



# MacKillop Family Services

Innovate Reconciliation Action Plan

May 2020 – May 2022



**MacKillop  
Family  
Services**







## Acknowledgement of Country and Traditional Custodians

We pay respect to all Aboriginal and Torres Strait Islander peoples and their Elders – past, present and emerging – and acknowledge the importance of their stories, history and wisdom. They hold the memories, traditions, cultures, hopes and aspirations of all Aboriginal and Torres Strait Islander peoples.

*Aboriginal and Torres Strait Islander people should be advised that this document may contain images of deceased persons.*

## Contents

Acknowledgement of Country and Traditional Custodians	2
Chairperson and Chief Executive Officer's Foreword	4
Our Vision	6
Our Business	8
Our Reconciliation Action Plan	10
Our Reconciliation Journey	12
Culture, Understanding and Reconciliation Forums	14
Other work with Aboriginal and Torres Strait Islander communities	16
Relationships	22
Respect	26
Opportunities	33
Governance and Reporting	37

## Chairperson and Chief Executive Officer's Foreword



In 1992, then Prime Minister Paul Keating delivered one of the most important speeches in Australia's history. The Redfern address paved the way for reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

By acknowledging the many injustices suffered by Indigenous people since Australia was colonised, Prime Minister Keating demonstrated that true reconciliation begins with recognition and truth-telling. He challenged us to "open our hearts" and to commit to understanding how past injustices continue to affect Aboriginal and Torres Strait Islander peoples today. By opening our hearts, he said, we will see what we have in common and understand the practical things we can do to achieve true reconciliation.

It is critical that we respond to this challenge. We know that Aboriginal and Torres Strait Islander children are up to 10 times more likely to be placed in Out of Home Care than non-Indigenous children. And we know that through genuine engagement, deep listening, mutual respect and combined action, we can support all Aboriginal and Torres Strait Islander children to be safe, resilient, and thriving in culturally rich and strong Aboriginal families and communities.



For this reason, MacKillop Family Services has embarked on a journey of deep listening and consultation over the past two years, to hear the stories of the Aboriginal and Torres Strait Islander communities we work with, and try to see these stories through the eyes of those who experienced them.

We held 11 Culture, Understanding and Reconciliation Forums across the country, attended by Elders, community members, local Aboriginal and Torres Strait Islander organisations, mainstream organisations, and MacKillop staff. At each of these forums we have asked the attendees to describe what true reconciliation looks like and discussed their expectations of working with MacKillop in a respectful and culturally appropriate way.

These forums have underpinned the practical actions we commit to in this Reconciliation Action Plan (RAP). They have also ensured that every MacKillop staff member has a deeper understanding of Australia's history post-colonisation and a better understanding of what culturally safe support looks like in light of this history.

We extend our gratitude to the many community members who participated in this process. Your input has ensured it is a deeply authentic document and has instilled in us a fierce commitment to deliver on our commitments.

We would particularly like to make the following acknowledgments, at the request of our staff who participated on the process:

- We acknowledge the grief and loss that Aboriginal and Torres Strait Islander peoples have endured from the harm caused by invasion and colonisation, resulting in enduring historical, cultural and intergenerational trauma;
- We celebrate the survival and resilience and Aboriginal and Torres Strait Islander peoples; and
- We recognise that family life is the core of Aboriginal and Torres Strait Islander community life, and that these family relationships, links and customs involve particular social and cultural obligations, that we commit to support.

Whilst this is our first RAP, it is by no means the beginning of our reconciliation journey. For many years MacKillop has provided support to Aboriginal and Torres Strait Islander peoples and we have developed strong and enduring partnerships with Aboriginal and Torres Strait Islander organisations across all of the States and Territories in which we work. We have learnt so much from our partner organisations and we are proud of the outcomes we have achieved together.

It is our pleasure to present to you MacKillop Family Services' Innovate - Reconciliation Action Plan 2020-2022. This document was driven by our belief that Australia can never reach its potential as a nation until there is true reconciliation with Aboriginal and Torres Strait Islander peoples. We are led by their knowledge; we support their process of self-determination; and we look forward to working with them to bring this plan to fruition.

Kind regards



Brian Keane  
Chair  
MacKillop Family Services



Dr Robyn Miller  
CEO  
MacKillop Family Services



## Our Vision

At MacKillop, we believe every child deserves the best and every opportunity to thrive. And the best place for children is in a supportive and nurturing family where they can heal from past trauma and develop to their potential. We believe healthy families are the backbones of healthy communities, and we believe that healthy communities are built on a foundation of equality and respect for all people.

**Our vision for reconciliation is a nation that embraces equity and unity between Aboriginal and Torres Strait Islander peoples and other Australians. We are committed to a national MacKillop Family Services culture that promotes justice, compassion and trust in culturally safe environments, so that all children, young people and families can awaken hope in their minds and have a sense of belonging and identity. We believe Australia can never reach its potential as a nation until there is true reconciliation with, and self-determination for Aboriginal and Torres Strait Islander peoples.**

We believe truth-telling is critical to creating this culture. There can be no reconciliation without listening to each other's stories and making the effort to hear and see these stories through the voices and eyes of those who experienced them, so we might understand how past injustices affect Aboriginal and Torres Strait Islander peoples today. We are therefore committed to an ongoing process of listening deeply to the stories of Aboriginal and Torres Strait Islander peoples. Our reconciliation actions will be characterised by acknowledging and respecting the customs, languages, knowledge and traditions of Aboriginal and Torres Strait Islander peoples, their physical and spiritual wellbeing and their special relationship with the lands and waterways. We will do this through encouraging our staff and volunteers to learn from Aboriginal and Torres Strait Islander peoples and play a role in healing by building positive relationships so we can respectfully embed Aboriginal and Torres Strait Islander perspectives into our practices.

We understand the best outcomes for Aboriginal and Torres Strait Islander children are achieved when they grow up in the care of Aboriginal and Torres Strait Islander families, communities and cultures, and our vision is to ensure in all our work that we strive to create these connections for the children, young people and families we work with.

It is our goal that MacKillop Family Services will become a culturally safe and welcome organisation which all Aboriginal and Torres Strait Islander people will choose to be engaged and connected with.





“

We believe truth-telling is critical to creating this culture. There can be no reconciliation without listening to each other's stories and making the effort to hear and see these stories through the voices and eyes of those who experienced them...

”




## Our Business

MacKillop is a leading provider of services for children, young people and their families. We strive to ensure all children have the opportunity to enjoy their childhood in a safe and loving home, where they are nurtured and have a sense of belonging and cultural identity.

Our work is underpinned by strong governance and a deep commitment to social justice; to families; the prevention of harm; and practice based on evidence. Through collaboration, MacKillop promotes the national development of skilled responses to trauma, grief and loss, and advocates for the rights of marginalised people. In particular MacKillop serves vulnerable and marginalised children, young people and families, particularly those who have experienced disadvantage, adversity and trauma.

MacKillop provides a continuum of child-centred and family-focused services, including services and programs in family support, foster care, residential care, disability services, youth support, youth homelessness, education and training, parenting, family therapy, mental health, family violence, early childhood, and support to women and men who, as children, were in the care of our founding agencies. We also provide leadership and nation-wide training in trauma informed service delivery and the experience of grief and loss.





MacKillop delivers services in Victoria, NSW, WA and ACT, and offers training internationally through its grief and loss programs, which supports children and young people who have experienced significant change. In Victoria, we are located across Melbourne with offices in South Melbourne, Footscray, Preston, and Forest Hill in the metropolitan area, and Geelong, Warrnambool, Hamilton, Wangaratta, Wodonga and Bendigo in regional areas. In NSW, we are located in various remote communities including Brewarrina, Lightning Ridge, Walgett, Balranald, Bourke, Gulargambone, Cobar, Condobolin, Cooma, Coonabarabran, Coonamble, Weilmoringle and Dubbo. We are as far north as Lismore, inland to Grafton and stretch down to Wollongong, Bateman's Bay, Bega and Nowra, and across to Goulburn and Queanbeyan. Our main metropolitan office is in western Sydney. Our WA offices are in Perth, Port Hedland, Roebourne and Bunbury.

Our staff have the specialist capabilities, experience and expertise to deliver therapeutic, trauma-informed services, enhanced by MacKillop's overarching therapeutic framework, known as the Sanctuary Model®. The Sanctuary Model is a clinical and organisational change model, which promotes safety and recovery from adversity through the active creation of a trauma-informed community. Sanctuary underpins all service delivery and ensures that MacKillop operates from a therapeutic framework grounded in trauma, attachment, child/adolescent development, reflective and evidence-informed practice.

In 2015, MacKillop became a Certified Sanctuary Agency, and in May 2016 we became the official provider of Sanctuary training services in Australia. This positions MacKillop as a leader in

creating safe and supportive environments for people healing from trauma, and the people who work with them, and is in line with embedding the Best Interests Case Practice Model\* in our practice. The Sanctuary Model guides all interactions with children, young people and families, as well as engagement with program partners and ensures everyone involved in the delivery of MacKillop services (and the back of house staff working to support them) is committed to the provision of therapeutic care, has an explicit understanding of trauma-informed service delivery and adopts a therapeutic approach. All MacKillop staff are trained in Sanctuary.

Our key stakeholders are our Government funders, which include State (NSW, VIC, WA and ACT) and Federal governments; foster carers and clients of our out of home care services (and their families); disability service providers; and other family support services. More broadly, we are strongly connected to other community services who are key referrers into our services and often partners in service delivery. We have key supporters including religious organisations and parishes, individual financial donors, trusts and foundations, and schools, who are also an important stakeholder for our education programs.

We continue to support former residents of the orphanages run by our former congregations, and their families. We are also connected to the local councils and sector colleagues in the communities in which we work and retain relationships with local TAFEs and Universities where we promote our work to the community and engage students in our work. Our staff are a significant stakeholder group.

---

\* The Best Case Practice Model is the overarching practice model for the Victorian Child Protection, Family Services, and Out of Home Care sectors



## Our Reconciliation Action Plan

The champion of our Innovate RAP is our CEO, Dr Robyn Miller. Robyn has been at the forefront of the four foundational elements that provided the safe, purposeful impetus underpinning its development. This included:

1. Appointing a General Manager Aboriginal & Torres Strait Islander Service Development
2. A commitment to ensuring that MacKillop Family Services continues to grow as a culturally safe organisation
3. Initiating the delivery of mandatory cultural awareness training for all staff; and
4. Being a committed advocate and supporter of our RAP consultation process: our Culture, Understanding and Reconciliation Forums.

We have also instituted a RAP Working Group, which has further championed the profile and work of reconciliation at MacKillop and has governed the process to develop the RAP. Its membership is drawn from various levels of management and across all three States in which we are located (NSW, Victoria and WA).

### RAP Working Group Members 2018

- Esmail Manahan (Yorta Yorta woman): General Manager Aboriginal & Torres Strait Islander Service Development
- Gerard Jones: Director Sanctuary Institute, Deputy CEO
- Paula Sgherza: (former) Director of Ethos and Culture
- Brianna Dennis (Gamilaaray woman): Program Manager, MacKillop Rural Community Services
- Janene Gray: Case Worker, Port Hedland
- Janell Cockburn (Wiradjuri woman): Case Worker, Blacktown Hills Youth Homelessness Service

In addition to the RAP Working Group, we have established a network of reconciliation activists within our staffing network across MacKillop. These activists are located across the vast geographic reach of MacKillop sites. They are passionately committed to the process of reconciliation and have acted as “ambassadors” for the RAP, helping people within their local network to understand what we are doing and why, and encouraging them to get involved in the process.

A particularly important part of their role has been to convene local RAP Working Groups - including staff and local members of the Aboriginal and Torres Strait Islander community - which led the development of our RAP consultation program (Culture, Understanding and Reconciliation Forums). As we implement the RAP, these Local Working Groups will continue within our existing Local Practice Team (LPT) structure, which is explained further below.



“

The problem with reconciliation in Australia is that reconciliation movements are usually coupled with truth-telling... Australia skipped the truth part and went straight to reconciliation – and it stalled.

– Professor Megan Davis,  
Pro Vice Chancellor at  
UNSW

”





“

Culture is not a perk for Aboriginal children, it is a lifeline.

– Andrew Jackomos,  
former Commissioner for  
Aboriginal Children and  
Young People, Victoria

”

## Our Reconciliation Journey

There has been considerable work undertaken across MacKillop to prepare the organisation for our Innovate RAP. This work can be traced back to the very early years of MacKillop (which was formed as a re-founding of seven independent community service agencies in 1997).

The first significant action was the development of a Reconciliation Statement in 1998. In addition to acknowledging Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, this important document expressed: a commitment to truth-telling; a commitment to work towards a just future for all peoples in our land; and a recognition that Australia can never reach its potential as a nation until there is true reconciliation with Aboriginal and Torres Strait Islander peoples.

In the earliest days of MacKillop, many of our reconciliation actions were led by the Heritage and Information Service, which has been active in its support of Aboriginal and Torres Strait Islander peoples (and their families) who lived in the various institutions operated by MacKillop's founding agencies.

In recent times, the desire and preparedness for reconciliation within MacKillop has intensified. Much of this has been led by staff across the organisation, who understand that in order to achieve the best possible outcomes for the Aboriginal and Torres Strait Islander peoples we work with, we must engage with local Elders and Traditional Owners so we can understand their story.



One of the staff-driven actions has been to make a commitment to acknowledge and recognise critical dates in the calendar for Aboriginal and Torres Strait Islander peoples. At each of our sites, staff make a point of acknowledging events such as National Sorry Day, National Reconciliation Week and Aboriginal Children's Day. Increasing numbers of staff also take part in local events to celebrate NAIDOC Week, so they can learn about and celebrate Aboriginal and Torres Strait Islander cultures. The annual NAIDOC event in Jamison Park in Penrith has become one of the most anticipated days of the year in our Blacktown (NSW) office and the NAIDOC March in Melbourne is also a well-attended event by staff each year. In 2019, staff from offices in South Melbourne, Batemans Bay, Port Hedland, Lightning Ridge, Brewarrina and Walgett celebrated with Community at local NAIDOC events.

Other significant milestones include:

- In 2015, a staff-led initiative also led to MacKillop securing philanthropic funding for a Connection to Country program, which facilitated opportunities for a number of Aboriginal children living in out of home care to learn about their traditional land, their culture, their language and their people. This provided a critically important connection for young people with a history of trauma, but also helped our frontline staff to experience firsthand the importance of connection to culture as a form of healing.
- In 2016, a proposal led by MacKillop staff (on behalf of the seven agencies in Australia accredited in the Sanctuary Model) was successful in having the international Sanctuary Institute adopt a new safety domain: Cultural Safety. This proposal arose from a recognition by MacKillop staff that cultural safety was equally as important as the other four safety domains at the heart of the model: physical, social, moral and

psychological; and that none of the four existing domains adequately conveyed the importance of ensuring cultural competence was enshrined in the work of Sanctuary.

- In 2017 we made a commitment to formally recognising the importance of our staff enhancing their understanding of traditional cultures, by partnering with Aboriginal Community-Controlled Organisations to deliver cultural awareness training to all our staff.
- In 2019 continuing the cultural safety domain, a presentation was made to the Sanctuary Networking Conference in New York titled "Culture is my Sanctuary" to raise awareness of cultural safety in Sanctuary. This presentation was delivered by Esmail Manahan and Tammy Wallace a partnership between MacKillop and Churches of Christ.
- The ongoing work in the development of key strategic partnership with Aboriginal communities and organisations i.e. Wirraka Maya in Port Hedland, Western Australia and Njernda in Echuca, Victoria.

All of these initiatives have built a strong foundation for our staff and the wider MacKillop community to understand the context for reconciliation and commence our focus on the actions that will lead us towards our vision. They have helped to foster an organisational culture that embraces the process of reconciliation as an ongoing feature of our work.



## Culture, Understanding and Reconciliation Forums

When we embarked upon the process to develop this Innovate RAP, we were conscious there was an imbalance of knowledge about, and relationships with Aboriginal and Torres Strait Islander peoples, cultures and history across our organisation.

In some instances, there was limited engagement between our staff and Aboriginal and Torres Strait Islander services or communities. By contrast, our sites across MacKillop Rural Community Services (North western NSW) have strong Aboriginal and Torres Strait Islander workforces, close links with local Aboriginal and Torres Strait Islander communities and operate intimately with Aboriginal and Torres Strait Islander families.

We were determined to provide an opportunity for all staff to genuinely reflect on what reconciliation meant to them, and to hear from local Aboriginal and Torres Strait Islander peoples about their expectations of working with MacKillop in a respectful and culturally appropriate way.

To facilitate this, we decided to hold 11 Culture, Understanding and Reconciliation Forums, over a period of six months, in the following locations: Bourke, Brewarrina, Walgett, Lightning Ridge, Coonamble, Bateman's Bay/ Bega, Wollongong and Blacktown (NSW); Port Hedland and Perth (WA); and Melbourne (VIC). These forums were attended by Traditional Owners, communities, Aboriginal community-controlled and mainstream agencies, and our workforce.

Our commitment to the process of holding Culture, Understanding and Reconciliation Forums as the primary vehicle for informing our RAP actions has resulted in a lengthy process for the development of our Innovate RAP. However, we made this commitment as we felt it was important to ensure our staff and the broader MacKillop community had the opportunity to engage in activities and forums that encouraged local relationships and provided opportunities to experience cultures and hear truths from local Aboriginal and Torres Strait Islander peoples.

It would not have served the interests of reconciliation across our organisation for our RAP to be developed centrally, without recognition of the local context. This would have limited the scope of involvement by our Aboriginal and Torres Strait Islander workforce and brought forward a reconciliation agenda that had little or no understanding of the diverse communities in which we operate.

The influence that the forums have had on each site has depended on a wide range of factors, including: the existing relationships with Traditional Owners and Aboriginal and Torres Strait Islander communities; the makeup of our workforce (Aboriginal and non-Aboriginal staff); and the orientation of specific program work (partnerships with Aboriginal and Torres Strait Islander agencies). However, there is no doubt it has had a profound impact on the level of engagement with the process across the organisation.



There was a significant planning process put in place for each consultation. The planning was designed to encourage our staff to: know who the Traditional Owners and local Aboriginal and Torres Strait Islander community members are; develop insight into local cultural protocols; listen to truth-telling to promote historical acceptance; and identify actions that support improved relationships, equality and unity. Furthermore, it was important that we, at MacKillop, spoke to our own truth as an action to support development of our own institutional integrity.

The forums were driven by Local RAP Working Groups, which were activated to ensure ongoing ownership of our Innovate RAP across local communities, feeding into the MacKillop RAP Working Group in an ongoing capacity. These local groups are key to the successful implementation of Innovate RAP actions. Local RAP Working groups will eventually fold into our Local Practice Team ("LPT") structures, ensuring we have an integrated, whole of organisation approach to RAP implementation and ongoing governance.

Local Practice Teams (LPTs) have been established at MacKillop Family Services for the last seven years as an integral part of implementing the Sanctuary model. Their purpose is to ensure that Sanctuary is embedded in organisational culture and is practiced and owned by all teams and clients. There are LPTs at each of the main work locations across Australia and they connect to a central representative team called the Core Team.

Common themes emerged across the consultation sites. There was overwhelming recognition of the value of truth-telling and supporting the role that truth-telling plays in bringing understanding to the non-Indigenous people in our organisation. This (truth-telling) highlighted the need for action that addresses the five critical dimensions of reconciliation as defined by Reconciliation Australia – race relations, equality and equity, institutional integrity, unity and historical acceptance. There was also recognition of the importance of truth-telling as it pertains to our founding agencies. The outcome of this is seen in the 'Our Vision' section of this Innovate RAP and will be evident in the symbolic healing installations that will appear at our Cecil Street head office in South Melbourne (formerly St Vincent's orphanage).

Other common themes emerging from the consultations, that have informed our reconciliation actions, include:

- the critical importance of an Aboriginal and Torres Strait Islander employment strategy (the experience across MacKillop Rural sites was particularly critical, shaping an understanding of Aboriginal and Torres Strait Islander workforce development that has influenced our Aboriginal and Torres Strait Islander employment strategy);
- working with local communities to develop protocols for working together;
- ongoing provision of local cultural awareness training for all staff;
- display of Aboriginal and Torres Strait Islander imagery at all sites;
- supporting participation in NAIDOC and National Reconciliation Week activities;
- providing ongoing exposure to truth-telling, including attendance at National Sorry Day reflections;
- understanding and committing to cultural safety; and
- ensuring our Board of Directors has at least one Aboriginal member.

One additional task that was identified across the forums was for MacKillop to identify Aboriginal and Torres Strait Islander artist/s to create a storyline piece reflecting MacKillop's national reconciliation work. The process of procurement of this artwork will be undertaken by the RAP Working Group in their role as a representative body reflecting the wishes of the broader organisation.

# Other work with Aboriginal and Torres Strait Islander communities

## Victoria

In addition to the context above, it is important to reflect on MacKillop's long and enduring history of collaboration with Aboriginal and Torres Strait Islander organisations and communities in its service development, which has helped to shape our Vision for Reconciliation. This includes the following:

In Victoria, we have a long and productive relationship with VACCA. This work has included:

- the development of the Building Respectful Partnerships document with Berry Street (a child youth and family services agency that delivers services across Victoria)
- an ongoing partnership delivering Koori Youth Traineeships for young Aboriginal and Torres Strait Islander people seeking work in administration
- the pilot of a significant early intervention family violence program called Safe Early Years
- the delivery by VACCA of Cultural Awareness training. This has ensured that staff develop an understanding of the full history of the Victorian Aboriginal community, and gain insight into contemporary issues for Aboriginal and Torres Strait Islander children, their families and communities. As we go forward, we are working with VACCA and entities representing Traditional Owners to develop more localised cultural awareness training opportunities across Victoria.

Other initiatives where we work closely with Aboriginal and Torres Strait Islander agencies in Victoria include:

- Engaging Melton Families, a joint initiative with various agencies including Kirrip Aboriginal Corporation and the Koorie Education Support Officer (KESO) in Melton
- An ongoing partnership delivering Family Focus Multisystemic Therapy (MST) in Barwon and Western Metropolitan Melbourne
- Koolin Balit - Footprints for Success, where we are a member of the broader service network in Melbourne's western suburbs that support Aboriginal and Torres Strait Islander families to access health services
- Koolin Balit Babaneek BooBoop, where we are one of a group of agencies that connect Aboriginal and Torres Strait Islander families to health and early childhood services via Aboriginal and Torres Strait Islander pathways workers in Melton and Bacchus Marsh
- Cradle to Kinder is a specialist intervention support program for vulnerable young mothers, fathers and their children. Aboriginal and Torres Strait Islander families are referred by Koori networks and services.

In addition to this program work, we have been a vocal and supportive advocate for issues and concerns identified by Victoria's Commissioner for Aboriginal Children and Young People. We have worked in forums such as the Victorian Aboriginal Children's Forum, as both a humble participant willing to learn, and a well-resourced agency with a skilled workforce, able to advise where requested. We are also supportive and active sector players in initiatives that support Aboriginal and Torres Strait Islander self-determination including the Victorian Government's Aboriginal Guardianship legislation.





## Dixon Patten

Gunnai / Yorta Yorta

This artwork tells the story of MacKillop Family Services and its commitment to Reconciliation and honouring Aboriginal and Torres Strait Islander peoples' cultural values and principles.

The shield in the middle represents the strength and resilience of First Nations people and shows how culture is central to these attributes.

The coolamons represent nurturing of the young and healing the most vulnerable people in our communities. The water that flows from the coolamons represents healing and life's journey.

The circles represent the diverse tribes and communities across the Nation and the pathways and feet represent a reconciliation journey. The boomerangs represent the returning to culture for guidance; as well as our ancestors and Elders; who are a constant source of knowledge and wisdoms.

# Other work with Aboriginal and Torres Strait Islander communities

## New South Wales

Our work in NSW has been a more recent evolution of the agency. Our NSW workforce has a high representation of Aboriginal and Torres Strait Islander staff. Given the demographics of the area, this is vital in offering culturally-appropriate services for the local Aboriginal and Torres Strait Islander community. Our service delivery partnerships include:

- The Functional Family Therapy-Child Welfare program in Wollongong, Nowra and Blacktown where we work alongside AbSec who provide support and advice on cultural safety and knowledge, as one of several intermediaries in the formal governance structure for the program across NSW
- We have a longstanding relationship with South Coast Medical Service Aboriginal Corporation, dating back to 2012. This commenced with a Foster Care Partnership on the far South Coast (Bega/Batemans Bay) where 25 Aboriginal children were transitioned to the medical service's new foster care program following capacity-building with MacKillop
- Recently we secured philanthropic funds to work with the Aboriginal Family Workers' Support Group and the Australian Centre for Social Innovation, to co-design a family preservation model to support Aboriginal and Torres Strait Islander children to stay with their families and not enter the out of home care system
- Working relationships with Illawarra Aboriginal Corporation, through Myimbarr, Gaba Yula and Narang Bi-rong to support the placement of Aboriginal and Torres Strait Islander children as per the Aboriginal Child Placement Principle
- A working relationship with the Weilmoringle community and local Elders to develop and run the Gidgee pre-school; and
- Reporting to Aboriginal and Torres Strait Islander working parties to deliver:
  - Aboriginal Parenting Services (Gulargambone)
  - Aboriginal Families as Teacher (Lightning Ridge)
  - Aboriginal Parents as First Teachers (Brewarrina).





## Leanne Tobin

### Darug Nation

The Fig tree depicted is a Port Jackson fig called 'Da-mun' in the local Dharug language.

They were often planted by the Old people who when camping, would bury the seeds up and down along the east coast of Australia to ensure food and shelter for future generations.

In the painting the possum sits in the tree as a reminder of the Traditional custodians of this land, the Dharug people.

The lyrebird at the base serves as a symbol of protection. In First Contact times it is said that the Dharug people would often encourage the lyrebirds in closer to the new colonists' huts to frighten them, as the birds would expertly mimic the sound of the Traditional people, fooling the colonists into thinking they were surrounded. Lyrebird is also a symbol of adaptation with its unique ability to mimic and adapt to all that surrounds it.

The butterflies symbolise transformation and change, as they undergo metamorphosis, changing throughout the various stages of their lives emerging as beautiful butterflies. The dragonflies symbolise transition as when they appeared it would often signify the change of seasons. Often in life we too move through various stages of our lives as it is a necessary part of growth.

The cockatoos and the crimson rosellas are flocking birds and gather together in groups. They symbolise family and the need to maintain strong connections to each other.

The small fig wasps shown are a part of the life cycle of the fig as the fig relies solely on the wasps to pollinate the flowers which lie inside the fruit. This is symbolic of the bond of trust we must all nurture and develop if we are to grow.

Aerial roots grow down from the branches and take up nutrients and moisture from the air. Eventually the roots grow into the ground. They thicken up and help support the branches, just as we do with each other, helping and supporting one another when needed.

The tree seen here is fully laden with ripened fruit and is easily able to feed and sustain all of those that gather in and around it, while its large spreading canopy and wide, buttressed root system provides shelter and protection for all those who seek it.

# Other work with Aboriginal and Torres Strait Islander communities

## Western Australia

In Western Australia, we operate from four locations: Perth, Port Hedland, Robourne and Bunbury, and we have strong partnerships with Aboriginal and Torres Strait Islander communities in all four locations, as follows:

- In the Pilbara region of Western Australia, we have partnered with Wirraka Maya Health Service and Aboriginal Corporation (Wirraka Maya) to deliver an Aboriginal and Torres Strait Islander fostering program. Established in 2015, the partnership between MacKillop and Wirraka Maya now has responsibility for a number of Aboriginal foster care placements, all residing with Aboriginal and Torres Strait Islander carers
- We have supported Woolkabunning Kiaka Inc. at their Roelands Mission in Bunbury to develop a pilot foster care program for Aboriginal and Torres Strait Islander children and carers. Children in care can also participate in ongoing cultural healing (Red Dust) as part of the community activity. MacKillop was selected as the partner for this 'other-home-care' model due to our commitment to the development of a place-based, trauma-informed model which builds Aboriginal and Torres Strait Islander carers as the primary care group
- We have engaged Kinship Connections, a WA-based ACCO, to provide genealogy services and culturally appropriate foster carer assessments for our WA Services.

As we progress in our reconciliation journey, we will focus on continuing to build strong and genuine relationships with Aboriginal and Torres Strait Islander communities. The voice of Aboriginal and Torres Strait Islander peoples will be strong across our organisation. We will acknowledge and embrace the diversity of Aboriginal and Torres Strait Islander peoples, their role as the custodians of sacred lands, their experience and knowledge as the world's longest living culture.

The best future for Aboriginal and Torres Strait Islander children is to be living with and cared for by their parents, family and community. For Aboriginal and Torres Strait Islander children their healing, health and wellbeing are best served by being strong in culture.

MacKillop's reconciliation work supports Aboriginal and Torres Strait Islander children to achieve this by: increasing our understanding of past injustices and their current impact on children, families and culture; and celebrating Aboriginal and Torres Strait Islander history, achievement, cultures, heritage and its unique contribution to the community.

We at MacKillop recognise the strength and resilience of Aboriginal and Torres Strait Islander peoples and cultures. The importance of place, time, land, story and protocol should be reflected in our work across diverse communities. We will continue to build relationships that are based on communication and respect. Our ongoing relationships and links to Aboriginal and Torres Strait Islander people, families, communities and organisations will continue to inform how we, as an organisation and as individuals within the organisation, function in a culturally safe and competent manner.





## Annabella Flatt

Noongar / Martu

The inside dark concentric circles represent home and the family of origin and kinship circles.

The symbol forming the first lighter coloured chain outside these dark circles represents the adults that need to join together to make strong home and family.

The darker symbols on the outer-most chain are the Elders that help hold the adults in community together with their knowledge and wisdom.

The lighter and darker chains are the adults and Elders who stop the 'breaking of the chain' of connection and health.

The dots represent the children moving in and out of this system of support.

The colours and waves spreading out from the circle represent hope and a brighter future.



## Relationships

MacKillop Family Services is committed to building collaborative and respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians.

**We acknowledge the negative impacts of racism and discrimination of institutional and personal relationships on Aboriginal and Torres Strait Islander children, young people, families and communities. We acknowledge the diversity of Aboriginal and Torres Strait Islander communities that we work in and are committed to engaging in opportunities to work in partnership, share knowledge and to action reconciliation initiatives that support healing. Our work with all children, families and communities, is improved by our connection with Aboriginal and Torres Strait Islander peoples, cultures and history.**

One of three key goals in the 2018-2020 MacKillop Family Services Strategic Plan is to deepen our commitment to cultural safety and expand our support for Aboriginal and Torres Strait Islander self-determination and reconciliation through our connection with Aboriginal Community-Controlled Organisations (ACCOs) and responding to invitations from Aboriginal and Torres Strait Islander communities to build respectful partnerships.



Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Nov 2019, Jun 2021	General Manager Aboriginal Torres Strait Islander Service Development
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations in all of the regions in which we work.	Jun 2020 (reviewed every 6 months)	General Manager Aboriginal Torres Strait Islander Service Development
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Apr annually	General Manager Aboriginal Torres Strait Islander Service Development
	Encourage and support RAG members, staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 Jun annually	CEO
	Organise at least one NRW event each year and display NRW email signature at least one week prior to and during NRW week.	27 May- 3 Jun annually	Director Community Engagement
	RAP Advisory Group members to participate in an external NRW event.	27 May - 3 Jun annually	General Manager Aboriginal Torres Strait Islander Service Development
	Register all our NRW events on Reconciliation Australia's NRW website.	Apr - annually	Director Community Engagement

Action	Deliverable	Timeline	Responsibility
<b>Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage our staff in reconciliation.	Jun 2020 (reviewed annually)	CEO
	Communicate our commitment to reconciliation publicly.	May 2020 annually	Director Community Engagement
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Jun 2020 (reviewed annually)	CEO
	Collaborate with RA and other like-minded organisations to develop ways to advance reconciliation.	Jan 2021 (reviewed annually)	General Manager Aboriginal Torres Strait Islander Service Development
<b>Promote positive race relations through anti-discrimination.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jun 2020	Director HR
	Develop, implement and communicate an anti-discrimination policy for our organisation.	Jun 2020	Director Policy and Research
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Jun 2020	General Manager Aboriginal Torres Strait Islander Service Development
	Educate senior leaders on the effects of racism.	Jun 2020	General Manager Aboriginal Torres Strait Islander Service Development



“

That sense of belonging  
and identity that we should  
all have comes from being  
part of a community.  
Our community has a  
responsibility to provide this  
for our Noongar kids and try  
to give them a better life.  
– Francis Khan\*, foster carer.

”

---

\*Francis is a carer in the other home care model, a culturally-appropriate foster care model developed by Woolkabunning Kiaka and MacKillop Family Services that is delivered on country at Roelands Village in Bunbury WA.



## Respect

Respect is one of the five core MacKillop values. We seek to act with respect to each other, the earth and all creation.

We seek to listen and learn from Aboriginal and Torres Strait Islander peoples and build awareness and understanding by embracing the histories, knowledge and lessons they share. Respect is fundamental to our reconciliation journey and we value acknowledging inherent rights, cultures and traditions of Aboriginal and Torres Strait Islander people. We acknowledge Traditional Owners and the Aboriginal and Torres Strait Islander communities and are committed to achieving the best outcomes for all children and their families.





Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Consult local Traditional Owners, Aboriginal and Torres Strait Islander leaders and advisors on the development and implementation of a cultural learning plan that incorporates local Aboriginal history.	Apr annually	General Manager Aboriginal Torres Strait Islander Service Development Director Clinical Services
	Provide face-to-face cultural awareness training to all staff at Induction – Mandatory learning within the first 3 months of employment.	Nov 2019 May 2022	General Manager Aboriginal Torres Strait Islander Service Development Director Clinical Services
	Investigate with Traditional Owners across all regions in which we operate, opportunities for ongoing learning by holding regular local forums, including yarning circles, which focus on historical truths, culture and current issues of concern to local communities.	May annually	General Manager Aboriginal Torres Strait Islander Service Development
	Conduct a review of cultural learning needs within our organisation.	Dec 2020	General Manager Aboriginal Torres Strait Islander Service Development Director Clinical Services
	Develop, implement and communicate a cultural learning strategy for our staff.	Jun 2020	General Manager Aboriginal Torres Strait Islander Service Development Director Clinical Services
	Provide opportunities for MacKillop Board, RAP Advisory Group members, Executive leaders and other key leadership staff to participate in formal and structured cultural learning.	Sept 2020	General Manager Aboriginal Torres Strait Islander Service Development

Action	Deliverable	Timeline	Responsibility
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Embed a process to ensure that a local Traditional Owner or Custodian is invited to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May annually	General Manager Aboriginal Torres Strait Islander Service Development
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2020 – May 2022	General Manager Aboriginal Torres Strait Islander Service Development National Ethos and Culture Leader
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Jun 2020	General Manager Aboriginal Torres Strait Islander Service Development
	Include an Acknowledgement of Country or other cultural protocols at the commencement of important meetings.	Dec 2020	CEO, all MacKillop Executive Leadership and Managers
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Display NAIDOC email signature at least one week prior to, and throughout NAIDOC week.	First week in Jul, 2020/2021	Director Community Engagement
	Promote and encourage participation in external NAIDOC events to all staff and volunteers.	Jun 2020/2021	General Manager Aboriginal Torres Strait Islander Service Development
	RAP Advisory Group to participate in an external NAIDOC Week event.	Jul 2020/2021	General Manager Aboriginal Torres Strait Islander Service Development
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Dec 2019	Director HR CEO



Action	Deliverable	Timeline	Responsibility
<b>Display imagery that acknowledges Aboriginal and Torres Strait Islander sovereignty, culture, and symbols that comfort and welcome and provide cultural safety to Aboriginal and Torres Strait Islander people.</b>	Display posters and pamphlets at all Residential Homes and MacKillop Family Service offices that promote Aboriginal and Torres Strait Islander services and provide information into community supports and activities.	Dec 2020	Director Community Engagement
	Display Acknowledgement plaques at all sites.	Dec 2020	CEO
	Consult with Traditional Owners to identify, purchase and display cultural artwork.	Jun 2020	General Manager Aboriginal Torres Strait Islander Service Development
	Display Aboriginal and Torres Strait Islander flags at all schools, offices and homes.	Nov 2019 – May 2022	CEO
	Identify a pilot site and work with Traditional Owners, and Aboriginal and Torres Strait Islander communities to design visual and other materials that are familiar to local Aboriginal and Torres Strait Islander people inviting them to use our program.	Ongoing Review Jan, Apr, Jul and Oct of each year	General Manager Aboriginal Torres Strait Islander Service Development
	Review MacKillop branding/imagery and include Aboriginal and Torres Strait Islander artwork and symbols where appropriate.	Ongoing Review Jan, Apr, Jul and Oct of each year	Director Community Engagement
	Identify and resource a process that supports Aboriginal and Torres Strait Islander staff to design and wear cultural designed clothing.	Dec 2020	Director Community Engagement
	Conduct a Cultural Safety audit across all programs and states to identify and recommend opportunities to address gaps and educate regarding appropriate practices and decision making.	Jan 2021	General Manager Aboriginal Torres Strait Islander Service Development

Action	Deliverable	Timeline	Responsibility
<b>In partnership with Aboriginal and Torres Strait Islander Elders, staff, artists, specialists (e.g. landscape designers, curators) and communities, identify and implement measures that acknowledge historical truths, using themes of healing and reflection.</b>	Display a written statement acknowledging past failures by the administrators of the institutions previously run from 237 Cecil Street South Melbourne, that caused trauma for Aboriginal and Torres Strait Islander children and young people living in these institutions.	26 May 2020	CEO MacKillop Board
	Design and construct a healing garden at the Head office of MacKillop, at 237 Cecil Street, South Melbourne (formerly the St. Vincent's Boys' Home)	Jun 2020	General Manager, Heritage & Information Service General Manager Aboriginal Torres Strait Islander Service Development
	Design and display an installation that supports healing and reflection at the 237 Cecil Street site.	Jun 2021	General Manager, Heritage & Information Service General Manager Aboriginal Torres Strait Islander Service Development
	Design and display an installation in the Heritage Centre that recognises the health and wellbeing of Aboriginal and Torres Strait Islander children and family's pre-invasion.	Jun 2020	General Manager, Heritage & Information Service General Manager Aboriginal Torres Strait Islander Service Development
	Work with Traditional Owners, local Aboriginal communities and the Board to write a statement that offers historical acknowledgement of the experiences of Aboriginal and Torres Strait Islander children that were former residents of institutions run by MacKillop's founding agencies.	Jul 2020	CEO MacKillop Board



Action	Deliverable	Timeline	Responsibility
<b>Develop and expand the accessibility of our Heritage and Information Service to include all communities where we are located.</b>	Develop and distribute information to communities that relate to access of records concerning former residents of Catholic Children's Homes.	Jun 20220	General Manager Heritage & Information Service
	Continue to prioritise partnerships working with Aboriginal and Torres Strait Islander services such as Link Up to support and advocate for the Stolen Generations to access their institutional records.	Dec 2020	General Manager Heritage & Information Service
<b>Review Sanctuary to ensure that its practice and application is culturally safe and applicable to the many diverse Aboriginal and Torres Strait Islander communities.</b>	Review the Sanctuary curriculum – including slides, materials, language and content – to ensure the material reflects the diverse experience of Aboriginal and Torres Strait Islander communities and is culturally safe.	Nov 2019 – Nov 2020	Director of Mackillop Family Services Institute
	Convene a Sanctuary Cultural Safety Reference Group (SCSRG) with membership from the Sanctuary Core Team; Aboriginal and Torres Strait Islander staff from across our sites; and Aboriginal representation from Churches of Christ and Anglicare.	Jun 2020	General Manager Aboriginal Torres Strait Islander Service Development
	Develop and implement guiding principles and a Cultural Safety Plan for Sanctuary trainers, including cultural-setting conditions.	Dec 2020	General Manager Aboriginal Torres Strait Islander Service Development
	Research development of Aboriginal and Torres Strait Islander cultural safety and practice that validates Sanctuary's efficacy for Aboriginal and Torres Strait Islander peoples.	Dec 2020	General Manager Aboriginal Torres Strait Islander Service Development
	Identify localised history; intergenerational trauma; and personal trauma of Sanctuary training sites.	Dec 2020	National Ethos and Culture Leader

Action	Deliverable	Timeline	Responsibility
<b>Enhance the cultural safety of our Foster Care program.</b>	Source and offer training to non-Indigenous foster carers to support them to be culturally informed and culturally safe when caring for Aboriginal and Torres Strait Islander children, and to help them understand the importance of self-determination, identity, family, culture and community.	May 2020 – May 2022	National Carer Development Manager
	Identify training options for our Carer Recruitment and Development staff that assist them to be culturally aware and safe when recruiting foster carers	Prior to accreditation as a foster carer and reviewed Apr and Oct annually	National Carer Development Manager





## Opportunities

MacKillop Family Services recognises the strength and resilience of Aboriginal and Torres Strait Islander peoples and cultures.

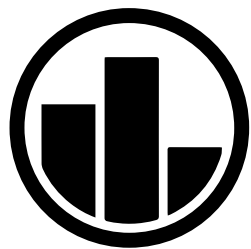
The importance of place, language, time, land, story and protocol should be reflected in our work across diverse communities. We will continue to build relationships that are based on communication and respect. Our ongoing relationships and links to Aboriginal and Torres Strait Islander people, families, communities and organisations will continue to inform how we, as an organisation and as individuals within the organisation, function in a culturally safe and competent manner. We aim to create opportunities for Aboriginal and Torres Strait Islander people through employment, community engagement and building business capability.

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2021	Director HR
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	May 2021	Director HR
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Mar 2021	Director HR
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jun 2020 (reviewed monthly)	Director HR
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Jun 2020	Director HR
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce, and ensure we have effective systems in place to be able to monitor the number of Aboriginal staff working across MacKillop.	Sept 2020 (reviewed annually)	Director HR



Action	Deliverable	Timeline	Responsibility
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Jun 2021	Director Finance & Business Services
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Jun 2021	Director Finance & Business Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Jun 2021	Director Finance & Business Services
	Develop at least one commercial relationship with Aboriginal and/or Torres Strait Islander businesses.	Feb 2021 – May 2022	Director Finance & Business Services
<b>Establish and maintain resources for Carers that support Aboriginal and Torres Strait Islander children to know and be strong in their culture.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders to identify culturally safe resources that includes cultural awareness training and activities, connecting Carers to local supports.	May 2020 – May 2022	General Manager Aboriginal Torres Strait Islander Service Development State Directors
	Ensure children in our care are connected to culture, family and country through cultural support plans and partnerships with the local Aboriginal community, Traditional Owners and Aboriginal Community-Controlled Organisations (ACCOS).	May 2020 – May 2022	General Manager Aboriginal Torres Strait Islander Service Development State Directors
	Develop accessible localised resource libraries, at each site, that include books, toys and activities to support Aboriginal and Torres Strait Islander children, in care, to be culturally safe and grow their identity.	Aug 2020	General Manager Aboriginal & Torres Strait Islander Service Development

Action	Deliverable	Timeline	Responsibility
<b>In support of the Aboriginal Child Placement Principle improve the recruitment, retention and development of Aboriginal and non-Aboriginal Foster Carers as carers of Aboriginal children.</b>	Consult with Traditional Owners, Aboriginal and Torres Strait Islander communities and agencies to develop localised information strategies that ensure messaging which provides clear pathways for the recruitment of Aboriginal and Torres Strait Islander foster carers.	Jun 2020	State Directors National Carer Development Manager
	Review documentation and recruitment processes to eliminate barriers for the recruitment of Aboriginal and Torres Strait Islander foster carers.	Jun 2020	National Carer Development Manager
	Consult with Aboriginal and Torres Strait Islander and non Aboriginal Foster Carers to identify culturally safe, respectful training and assessment activities to assist with recruitment, retention and development of Aboriginal and Torres Strait Islander foster carers.	Dec 2020	National Carer Development Manager
	Review foster carer pre-accreditation training with a greater focus on Aboriginal and Torres Strait Islander family needs.	Dec 2020	National Carer Development Manager
	Identify and utilise Aboriginal and Torres Strait Islander media to assist with recruitment.	Dec 2020	National Carer Development Manager Director Community Engagement



## Governance and reporting

Action	Deliverable	Timeline	Responsibility
<b>Develop, implement and monitor the MacKillop Family Services RAP.</b>	Reconciliation Working Group oversees the development, endorsement and launch of the MacKillop Family Services RAP.	May 2020	General Manager Aboriginal & Torres Strait Islander Service Development
	After the launch, a RAP Advisory Group will be formed comprising of MacKillop staff, Aboriginal Elders and Traditional Owner representation, and other identified representatives to oversee implementation of the MacKillop Innovate RAP 2020–2022.	Dec 2020	General Manager Aboriginal & Torres Strait Islander Service Development
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Engage our Executive Leaders and other management staff in the delivery of RAP commitments.	Quarterly from Jun 2020	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2020	Group Director of Policy & Performance
	Define resource needs for RAP implementation.	May 2020	General Manager Aboriginal & Torres Strait Islander Service Development
	Appoint and maintain an internal RAP Champion from senior management.	May 2020	CEO



Action	Deliverable	Timeline	Responsibility
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	The RAP Advisory Group meets each quarter to monitor and report on the RAP implementation.	Quarterly from May 2020	General Manager Aboriginal Torres Strait Islander Service Development
	Aboriginal and Torres Strait Islander people are represented on the RAP Advisory Group.	Dec 2020	General Manager Aboriginal Torres Strait Islander Service Development
	Review and update the Terms of Reference for the RAP Advisory Group.	May 2020	General Manager Aboriginal Torres Strait Islander Service Development
	The RAP Advisory Group provides quarterly reporting to the MacKillop Family Services Executive.	Quarterly from May 2020	General Manager Aboriginal Torres Strait Islander Service Development
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep 2020 & 2021	General Manager Aboriginal Torres Strait Islander Service Development
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly from Feb 2020	CEO
	Publicly report our RAP achievements, challenges and learnings, annually.	Nov 2020 annually	Director Community Engagement
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2020	Director Community Engagement

Action	Deliverable	Timeline	Responsibility
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	Apr 2022	General Manager Aboriginal Torres Strait Islander Service Development
<b>Appoint an Aboriginal and Torres Strait Islander representative/s to the MacKillop Family Services Board.</b>	Review current governance structures and provide advice on the appropriate structural requirements for the appointment of an Aboriginal and Torres Strait Islander Board member.	Nov 2019	Mackillop Board Chair
	Recruit an Aboriginal and Torres Strait Islander Board member.	Nov 2019	Mackillop Board Chair

### Central Office (Victoria)

237 Cecil Street  
South Melbourne VIC 3205

03 9699 9177  
[enquiry@mackillop.org.au](mailto:enquiry@mackillop.org.au)

### New South Wales Head Office

Level 1, 38 Prince Street  
Blacktown NSW 2148

02 8881 4800  
[nsw@mackillop.org.au](mailto:nsw@mackillop.org.au)

### Western Australia Head Office

147-149 Colin Street  
West Perth WA 6005

08 6477 1000  
[wa@mackillop.org.au](mailto:wa@mackillop.org.au)

### Contact Us

Esmail Manahan  
General Manager, Aboriginal and Torres Strait Islander Service Development

 03 8687 7496  [Esmail.manahan@mackillop.org.au](mailto:Esmail.manahan@mackillop.org.au)

Graphic Design by Bayila Creative  
[www.bayila.com.au](http://www.bayila.com.au)

