



INNOVATE RECONCILIATION ACTION PLAN

October 2024 - October 2026



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ACKNOWLEDGEMENTS

Respect Victoria acknowledges Aboriginal peoples throughout Victoria as the First Peoples and Traditional Owners and Custodians of the lands and waterways on which we rely. We pay our respects to their Elders, past and present. We proudly acknowledge the Aboriginal communities throughout Victoria and their ongoing strength in practising the world's oldest living cultures.

We acknowledge the significant and ongoing impacts of colonisation and commit to working alongside First Nations communities to effect change. We recognise the ongoing leadership role of these communities in addressing and preventing family violence and violence against women, and will continue to work in collaboration with First Peoples to eliminate these forms of violence from all communities.



About the artist

Bayley Mifsud is a contemporary Aboriginal artist born in the country town of Warrnambool, located in South-West Victoria. She takes great pride in her heritage as a descendant of the Peek and Kirrae Whurrong clans. For Bayley, practicing and sharing her culture through art and storytelling holds immense significance for herself, her family, and her community.

Her Aboriginal name is Merindah-Gunya meaning “Beautiful Spirit” in Peek Whurrong language, which was gifted to her through a naming ceremony on Country, supported by her Elders and

community. Bayley now lives on Wurundjeri Country in Naarm (Melbourne) and has lived a large portion of her life there.

About the artwork

This story centres around central meeting places that form a vibrant community, deeply connected to the Traditional lands of Victoria. These spaces are surrounded by a diverse showcase of people, representing the rich multicultural community. The meeting places symbolise the strong bonds that unite the community, fostering connectedness, unity, and safety among all its people.

As individuals gather, they bring stories, traditions, and experiences, contributing to Respect Victoria's collective heritage. These gatherings are a testament to the enduring spirit of the land and its people, illustrating harmony and solidarity.

At its heart, this narrative celebrates relationships and a profound connection to the Country. The journey lines in the top left corner symbolise the continuous thread linking the past, present, and future of strong Aboriginal women. These lines pay tribute to their resilience, wisdom, and leadership, shaping the community and its bond with the land over generations.



Bayley Mifsud, Merindah-Gunya, with the artwork-in-progress in her studio.

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends Respect 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 Respect 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, Respect 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. Respect 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 Respect 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 Respect Victoria on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

MESSAGE FROM OUR CHAIR

Respect Victoria is delighted to present our Innovate Reconciliation Action Plan (RAP) and, with it, further our commitment to advancing reconciliation.

We understand reconciliation as an ongoing journey between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples to counter the impacts of colonialism, violent dispossession and racism experienced by First Nations peoples. We recognise that this journey is complex, non-linear, and importantly that it should not be the burden of Aboriginal and Torres Strait Islander peoples.

In the three years since producing our Reflect RAP, we have collectively witnessed the broader Australian community declining the opportunity to make milestone progress toward reconciliation. We recognise the significance of this, and the need for even greater efforts now to continue the journey to reconciliation.

A reconciled Australia will be one where all Australians understand and acknowledge that it is not only historic wrongs against Aboriginal and Torres Strait Islander peoples that have caused harm, but also recent – current – attitudes and actions. We know that, amongst additional inequalities, First Nations women, their children and their families experience disproportionate rates of violence because of the ongoing impacts of colonisation and systemic racism intersecting with the gendered drivers of violence against women. Recent research from the Australian Institute of Criminology evidences that Aboriginal women are up to seven times more likely to be killed, most often by an intimate partner.

Yet glimmers of progress endure.

At Respect Victoria, we have progressed through our Reflect RAP and towards our subsequent Innovate plan, as outlined in this document. It has been heartening to witness the dedication from our RAP Working Group and the commitment to reconciliation, to strengthening education and cultural safety from the broader Respect Victoria team.

We continue our journey with this Innovate RAP: the path for Respect Victoria to realise our vision for reconciliation. On this road are opportunities to forge and fortify mutually beneficial relationships. We aim to use our influence to promote reconciliation – through policy, research, governance and community engagement. Over the course of this RAP, we will remain engaged in continuous learning that centres the expertise and perspectives of Aboriginal and Torres Strait Islander communities – in particular, the wealth of knowledge and expertise of First Nations primary prevention practitioners and organisations.

A reconciled Australia is one where all Aboriginal and Torres Strait Islander peoples are safe, equal and respected, and live free from family violence and violence against women.

Professor Kate Fitz-Gibbon

Board Chair

Respect Victoria

OUR VISION FOR RECONCILIATION

Respect Victoria's vision for reconciliation is a society in which all Aboriginal and Torres Strait Islander peoples are safe, equal and respected, and live free from family violence and violence against women.

We acknowledge that family violence is not and never has been a part of Aboriginal and Torres Strait Islander cultures. Aboriginal and Torres Strait Islander peoples continue to be impacted by the cumulative effects of individual, institutional and societal violence, colonisation and racism over generations. The ongoing impacts of colonisation and systemic racism intersect with the gendered drivers of violence and other forms of oppression, increasing the severity and disproportionate impact of family violence on First Nations women, children, and their families and communities.¹ We know that until we dismantle all the norms, practices and structures under which violence thrives, we will not achieve gender equality for all Victorians.

Self-determination is a cornerstone of reconciliation

Aboriginal-led prevention work is unique and pioneers approaches to addressing the intersection between family violence, colonisation and racism. Respect Victoria recognises the inherent strength and diversity of Aboriginal and Torres Strait Islander peoples, families and communities across Victoria. We value the knowledge and trail-blazing leadership of First Nations matriarchs; our work is indebted to them.

Respect Victoria's work to prevent family violence against First Nations peoples and violence against First Nations women is informed by the principles of self-determination set out in *Dhelk Dja: Safe Our Way – Strong Culture, Strong Peoples, Strong Families* (the key Aboriginal-led Victorian Agreement that commits Aboriginal communities, Aboriginal services and government to work together and be accountable for ensuring that Aboriginal people, families and communities are stronger, safer, thriving and living free from family violence). For true reconciliation to occur, it is critical that non-Aboriginal and Torres Strait Islander organisations - like Respect Victoria - share power, decision-making authority, and resources relating to family violence prevention policy, programs, and services with First Nations organisations and communities. We are firmly committed to working in collaboration with Aboriginal Community Controlled Organisations (ACCOs) to improve outcomes for Aboriginal and Torres Strait Islander peoples and create a more equitable, respectful, and safe community.

¹ Urbis and Karen Milward. *Aboriginal Family Violence Prevention Evidence Review*. Melbourne: Urbis; 2023.

OUR BUSINESS

Respect Victoria is the dedicated agency for the primary prevention of family violence and violence against women in Victoria. Primary prevention seeks to stop family violence and violence against women from occurring in the first place by addressing their underlying drivers. This requires changing the social conditions that give rise to this violence; reforming the institutions and systems that excuse, justify or promote it; and shifting the power imbalances, social norms, practices and structures that maintain it.

Respect Victoria's vision is a Victorian community where all people are safe, equal and respected, and live free from family violence and violence against women. As a statutory authority legislated under the *Prevention of Family Violence Act 2018*, we serve as an independent voice with functions, powers and duties protected by law. We are guided by a set of key principles under this legislation. These include an acknowledgment that everyone should live in a safe and equal society free from violence; that equality and respect should be promoted across the community; that gender equality and respectful relationships should be promoted; and that the prevention of violence contributes to a more equal society.

Our values are:

- **Courage:** We are bold, brave and fearless.
- **Integrity:** We are rigorous, evidence-informed and accountable.
- **Leadership:** We are aspirational, strategic, collaborative and dedicated.

Respect Victoria comprises three directorates: Communications and Community Change; Strategy, Policy & Impact; and People, Governance & Operations. Communications & Community Change delivers and evaluates social marketing campaigns to influence community and social change, and leads and supports community-wide conversations about the prevention of violence against women across social media, in the media, and through events. Flagship initiatives include our *Respect Starts With a Conversation* campaign, and the Walk Against Family Violence and other activities during the 16 Days of Activism Against Gender-Based Violence.

Strategy, Policy and Impact provides prevention policy and funding advice to government; delivers high-quality research and evidence translation; builds the infrastructure for a more coordinated and sustainable statewide prevention system; develops a Monitoring, Evaluation & Learning system; and delivers work to inform effective practice. Key initiatives include the Three-Yearly Report to Parliament on Progress in Prevention; the Prevention Alliance; Monitoring, Evaluation & Learning system to prevent gender-based violence; along with programs of policy and research work.

People, Governance and Operations delivers People & Culture projects to attract and retain a highly capable, diverse and inclusive workforce that is aligned to Respect Victoria's organisational purpose; provides finance and corporate services to maximise efficiency and reduce operational risk; and ensures good governance practices to support proper oversight

and accountability and enable Board effectiveness. These services enable the business directorates to deliver on our Strategic Plan priorities.

Respect Victoria's office is based on the lands of the Wurundjeri people in Naarm (Melbourne), and our work is conducted throughout Victoria. We currently have 36 team members, and we are governed by an independent Board of eight Directors. We currently employ two Aboriginal and Torres Strait Islander team members (based on data from the 2023 People Matter Survey).

OUR RECONCILIATION ACTION PLAN

Our Reconciliation Action Plan (RAP) 2024–2026 is a framework for guiding Respect Victoria’s contribution to reconciliation. It sets out the practical activities we will deliver to ensure that we are delivering on our commitment to reconciliation, and that reconciliation and self-determination are prioritised and embedded across our organisation.

Our Innovate RAP will contribute to our vision of building a society where Aboriginal and Torres Strait Islander women, children, and their families and communities live free from family violence and violence against women. Through this RAP we will also continue our commitment to working in collaboration with ACCOs, recognising their leadership role in violence prevention.

Our RAP Working Group

Our RAP Working Group is championed by our Chief Executive Officer (who chairs the Working Group) and Director People, Governance and Operations (as our Senior Leadership Team RAP champion). Our RAP Working Group has representatives from every Respect Victoria team, and a Board representative. Our RAP Working Group has one First Nations representative.

- Chief Executive Officer
- Board Director
- Director People, Governance and Operations
- Communications and Community Change Manager
- Social Media Coordinator
- Coordinator, Evaluation and Evidence
- Coordinator, Prevention Practice
- Manager, Prevention Policy and Influence
- Senior Advisor, Research and Translation
- Administration Support Officer
- People and Culture Manager
- Finance and Procurement Officer
- Strategic Advisor (Working Group Secretariat)

Our RAP journey

Respect Victoria’s first Reflect RAP was developed during 2021 and ran from December 2021 to June 2023 (following significant organisational changes and subsequent changes to our RAP Working Group membership, we extended the initial end date from December 2022 to June 2023). Activities delivered as part of our RAP included:

- All-staff participation in a cultural heritage walk with the Koorie Heritage Trust, to learn more about local Aboriginal histories in the area surrounding our office.
- Conducting a cultural learning needs assessment to inform the identification and delivery of targeted, fit-for-purpose cultural learning and development opportunities for Respect Victoria employees under our Innovate RAP.
- Introducing ‘extended’ Acknowledgements of Country at All-staff, Board, and other important meetings to contribute to employee awareness and education, and ensure that our Acknowledgements of Country meaningfully pay respect to Aboriginal and Torres

Strait Islander peoples, cultures, and heritage. These entail a nominated team member being asked to share a personal reflection on topics such as the work of First Nations artists, musicians, and writers; the history of the Country they live on or have visited; or an event or training they've attended.

- Running an all-staff session on reconciliation and our RAP, following the recruitment of a significant number of new employees, to ensure ongoing cross-organisational awareness of our RAP and commitment to reconciliation.
- Drafting a Cultural Protocols guide, which will be further refined and promoted through our Innovate RAP to build awareness and understanding about Acknowledgement of Country, Welcome to Country, and other cultural protocols.
- Launched two significant pieces of research to inform effective prevention of family violence against Aboriginal peoples, which were commissioned for the Dhelk Dja Partnership Forum and conducted by Urbis in partnership with Karen Milward. The Aboriginal Family Violence Prevention Mapping Project identified and mapped over 251 prevention initiatives across Victoria to identify successes, challenges, gaps and opportunities for further investment; and the Aboriginal Family Violence Prevention Evidence Review documented available evidence on effective First Nations-led prevention across Victoria, Australia, New Zealand, Canada and the United States.
- Continuing our engagement with the Dhelk Dja Partnership Forum, and its sub-working groups on Aboriginal-led Prevention and Aboriginal-led Innovation, Data and Research.
- Participating in National Reconciliation Week and NAIDOC Week activities in both 2022 and 2023, including the NAIDOC Flag Raising Ceremony, March, and Gala Ball, as well as celebrating NAIDOC Week on our social media channels.
- Providing funding to ACCOs (via the grassroots initiative with Safe & Equal) to participate in the 16 Days of Activism Against Gender Based Violence in 2022 and 2023, as well as funding to Djirra for the Young Luv Program to Prevent Violence Against Women.
- Procuring catering and design services from Aboriginal and Torres Strait Islander owned businesses.
- Purchasing Acknowledgement of Country posters and other artwork by Aboriginal artists to display in our offices.
- Ensuring employees were aware of the clause in the Victorian Public Service Enterprise Agreement that allows employees to substitute a public holiday for another day, and supporting staff who wish to use this clause to work 26 January in solidarity with Aboriginal and Torres Strait Islander peoples.

As we approached the end of our Reflect RAP, we sought feedback from across the organisation about the strengths and challenges associated with delivering our RAP. There was a consensus that one of the key strengths was a genuine, cross-organisational commitment to delivering on our RAP, including support from the CEO and Senior Leadership Team and our Board. Our team also found activities such as cultural awareness training, participation in NAIDOC Week, and the Koorie Heritage Trust walks particularly valuable in deepening understanding of culture, connection to place and the importance of cultural safety.

Key challenges included the impact of organisational change – and subsequent changes to the RAP Working Group membership – on delivery timeframes for some of our RAP activities. Team members also reflected that although they were generally kept well *informed* about delivery of our RAP, at times they would have liked to be *engaged* at an earlier stage. Learnings from our Reflect RAP include the need to ensure RAP implementation is integrated into our day-to-day work. This will allow us to engage all staff in the RAP, not just Working Group members, and also to connect RAP deliverables with our business-as-usual activities, rather than delivering them in isolation.

For our Innovate RAP we want to maintain a broad focus on our vision and what we are trying to achieve, rather than a narrower focus on completing individual deliverables. This will require us to set up processes to measure the impact of RAP implementation, and mechanisms for sharing this with all employees. We will continue to strive for an appropriate balance between ensuring our team ‘do the work’, while also establishing and maintaining meaningful and mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholder organisations.

Relationships

Respect Victoria's mandate is to drive prevention of family violence and violence against women in Victoria. This must encompass violence against those most impacted and marginalised by systems of oppression.

As well as leading transformational social change, we are collaborative in our approach to leadership; we value, respect and champion the leadership role of others. Preventing violence against Aboriginal and Torres Strait Islander peoples works best when led by Aboriginal and Torres Strait Islander communities. Respect Victoria recognises that expertise comes in many forms, and we value diverse perspectives and ways of knowing that can enrich primary prevention. We understand that solidarity with First Nations peoples and organisations is essential to advance reconciliation and strengthen primary prevention in Victoria. We will call out the drivers of violence against First Nations women and communities, and amplify the voices of ACCOs, and other Aboriginal and Torres Strait Islander partner organisations.

Respect Victoria will act with courage and humility to understand our place in the ongoing story of colonisation. We commit to continuing to invest the time and resources necessary to being a culturally safe workplace, partner organisation and leader in primary prevention. We will build the cultural competence of our team to ensure that we don't contribute to the "colonial load"² on First Nations employees and partners.

Action 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Mar 2025	Director, Communications & Community Change
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jun 2025	Director, Communications & Community Change

² "The load placed knowingly and unknowingly on First Nations peoples by Settlers and Institutions. It includes biases, assumptions, expectations and entitlement held by Settlers." 'Reframing "Cultural Load."' Weenthunga Health Network, 16 November 2023.

Action 2: Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May - 3 Jun 2025, 2026	Coordinator, Prevention Practice
RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun 2025, 2026	Coordinator, Prevention Practice
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 Jun 2025, 2026	Coordinator, Prevention Practice
Organise at least one NRW event each year.	27 May - 3 Jun 2025, 2026	Coordinator, Prevention Practice
Register all our NRW events on Reconciliation Australia's NRW website .	May 2025, 2026	Strategic Advisor
Review HR policies and procedures to remove barriers to employees participating in National Reconciliation Week.	Apr 2025, 2026	People & Culture Manager, Director People Governance & Operations

Action 3: Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Develop and implement a team engagement strategy to further build awareness and understanding of reconciliation across our workforce.	Jun 2025	Coordinator, Evaluation and Evidence
Communicate our commitment to reconciliation publicly.	Jun 2025, 2026	Social Media Coordinator
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Jun 2025	Manager, Prevention Policy and Influence
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Mar 2025	Strategic Advisor
Provide at least two opportunities a year for our team to hear from guest speakers on topics related to reconciliation.	Jun 2025, 2026	Director People, Governance and Operations & Strategic Advisor
Investigate opportunities to raise awareness of our RAP and its implementation through existing meeting structures and communications channels, including CEO and People Update emails.	Jun 2025, 2026	Director People, Governance and Operations & Strategic Advisor

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

Deliverable	Timeline	Responsibility
Conduct a review of people and culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	Mar 2025	People & Culture Manager
Contribute to reviews of Whole of Victorian Government policies and communicate existing anti-discrimination policies for our organisation.	Jun 2025	People & Culture Manager
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Mar 2025	People & Culture Manager
Educate our team, including senior leaders, on the effects of racism.	Jun 2025	People & Culture Manager

Respect

Respect Victoria acknowledges the immense contributions of Aboriginal and Torres Strait Islander peoples and organisations both to our society, and to violence prevention work across Victoria. Respect for Aboriginal and Torres Strait Islander, cultures, histories, knowledge and rights is crucial to the success and integrity of our work; if we want to support and contribute to effective primary prevention efforts for First Nations women and families, we need to centre the expertise and perspectives of Aboriginal and Torres Strait Islander communities.

We acknowledge that much of the theory and practice our work is founded on comes from a white, Western feminist lens. We also know that Western ways of working, such as engagement methods and research methodologies and frameworks, are not always relevant nor appropriate for the First Nations context. This means that we need to advocate for approaches that are strengths-based, community led, and prioritise cultural strengthening.³

As an organisation and as individuals, we are committed to recognising, celebrating, and continuing to build our knowledge about the oldest, continuous living cultures on earth. We will harness our team's passion and provide opportunities for all employees to learn more about Aboriginal and Torres Strait Islander cultures and histories with the aim of creating a workplace where everyone has a role in supporting truth telling, justice and decolonisation.

Action 5: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Implement findings from the review of cultural learning needs within our organisation.	Jun 2025	People & Culture Manager
Develop, implement and communicate a cultural learning strategy in consultation with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors, and Aboriginal and Torres Strait Islander employees.	Jun 2025	People & Culture Manager
Provide opportunities for RAP Working Group members, managers and other key leadership staff to participate in formal and structured cultural learning.	Jun 2025, 2026	People & Culture Manager

³ Urbis and Karen Milward. *Aboriginal Family Violence Prevention Evidence Review*.

Action 6: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Increase our team's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Mar 2025	Senior Advisor, Research and Translation
Finalise, implement and communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Mar 2025	Senior Advisor, Research and Translation
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Dec 2024, 2025	Director, Communications & Community Change
Continue including an Acknowledgement of Country or other appropriate protocols at the commencement of All-staff, Board, and other important meetings.	Jun 2025, 2026	Strategic Advisor
Install an Acknowledgement of Country plaque at Respect Victoria's offices in consultation with Traditional Owners.	Dec 2024	Director People, Governance and Operations

Action 7: Build respect for Aboriginal and Torres Strait Islander cultures by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
RAP Working Group to participate in an external NAIDOC Week event.	Jul 2025, 2026	Coordinator, Prevention Practice
Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week and National Reconciliation Week.	Jul 2025, 2026	People & Culture Manager, Director People Governance & Operations
Promote and encourage participation in external NAIDOC events to all staff.	Jul 2025, 2026	Social Media Coordinator

Action 8: Improve awareness and understanding of the colonial history and legacy of our workplace.

Deliverable	Timeline	Responsibility
Undertake research to understand and educate our team on the colonial history and legacy of the building and its impacts for Aboriginal peoples.	Jun 2025	Strategic Advisor
Investigate what steps have been taken to date to acknowledge and make reparations for this history.	Jun 2025	Strategic Advisor
Investigate how we might adjust our own practices in response and/or seek to influence other tenants to do the same.	Sep 2025	Strategic Advisor

Opportunities

The intersections of racism with the ongoing impacts of colonisation often mean that First Nations people may face unique barriers to participation in civic life, the economy and in leadership roles more generally. In addition to this, Aboriginal and Torres Strait Islander women are disproportionately affected by the adverse effects of structural discrimination, particularly those who face multiple, intersecting forms of oppression. Respect Victoria recognises that reconciliation goes beyond advancement of First Nations voices and that the material impacts of dispossession also need to be addressed. We will contribute to increasing opportunities for First Nations peoples through our recruitment and procurement processes.

We will aim to remove recruitment and employment barriers for First Nations peoples and to develop innovative retention and advancement strategies for Aboriginal and Torres Strait Islander peoples in the prevention sector.

Action 9: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
Build understanding of current Aboriginal and Torres Strait Islander team members to inform future employment and professional development opportunities.	Jun 2025, 2026	People & Culture Manager
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy in consultation with Aboriginal and Torres Strait Islander employees and stakeholders	Jun 2025	People & Culture Manager Coordinator, Evaluation and Evidence
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jun 2025	People & Culture Manager
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Jun 2025	People & Culture Manager

Action 10: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Dec 2024	Director, People, Governance and Operations & Coordinator, Evaluation and Evidence, Finance & Procurement Officer
Maintain Kinaway Chamber of Commerce membership.	Dec 2024, 2025	Director, People, Governance and Operations
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to our team.	Dec 2024	Finance & Procurement Officer
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Dec 2024	Director, People, Governance and Operations Finance & Procurement Officer
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Dec 2024	Director, People, Governance and Operations Finance & Procurement Officer

Governance

Action 11: Establish and maintain an effective RAP Working Group (RAP) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Dec 2024, Mar, Jun, Sep, Dec 2025, Mar, Jun, Sep 2026	Working Group Chair
Review and apply the Terms of Reference for the RWG.	Mar 2025, 2026	Strategic Advisor
Meet at least four times per year to drive and monitor RAP implementation.	Dec 2024, Mar, Jun, Sep, Dec 2025, Mar, Jun, Sep 2026	Strategic Advisor

Action 12: Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	Jun 2025, 2026	Director People, Governance and Operations
Engage our senior leaders in the delivery of RAP commitments.	Dec 2024, Mar, Jun, Sep, Dec 2025, Mar, Jun, Sep 2026	Director People, Governance and Operations
Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jun 2025, 2026	Strategic Advisor Coordinator, Evaluation and Evidence
Appoint and maintain an internal RAP Champion from senior leadership team.	Dec 2024, Mar, Jun, Sep, Dec 2025, Mar, Jun, Sep 2026	Strategic Advisor

Action 13: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
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.	Jun annually	Strategic Advisor
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 Aug annually	Strategic Advisor
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep annually	Strategic Advisor
Report RAP progress to all staff and senior leaders quarterly.	Apr, Jul, Oct, Jan 2025, 2026	Strategic Advisor
Publicly report our RAP achievements, challenges and learnings, annually through our Annual Report.	Oct 2025, 2026	Strategic Advisor
Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	Apr 2026	Strategic Advisor
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Oct 2026	Strategic Advisor

Action 14: Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia’s website to begin developing our next RAP.	Apr 2026	Strategic Advisor

For enquiries regarding this Reconciliation Action Plan, email:
contact@respectvictoria.vic.gov.au

