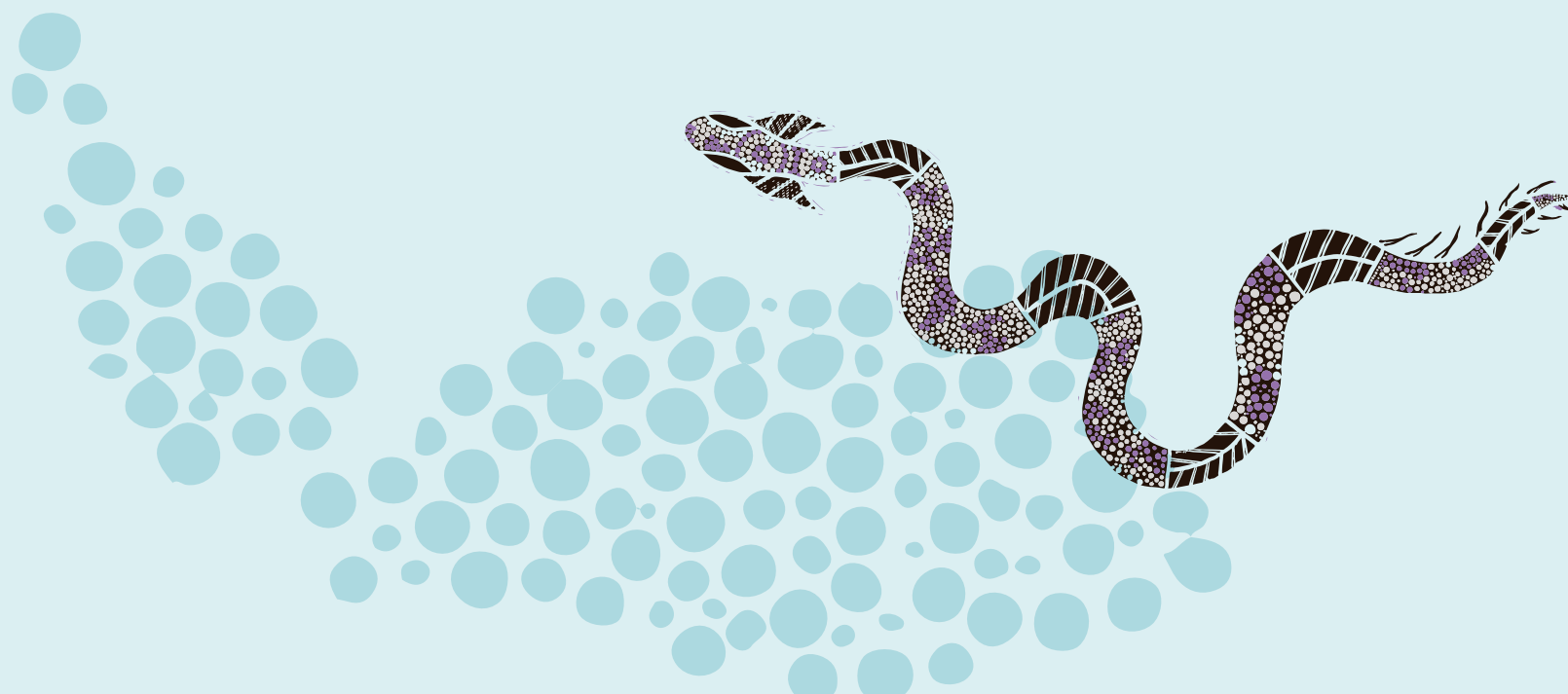
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Meet with Aboriginal and Torres Strait Islander stakeholders and organisations to develop a Partnership and Engagement Plan that sets out guiding principles for engagement with, and sustainability of, partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	December 2024, 2025	<ul style="list-style-type: none"> o Lead: Relationships Working Group Lead o Support: Opportunities Working Group Lead o Support: SLT
	1.2 Establish a Cultural Advisory Committee to oversee implementation of the Partnership and Engagement Plan in line with the Australian Council of Social Services (ACOSS) Principles for a Partnership-centred approach	December 2024	<ul style="list-style-type: none"> o Lead: Governance Working Group Lead o Support: RAP Circle o Support: SLT
	1.3 Proactively and formally communicate the Partnership and Engagement Plan to staff, members, volunteers, companions, clients and Aboriginal and Torres Strait Islander stakeholders and organisations through acknowledged and recognised sharing platforms e.g. intranet, internet	June 2024, 2025	<ul style="list-style-type: none"> o Lead: Relationships Working Group Lead o Support: RAP Circle o Support: Communications Manager o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership
	1.4 Maintain and/or further develop relationships with existing Aboriginal and Torres Strait Islander stakeholders and organisations that facilitate positive contribution and connection to reconciliation pathways	July 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: Relationships Working Group Lead o Support: Opportunities Working Group Lead
	1.5 Establish a procedure that enables the engagement of Aboriginal and Torres Strait Islander members, volunteers and staff to mentor newly appointed members, volunteers and staff on appointment that gives surety to a culturally safe workplace and culturally safe service responses	July 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Relationships Working Group Lead



Action	Deliverable	Timeline	Responsibility
2. Provide opportunities to build and maintain relationships with Aboriginal and Torres Strait Islander peoples and other Australians through celebrating and participating in National Reconciliation Week (NRW)	2.1 Circulate related NRW resources and materials to all members, volunteers, staff, companions and clients	May 2024, 2025	<ul style="list-style-type: none"> o Lead: Communications Manager o Support: Relationships Working Group Lead o Support: Snr. Working Volunteers and Participation o Support: Snr. Operations Manager - Membership
	2.2 RAP Circle to plan, communicate and participate in planned internal and/or external events that recognise and celebrate National Reconciliation Week	27 May - 3 June 2024, 2025	<ul style="list-style-type: none"> o Lead: RAP Circle o Support: Communications Manager o SLT
	2.3 Promote, encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week	27 May - 3 June 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: RAP Circle o Support: SLT
	2.4 Promote, encourage and support members, volunteers, staff, companions and clients to participate in planned internal and/or external events that recognise and celebrate National Reconciliation Week	27 May - 3 June 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: RAP Circle o Support: SLT
	2.5 Organise at least one event throughout National Reconciliation Week each year that members, volunteers, staff, companions and clients can participate in	27 May - 3 June 2024, 2025	<ul style="list-style-type: none"> o Lead: Relationships Working Group Lead o Support: RAP Circle o Support: SLT
	2.6 Register all events on Reconciliation Australia's website: www.reconciliation.org.au	May 2024, 2025	<ul style="list-style-type: none"> o Lead: Governance Working Group Lead o Support: Communications Manager

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	3.1 Design and implement a Communications and Engagement Strategy that promotes and invites participation in RAP reconciliation initiatives across the organisation in consultation with Aboriginal and Torres Strait Islander staff, advisors, partners, organisations and stakeholders, e.g. raise awareness of the Lunchtime Learning Sessions for members, volunteers and staff and more broadly reconciliation initiatives that include opportunities for companions and clients	June 2024, 2025	<ul style="list-style-type: none"> o Lead: Relationships Working Group Lead o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership o Support: Communications Manager
	3.2 Consult with Aboriginal and Torres Strait Islander staff, advisors, partners, organisations and stakeholders to further develop and invigorate communications on progress of our reconciliation initiatives that reinforce commitment to reconciliation	July 2024, 2025	<ul style="list-style-type: none"> o Lead: Relationships Working Lead Group Head o Support: Organisational Development Manager o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership o Support: Communications Manager
	3.3 Communicate and celebrate our commitment to reconciliation (e.g. Sharepoint, Hands at Work, Monthly Member Mailouts, Annual Reports, all staff meetings and newsletters, the intranet and external facing national and state websites)	June 2024, 2025	<ul style="list-style-type: none"> o Lead: RAP Circle o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership o Support: Communications Manager
	3.4 Promote reconciliation activities across the wider organisation and passively influence external stakeholders to drive forward reconciliation outcomes	July 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: RAP Circle o Support: SLT
	3.5 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	July 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: RAP Circle o Support: SLT
	3.6 Communicate our commitment to reconciliation publicly	June 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: RAP Circle o Support: Communications Manager
	3.7 Explore opportunities with our external stakeholders (not-for-profits, corporate and community groups) to develop and drive innovative activities that advance reconciliation outcomes	May 2024, 2025	<ul style="list-style-type: none"> o Lead: Relationships Working Group Lead o Support: RAP Circle o Support: SLT
	3.8 Provide a copy of <i>Innovate</i> RAP as part of standard induction processes for new members, volunteers and staff	June 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Relationships Working Group Lead o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership

Action	Deliverable	Timeline	Responsibility
	3.9 Publish <i>Innovate</i> RAP: 3.9.1 external facing – national and state websites 3.9.2 internal facing – Sharepoint, Hands at Work, intranet	June 2024	<ul style="list-style-type: none"> o Lead: Communications Manager o Support: Relationships Working Group Lead o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership
4. Promote positive race relations through anti-discrimination strategies	4.1 Conduct a review of all HR policies and procedures to identify existing anti-discrimination provisions and future needs	December 2024	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: RAP Circle
	4.2 Develop, implement and communicate an anti-discrimination policy for our organisation	November 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: RAP Circle o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	July 2024, 2025	<ul style="list-style-type: none"> o Support: Relationship Working Group Lead o Support: Organisational Development Manager
	4.4 Educate and inform senior leaders on the effects of racism	June 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: Governance Working Group Lead



Respect



PILLAR 2 - RESPECT

Why statement: *To develop and implement a Cultural Safety Framework that guides our cultural learning; that informs our Recruitment and Retention Strategy; and that increases cultural safety, respect, recognition and understanding of Aboriginal and Torres Strait Islander peoples. This pillar acknowledges our commitment to listen to, respect and implement offerings from, the voices of Aboriginal and Torres Strait Islander peoples and to promote the significance of truth-telling and the importance of acknowledging our shared histories.*

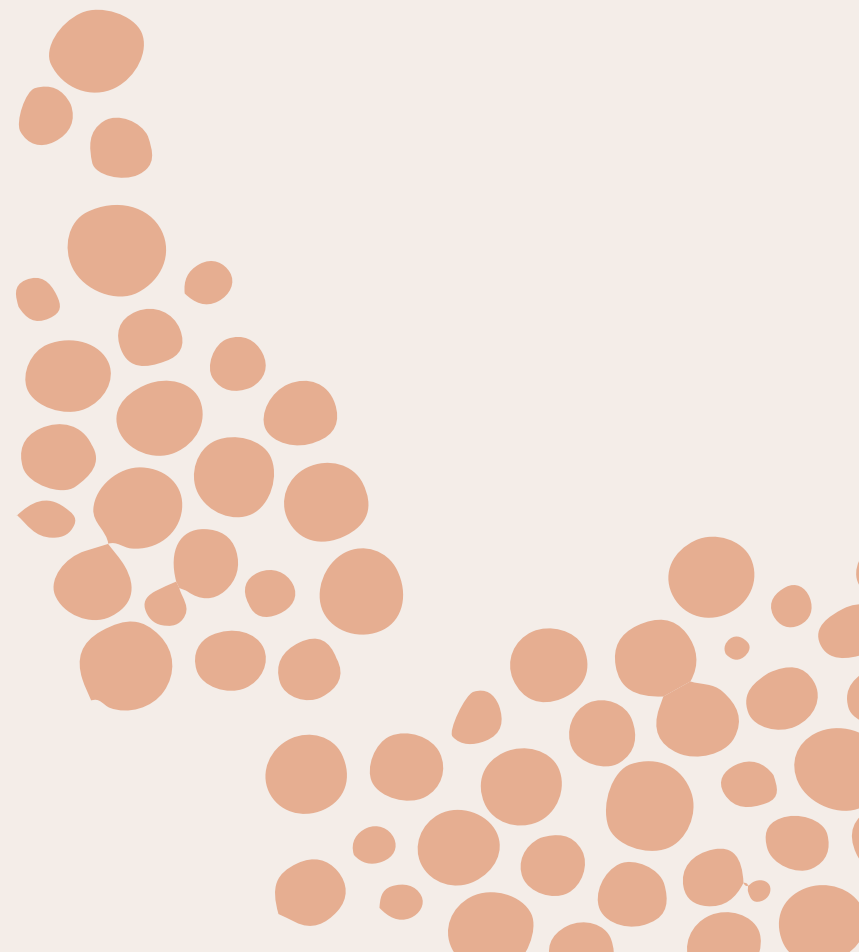
Focus area: *Values driven and outcomes focused.*

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights through cultural learning	5.1 Conduct a review of cultural learning needs within our organisation including: 5.1.1 an annual engagement survey of staff 5.1.2 an annual engagement survey of members, volunteers, companions and clients	June 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Respect Working Group Lead o Support: Organisational Development Manager o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our Cultural Learning Strategy	June 2024, 2025	<ul style="list-style-type: none"> o Lead: Relationship Working Group Lead o Support: Organisational Development Manager
	5.3 Develop, implement, and communicate a cultural Learning Strategy document for our staff	August 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: RAP Circle o Support: Organisational Development Manager
	5.4 Provide opportunities for leadership teams, RAP Circle, all staff, members, volunteers, companions, and clients to participate in formal and structured cultural learnings	June 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Respect Working Group Lead o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership
	5.5 Develop and implement a Cultural Safety Framework that underpins awareness and respect and creates real opportunities for engagement and participation through membership, volunteering and employment	November 2024, 2025	<ul style="list-style-type: none"> o Lead: Respect Working Group Lead o Support: Communications Manager
	5.6 Promote the existence of the organisation's library of books by subject matter experts relating to Aboriginal and Torres Strait Islander histories, contemporary living and community champions (to include both Aboriginal and Torres Strait Islander authors and non-Indigenous authors)	May 2024, 2025	<ul style="list-style-type: none"> o Lead: Respect Working Group Lead o Support: Communications Manager

Action	Deliverable	Timeline	Responsibility
	5.7 Provide opportunities for members, volunteers and staff to participate in formal and informal cultural learning activities, e.g. mandatory on-boarding eLearning modules, as well as informal cultural learning activities, e.g. Lunchtime Learning Sessions	June 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Respect Working Group Lead o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership
	5.8 Encourage and support members, volunteers and staff to further their own cultural learning and awareness	May 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Respect Working Group Lead o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership
	5.9 Promote learning outcomes of mandatory cultural learning components during induction/onboarding	May 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Respect Working Group Lead
	5.10 Build into professional development plans and embed in annual appraisals, a commitment to build on cultural knowledge and learnings	July 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Respect Working Group Lead
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	6.1 Consult, engage and invite an Aboriginal and Torres Strait Islander Traditional Custodians to conduct a Welcome to Country at significant internal events (e.g. CEO annual sleepout)	May 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: Respect Working Group Lead o Support: SLT
	6.2 Inform and increase understanding by members, volunteers and staff of the purpose and significance behind cultural protocols and practices	May 2024, 2025	<ul style="list-style-type: none"> o Support: Respect Working Group Lead o Support: Communications Manager o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership o Support: SLT
	6.3 Reinforce and continue to undertake an Acknowledgement of Country at the commencement of internal and external meetings or events	May 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: RAP Circle o Support: SLT
	6.4 Review and promote the existing Cultural Protocols document including protocols for Welcome to Country and Acknowledgement of Country	July 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: RAP Circle o Support: SLT

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander peoples, cultures and histories by celebrating NAIDOC week and other cultural days of significance	7.1 RAP Circle to plan, communicate and participate in internal and/or external events that recognise and celebrate NAIDOC Week	July 2024, 2025	<ul style="list-style-type: none"> o Lead: RAP Circle o Support: Communications Manager o Support: SLT
	7.2 Promote, encourage and support senior leaders to participate in at least one external event to recognise and celebrate NAIDOC Week	July 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: RAP Circle o Support: SLT
	7.3 Promote, encourage and support members, volunteers, staff, companions and clients to participate in planned internal and/or external events that recognise and celebrate NAIDOC Week	July 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: RAP Circle o Support: SLT
	7.4 Organise at least one event throughout NAIDOC Week that members, volunteers, staff, companions and clients can participate in	July 2024, 2025	<ul style="list-style-type: none"> o Lead: Respect Working Group Lead o Support: RAP Circle o Support: SLT
	7.5 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week activities	May 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Respect Working Group Lead o Support: SLT
	7.6 Communicate and connect with local NAIDOC community working groups to support and contribute to event planning, promotion and attendance	May 2024, 2025	<ul style="list-style-type: none"> o Lead: Relationships Working Group Lead o Support: RAP Circle
8. Improve cultural safety for Aboriginal and Torres Strait Islander members, volunteers, staff, companions and clients	8.1 Visually celebrate and acknowledge Aboriginal and Torres Strait Islander peoples' cultures in the work spaces and across our sites (e.g. purchase and display Aboriginal and Torres Strait Islander artwork and flags)	July 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: Respect Working Group Lead o Support: RAP Circle
	8.2 Arrange for smoking ceremonies to happen in physical spaces (can only be conducted by Traditional Owners) for the purposes of cleansing for sorry business or for celebrations	June 2024, 2025	<ul style="list-style-type: none"> o Lead: Respect Working Group Lead o Support: RAP Circle o Support: SLT
	8.3 Work with Aboriginal and Torres Strait advisors to develop and deliver Victorian Koori cultural awareness eLearning modules that fit within the Cultural Safety Framework, that supports the organisation's cultural safety intent, and that value adds to the practice of two-way learning between Aboriginal and Torres Strait stakeholders and non-Aboriginal and Torres Strait stakeholders, new members, volunteers and staff	October 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Respect Working Group Lead o Support: Organisational Development Manager o Support: SLT

Action	Deliverable	Timeline	Responsibility
	8.4 Encourage and support Aboriginal and Torres Strait Islander staff to access cultural leave provisions in the staff Leave Policy to enable participation in cultural events of significance, e.g. NAIDOC, Sorry Business	May 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Respect Working Group Lead
	8.5 Develop and implement a Cultural Safety Framework that underpins awareness and respect and creates real opportunities for engagement and participation through membership, volunteering and employment	November 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Respect Working Group Lead o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership
	8.6 Communicate our Cultural Safety Framework: 8.6.1 internally via the intranet 8.6.2 externally via the internet	December 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: RAP Circle o Support: Communications Manager





Opportunities

PILLAR 3 - OPPORTUNITIES

Why statement: *To communicate our intention, desire and plans to create an environment where everyone feels safe, welcomed and accepted without judgement. This pillar sets out our commitment to improve our work practices that (i) support and encourage Aboriginal and Torres Strait Islander peoples to apply to participate as members, volunteers or staff; and (ii) embed responsive procurement practices into everyday business.*

Focus area: *Outcomes focused and operationally excellent.*

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, professional development and career progression	9.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	June 2024, 2025	o Lead: Opportunites Working Group Lead o Support: EGM People & Culture
	9.2 Develop and implement a responsive Recruitment and Retention Strategy to include guiding principles for organisation wide recruitment, retention, and professional development strategies for Aboriginal and Torres Strait Islander peoples across all areas of the organisation members, volunteers and staff	December 2024, 2025	o Lead: EGM People & Culture o Support: RAP Circle o Support: SLT
	9.3 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	October 2024, 2025	o Support: Opportunities Working Group Lead
	9.4 Develop a procedure that identifies, responds and appropriately communicates how to manage barriers for current and future Aboriginal and Torres Strait Islander members, volunteers and staff who do not feel confident to self-identify	August 2024, 2025	o Lead: EGM People & Culture o Support: RAP Circle o Support: SLT
	9.5 Develop a procedure that identifies, responds and appropriately communicates how to manage the impacts of current procedures for seeking and assessing National Police Checks on Aboriginal and Torres Strait Islander peoples	June 2024	o Lead: EGM People & Culture o Support: RAP Circle o Support: SLT
	9.6 Plan, communicate and promote opportunities for membership, volunteering and employment of Aboriginal and Torres Strait Islander peoples (e.g. regional road trips/job fairs in partnership with local Aboriginal community organisations)	Dec 2024, 2025	o Lead: EGM People & Culture o Support: Opportunities Working Group Lead o Support: Snr. Worker Volunteers and Participation o Support: Snr. Operations Manager - Membership
	9.7 Develop a procedure that systematically and automatically advertises job vacancies that effectively reach Aboriginal and Torres Strait Islander stakeholders	August 2024, 2025	o Lead: EGM People & Culture o Support: Opportunities Working Group Lead
	9.8 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	June 2024, 2025	o Lead: EGM People & Culture o Support: Opportunities Working Group Lead

Action	Deliverable	Timeline	Responsibility
	9.9 Review HR and recruitment policies and procedures to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	July 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Opportunities Working Group Lead
	9.10 Develop and promote a business case for Aboriginal and Torres Strait Islander membership, volunteering and or employment to include an annual review of budget/s that include opportunities to develop and promote entrance level traineeships, internships and scholarships for Aboriginal and Torres Strait Islander university, TAFE or school leavers	May 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Opportunities Working Group Lead o Support: SLT
	9.11 Review policies and practices relevant to recruitment and retention of Aboriginal and Torres Strait Islander staff that: <ul style="list-style-type: none"> 9.11.1 promotes diversity and inclusion in position descriptions 9.11.2 includes the wording 'Aboriginal and Torres Strait Islander peoples are encouraged to apply' in vacancy advertisement 9.11.3 ensures senior Aboriginal and Torres Strait Islander representation on interview panels where an applicant identifies as Aboriginal or Torres Strait Islander 9.11.4 create identified positions specific for Aboriginal and Torres Strait Islander staff 	December 2024, 2025	<ul style="list-style-type: none"> o Lead: EGM People & Culture o Support: Opportunities Working Group Lead
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	10.1 Manage Supply Nation membership including promoting the use of Aboriginal and Torres Strait Islander business partnerships for internal procurement purposes	July 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: Opportunities Working Group Lead o Support: SLT
	10.2 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	July 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: Opportunities Working Group Lead o Support: SLT
	10.3 Develop and implement an Aboriginal and Torres Strait Islander Procurement Strategy to include practices that promote and stimulate procuring goods and services from Aboriginal and Torres Strait Islander businesses to members, volunteers and staff	July 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: Opportunities Working Group Lead o Support: SLT o Support: Snr. Operations Manager - Membership o Support: Snr. Worker Volunteers and Participation
	10.4 Develop and implement targeted tender procedures in line with the requirements of existing tendering requirements and practices that prioritises the engagement of Aboriginal and Torres Strait Islander business	July 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: Opportunities Working Group Lead o Support: SLT
	10.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	May 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: Opportunities Working Group Lead o Support: SLT
	10.6 Engage and promote the use of Aboriginal and Torres Strait Islander venues and catering options to celebrate cultural or organisations events of importance (e.g. NAIDOC, AGMs)	May 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: Opportunities Working Group Lead o Support: SLT



Goverhance



PILLAR 4 - GOVERNANCE

Why statement: *To acknowledge the significance of embedding meaningful and sustainable change. This pillar sets out our commitment to the structures and processes we will use to implement, monitor, assess and report on progress of the actions and initiatives set out in Innovate RAP.*

Focus area: *Operationally excellent.*

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Circle that drives governance structures and oversights performance of deliverables	11.1 Maintain Aboriginal and Torres Strait Islander peoples' representation on the RAP Circle	May 2024, 2025	<ul style="list-style-type: none"> o Lead: Governance Working Group Lead o Support: RAP Circle o Support: CEO
	11.2 Annually recruit and revise membership on the RAP Circle and update the Terms of Reference	May 2024, 2025	<ul style="list-style-type: none"> o Lead: Governance Working Group Lead o Support: RAP Circle o Support: CEO
	11.3 Provide and support opportunities for the RAP Working Groups to meet bi-monthly to review progress and identify barriers to developing and/or implementing actions and initiatives of <i>Innovate RAP</i>	February, April, June, August, October, December 2024, 2025	<ul style="list-style-type: none"> o Lead: Governance Working Group Lead o Support: RAP Circle o Support: CEO
	11.4 Provide and support opportunities for the Big RAP Circle to meet quarterly to review progress and identify barriers to developing and/or implementing actions and initiatives of <i>Innovate RAP</i>	March, May, September, November 2024, 2025	<ul style="list-style-type: none"> o Lead: Governance Working Group Lead o Support: RAP Circle o Support: CEO



Action	Deliverable	Timeline	Responsibility
12. Provide appropriate support for effective implementation of <i>Innovate</i> RAP commitments	12.1 Appoint and maintain internal senior champions of <i>Innovate</i> RAP to ensure delivery of <i>Innovate</i> RAP commitments	May 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: Governance Working Group Lead
	12.2 Define resources for RAP implementation, including a budget to procure and remunerate cultural expertise and guidance as and when determined	May 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: RAP Circle o Support: EGM People & Culture
	12.3 Define and maintain appropriate system to track, measure and report against progress of <i>Innovate</i> RAP actions and initiatives	May 2024, 2025	<ul style="list-style-type: none"> o Lead: Governance Working Group Lead o Support: RAP Circle o Support: SLT
	12.4 Report against progress of our <i>Innovate</i> RAP actions and initiatives through monthly internal communications with members, staff and volunteers	June 2024, 2025	<ul style="list-style-type: none"> o Lead: Governance Working Group Lead o Support: RAP Circle o Support: Communications Manager
	12.5 Publicly report against progress of our <i>Innovate</i> RAP actions and initiatives for external information via the Annual Report	June 2024, 2025	<ul style="list-style-type: none"> o Lead: CEO o Support: Governance Working Group Lead



Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting our <i>Innovate</i> RAP achievements, challenges and learnings both internally and externally	13.1 Participate in Reconciliation Australia's biennial Workplace RAP Barometer	February - March 2025, 2026	o Lead: CEO o Support: Governance Working Group Lead
	13.2 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	May 2024, 2025	o Lead: Governance Working Group Lead o Support: SLT
	13.3 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	August 2024, 2025	o Lead: Governance Working Group Lead o Support: SLT
	13.4 Assess outstanding and new initiatives to progress development of our next RAP	July - November 2025	o Lead: RAP Circle o Support: SLT
	13.5 Complete and submit the annual RAP Impact Survey to Reconciliation Australia relevant to the implementation and progress of our <i>Innovate</i> RAP	30 September 2024, 2025	o Lead: Governance Working Group Lead o Support: RAP Circle o Support: SLT
	13.6 Complete and submit internal Cultural Audit Checklists to the Quality and Innovation team	December 2024, 2025	o Lead: Governance Working Group Lead o Support: RAP Circle o Support: SLT
	13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	May 2026	o Lead: Governance Working Group Lead o Support: RAP Circle o Support: SLT
14. Continue our reconciliation journey by developing our next RAP	14.1 Register via Reconciliation Australia's website to begin developing our next RAP	May 2026	o Lead: Governance Working Group Lead o Support: SLT
15. Enshrine principles of the <i>Voice</i> into our organisational governance	15.1 Review our core strategic mandate and draft a proposal for its amendment to include the recognition of Aboriginal and Torres Strait Islander peoples to recommend to the Board	November 2024	o Lead: CEO o Governance Working Group Lead o Support: SLT
	15.2 Engage Aboriginal and Torres Strait Islander members, volunteers and staff to understand how a ' <i>Voice</i> ' in practice would operate within our organisational practice	July - November 2025	o Lead: EGM People & Culture o Support: RAP Circle
	15.3 Engage with <i>Stretch</i> and <i>Elevate</i> RAP organisations to understand how they are applying concepts of the <i>Voice</i> into their organisational practice	July - November 2025	o Lead: Partnership Working Group Lead o Support: RAP Circle o Support: SLT



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