



**MacKillop Family Services**  
Innovate Reconciliation Action Plan  
February 2023 – February 2025



**MacKillop  
Family  
Services**







# Acknowledgement of Country

At MacKillop Family Services (MacKillop), we respectfully acknowledge the Traditional Owners and Custodians of the lands and waters where we live and work and recognise that our work is delivered on many lands across this great nation.

We celebrate that Australia is rich in living Aboriginal and Torres Strait Islander cultures based on strong values and respect for Elders. We pay our respect to ancestors of this country; Elders, knowledge holders and leaders – past, present and future.

We are continually striving to ensure that Aboriginal and Torres Strait Islander children and young people are raised in safe, healthy, and culturally rich families and communities, are strongly connected to culture, and have every opportunity for a bright future.

At MacKillop we acknowledge, through our leadership, the grief and loss that First Nations peoples have endured, and we celebrate their survival and resilience.

We stand in solidarity now and always, acknowledging that Aboriginal and Torres Strait Islander peoples have never ceded sovereignty in Australia.

***Always was, always will be.***

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

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A detail from MacKillop's Possum skin cloak - read more on page 28.



# A Message from our Chair and CEO



Mackillop is launching its second Innovate Reconciliation Action Plan (RAP) at a watershed moment in our nation's journey towards reconciliation and self-determination for Aboriginal and Torres Strait Islander peoples.

The Board and staff believe having a First Nations Voice shaping national policy is integral to reconciliation, and to ensuring that Aboriginal and Torres Strait Islander children and families have the same access to opportunities as non-Indigenous people. We also recognise the importance of truth-telling and Treaty to this process.

Whilst the majority of Aboriginal and Torres Strait Islander families are thriving, resilient, and strongly connected to culture and community, too many continue to face disadvantage due to issues such as intergenerational trauma, structural inequality and racism.

Of particular significance, the 2022 Family Matters report tells us Aboriginal and Torres Strait Islander children are over 10 times more likely to be living in out of home care than non-Indigenous children. We know that despite our best efforts, every Aboriginal and Torres Strait Islander child in care experiences the trauma of being removed from their family, their Land, and their mob, and many are enduring trauma that has impacted from one generation to the next.

This horrific trauma was recognised 25 years ago in the Bringing them Home Report, which investigated the impact of the forced removal of Aboriginal and Torres Strait Islander children from their families and made 54 recommendations to support healing and reconciliation for the Stolen Generations and their families. The majority of these recommendations are still to be implemented. We must do better.



Our first Innovate RAP was founded on the principle of truth-telling. Over the course of two years, we listened to the experiences of Aboriginal and Torres Strait Islander peoples in the communities where we work and asked them how we could best support them to achieve their life goals, and ensure we never repeat the mistakes of the past. We developed actions based on these consultations that sought to deliver better outcomes for Aboriginal and Torres Strait Islander children, young people and families – and we have delivered on these actions.

The impact of our first RAP has seen significant cultural change within the organisation. Change has been driven from the ground up, with staff embracing cultural practices such as yarning and Dadirri (deep listening) and showing innovation in their strategies to 'walk the talk' to deliver culturally safe practice, along with celebrating important cultural events such as NAIDOC Week and National Sorry Day.

Our second Innovate RAP aims to build on this work by embedding – and building on – the learnings from our first RAP. This has been informed by consultations with Aboriginal and Torres Strait Islander communities, Aboriginal and Torres Strait Islander and non-Indigenous staff, service delivery partners, and stakeholders. It is guided by legislation and policies that promote cultural safety, and the advocacy of peak bodies that exist to promote reconciliation and self-determination.

We are pleased with the progress that has been made since the launch of our first Innovate RAP in 2020, and we thank our staff, foster carers, volunteers, partners and the leadership and guidance from Aboriginal and Torres Strait Islander communities for collaborating to achieve these outcomes. We look forward to building on this work in our second Innovate RAP, as we seek to give effect to our vision for reconciliation, and to work towards genuine self-determination for Aboriginal and Torres Strait Islander peoples.

Kind regards



Brian Keane  
Chair  
MacKillop Family Services



Dr Robyn Miller  
CEO  
MacKillop Family Services

**“ When we have  
power over our destiny  
our children will flourish.  
They will walk in two worlds  
and their culture will be a  
gift to our country.**

*– from the Uluru Statement  
from the Heart*

**”**



# Statement from Karen Mundine, CEO of Reconciliation Australia



Reconciliation Australia commends MacKillop Family Services on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With 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. MacKillop Family Services continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

Congratulations MacKillop Family Services on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia







# Our Vision for Reconciliation

Our vision for reconciliation is one of self-determination where Aboriginal and Torres Strait Islander communities and kin determine what is best for their families and community. We want to see every child and young person enjoy their childhood in a nurturing home, where they feel secure in their cultural identity with a genuine sense of belonging and safety.


Truth-telling is critical to reconciliation. There can be no reconciliation without listening to the lived experience of Aboriginal and Torres Strait Islander peoples and their families. Prevention and healing – key themes identified for the RAP through our truth-telling process – are critical to reducing the numbers of Aboriginal and Torres Strait Islander children coming into care and the reunification of families.

Our reconciliation actions acknowledge and respect the customs, protocols, languages, knowledge systems and traditions of Aboriginal and Torres Strait Islander peoples.

The best outcomes for Aboriginal and Torres Strait Islander children are achieved when they grow up in their own communities connected to culture and mob and we actively support these connections for the children, young people, families, and communities we work with.

By using this vision as our guiding light, we seek to embed cultural safety into our practice in ever stronger ways, so that we are seen as a welcoming and safe organisation whenever Aboriginal and Torres Strait Islander communities choose to connect with MacKillop.





**“ 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. ”**

– *Excerpt from MacKillop Family  
Services Statement of  
Reconciliation, 26 May 1998*





# Our Business

MacKillop exists to support children, young people and their families to respond to the challenges and vulnerabilities they face in life and to thrive in strong communities. We want to see every child and young person enjoy their childhood in a nurturing home, where they feel secure in their cultural identity with a genuine sense of belonging and safety.

A key focus for MacKillop is keeping families safely together through the delivery of evidence-based programs and services aimed at strengthening and repairing relationships. Delivered by over 1,500 staff, including over 60 Aboriginal and Torres Strait Islander staff, our services and programs provide practical and accessible assistance in family therapy and support, foster care, residential care, disability services, youth support, youth homelessness, education and training, mental health, family violence, early intervention, sexual assault, parenting and early childhood. We also continue to support women and men who, as children, were in the care of our founding agencies.

All of our services are underpinned by the Sanctuary model. Sanctuary is an evidence-supported, whole-of-organisation framework that is trauma-informed, focused on safety and guides how we respond as an organisation to strengthen our support for children, young people and families to recover, heal, and achieve their goals.

Key to our service provision is collaboration and consultation with stakeholders such as state and federal governments, foster carers, and partner organisations including Aboriginal Community Controlled Organisations (ACCOs), disability service providers and other family support services. MacKillop is also supported by individual financial donors, trusts, foundations, schools and religious organisations who are important stakeholders for our programs.





**In our work we aim to deepen our commitment to Aboriginal and Torres Strait Islander self-determination, reconciliation and cultural safety and commit to:**

- Proactively engage with ACCOs to build respectful partnerships and collaborate to change structural inequality
- Continue to partner with ACCOs to action the transfer of care of Aboriginal and Torres Strait Islander children to Aboriginal and Torres Strait Islander care, and promote Aboriginal and Torres Strait Islander self-determination
- Advocate for Cultural Support Plans for Aboriginal and Torres Strait Islander children and young people when they are in our care
- Return Aboriginal and Torres Strait Islander children in our care to family, kin, and community.

**“ Culture is the key to healing trauma! Rebuild connection to community, family and kin, country, body, mind and spirit. ”**

– Emeritus Professor Judy Atkinson, *We Al-li, and author of Trauma Trails – Recreating Songlines. The Transgenerational effects of Trauma in Indigenous Australia.*







# Aboriginal Service Development Team

For the last five years, the Aboriginal Service Development Team has guided MacKillop on a journey to strengthen cultural safety across all our services.

Esmail Manahan, Director, Aboriginal Service Development, is a proud Yorta Yorta and Gunditjmara woman. She leads the oversight of cultural safety, competency, and culturally responsive practice across MacKillop. Esmail led the implementation and monitoring of MacKillop's first Innovate RAP and will now oversee the implementation and monitoring of our second Innovate RAP. Esmail is supported by Hannah Welch, Manager Aboriginal Service Development and Cultural Healing Specialist Michelle Ellis, a proud Gunditjmara woman.

An Aboriginal Staff Network has been established to give a voice to Aboriginal and Torres Strait Islander staff at MacKillop, providing a forum to get together on a quarterly basis, share knowledge and ideas, and celebrate success. The network has grown to over 60 staff and continues to grow. The network supports each member, shares culture, and responds to questions from non-Indigenous staff in need of cultural guidance. Cultural consultation is integral to our work, and the guidance provided by the Aboriginal Staff Network is invaluable to our practice.



“

One of the keys to success is knowing who you are and where you come from. If we can help our young people to strongly connect to their culture, Country and kin, then they can achieve whatever they want.”

– Esmail Manahan,  
Director, Aboriginal  
Service Development



# Where we Work

## The locations and Traditional Country of our offices and schools

### Victoria

Bendigo	Dja Dja Wurrung
Broadmeadows	Wurundjeri
Caulfield	Boon Wurrung, Bunurong
Footscray	Wurundjeri
Forest Hill	Wurundjeri
Geelong	Wathaurong, Wadawurrung
Hamilton	Gunditjmara
Maidstone	Wurundjeri
Melton	Wurundjeri
Mildura	Latji Latji, Ngintait
Preston	Wurundjeri
South Melbourne	Boon Wurrung, Bunurong
Warrnambool	Gunditjmara
Wodonga	Dhudhuroa, Wiradjuri

### Western Australia

Bunbury	Wardandi Noongar
Perth	Whadjuk Noongar
Port Hedland	Kariyarra
Roebourne	Ngarluma, Yindjibarndi, Yaburarra

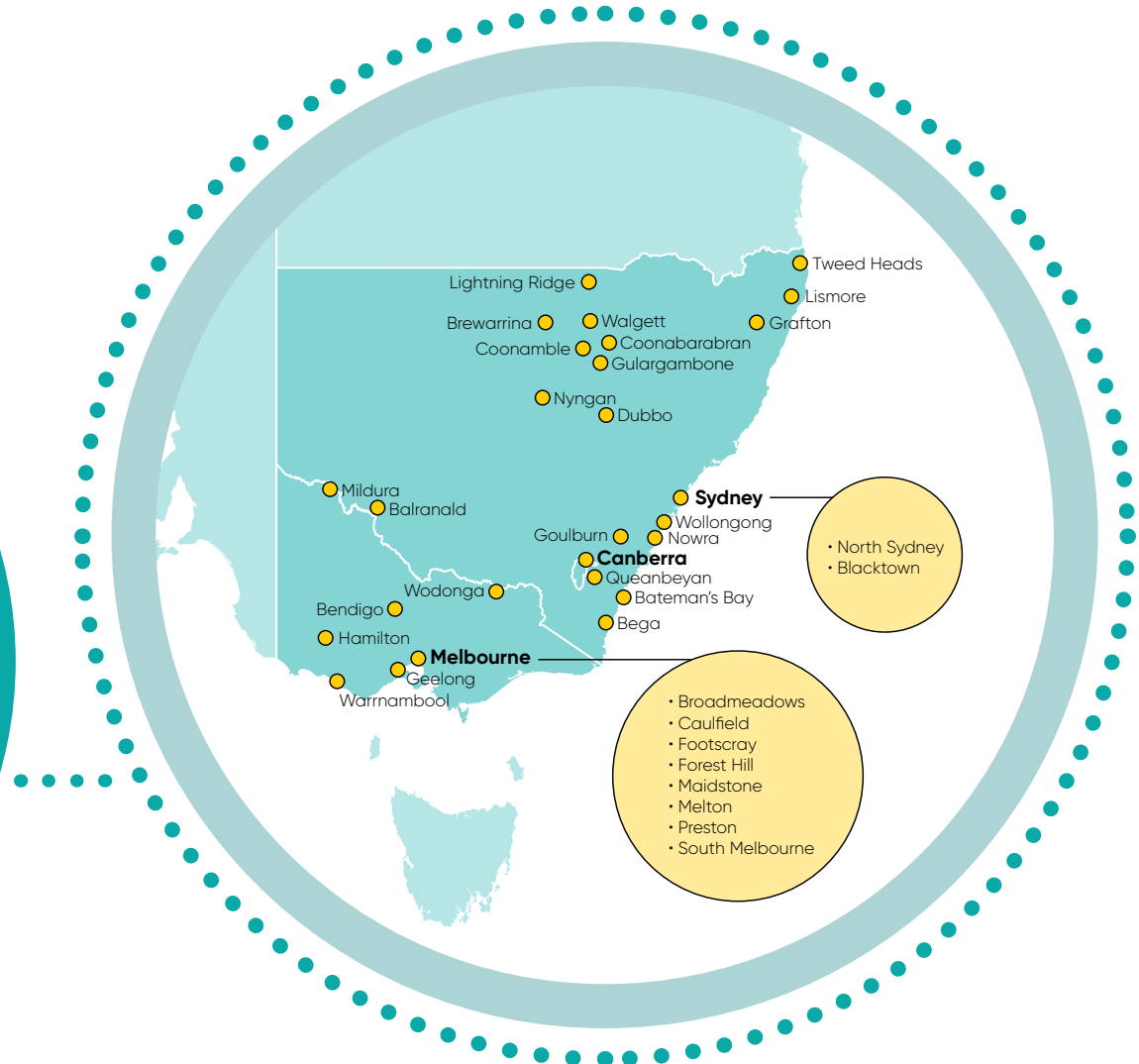
### Northern Territory

Darwin	Larrakia
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### New South Wales and ACT

Balranald	Mutthi Mutthi
Bateman's Bay	Yuin
Bega	Yuin
Blacktown	Darug
Brewarrina	Ngemba
Canberra	Ngunnawal, Ngambri
Coonabarabran	Kamilaroi
Coonamble	Weilwan, Gamilaraay
Dubbo	Tubbagah of the Wiradjuri Nation
Goulburn	Gandangara, Gundungurra
Grafton	Bundjalung, Gumbaynggirr, Yaegl
Gulgambone	Weilwan
Lightning Ridge	Yuwalaraay
Lismore	Widjabul Wia-ba, Bundjalung
North Sydney	Cammeraygal, Gamaragal
Nowra	Yuin
Nyngan	Wangaaypuwan, Ngemba, Ngiyampaa, Wayilwan
Queanbeyan	Ngunnawal, Ngambri
Tweed Heads	Bundjalung
Walgett	Gamilaraay
Wollongong	Dharawal







# Our Reconciliation Action Plan

MacKillop has developed a second Innovate RAP to promote and continue the good work and outcomes achieved from our first RAP. It's also an opportunity to focus on the strong themes of healing and prevention that were identified in our consultation process.

We know for Aboriginal and Torres Strait Islander communities culture is healing, and at MacKillop our purpose is to provide high quality services to promote healing from trauma and loss, and to enable hopeful futures.

Our governance of the RAP is underpinned by our values of justice, hope, collaboration, compassion and respect. Evidence, progress, and updates related to RAP actions and deliverables will be reported on by those responsible to action the goals within a set timeframe. Actions, deliverables, staff responsible and timelines are all detailed in the RAP. This information is centrally captured and monitored by the Manager, Aboriginal Service Development who reports to the Director Aboriginal Service Development. A quarterly report is submitted to the RAP Advisory Committee, Executive team, and CEO (RAP Champion and RAP Advisory Committee Chair). The MacKillop Board RAP Subcommittee will receive detailed reports quarterly and the Chair of this committee reports to the Board.

Aboriginal and Torres Strait Islander representation in our governance structure includes our Director Aboriginal Service Development, RAP Board Subcommittee Chair and external Committee members, Aboriginal Staff Network representatives from NSW, WA and VIC in both our RAP Community of Practice and HR RAP Community of Practice, including the District Manager, MacKillop Rural Community Services (NSW), and Regional Manager Children Youth & Families Metro Sydney, Western Sydney and Nepean Blue Mountains.



This is MacKillop's second Innovate RAP. In the development of this document, we have diversified the governance so that staff across regions will contribute to reporting on deliverables over the next two years. The actions in this document build on the successful outcomes achieved in our first Innovate RAP and embed the learnings from the implementation of this RAP.

**Some of the key achievements driven by our first Innovate RAP include:**

- Appointing Vicki Clark, a proud Mutthi Mutthi Wemba Wamba woman and Sue-Anne Hunter, a proud Wurundjeri and Ngurai illum Wurrung woman, to the MacKillop Board
- Establishing a MacKillop Board RAP Subcommittee
- Employing an Aboriginal Cultural Healing Specialist in the Aboriginal Service Development Team
- Employing a Program Specialist – Cultural Design & Implementation within The MacKillop Institute
- Delivering cultural awareness training to 85% of MacKillop staff
- Providing Cultural Care Packages to Aboriginal and Torres Strait Islander children and young people in MacKillop's care
- Developing a procurement policy that strengthens our support of Aboriginal and Torres Strait Islander businesses and economic prosperity
- Launching an Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development Strategy
- Developing two RAP Communities of Practice: RAP Implementation and Cultural Oversight; and RAP Human Resources
- Strengthening our organisational adherence to cultural protocols including Acknowledgement of Country, Welcome to Country, and Smoking Ceremonies and driving a significant increase in staff participation in Aboriginal and Torres Strait Islander cultural celebrations
- Continuing to strongly advocate for Return to Country, Aboriginal Family Led Decision Making (AFLDM) and Aboriginal Family Conferencing for children and young people
- Establishing formal partnerships and new working relationships with ACCOs

Key to achieving the significant outcomes of the RAP has been the initiative shown by MacKillop staff in being proactive, curious, respectful of culture and prioritising cultural consultation with Aboriginal and Torres Strait Islander staff at MacKillop and ACCOs in local areas.





## MacKillop RAP Governance

### MacKillop Board

### MacKillop Board RAP Subcommittee

### HR RAP Community of Practice

Chaired by Manager, Business Change Enablement, with Aboriginal and Torres Strait Islander staff representation from each state.

### RAP Community of Practice Implementation and Cultural Oversight

Chaired by Director, Aboriginal Service Development, with Aboriginal and Torres Strait Islander staff representation from each state.

### RAP Advisory Committee

The Executive Team (16 members), District Manager MacKillop Rural Community Services, Learning and Development Manager, HR Manager Business Change Enablement, National Leader Foster Care Development and Chair of the MacKillop Board RAP Subcommittee. The RAP Advisory Committee includes Aboriginal and Torres Strait Islander staff representation.



# Lessons Learned

As with any significant cultural change project, the implementation of our first Innovate RAP was not without its challenges. We are committed to a process of continuous improvement and many of the new actions and deliverables in our second Innovate RAP have been informed by the lessons we have learned. These include:

- The importance of returning to communities we have consulted in the development of the RAP, and reporting back on implementation and outcomes achieved
- Strengthening our understanding of and commitment to legislation, policies, and practices (both state and federal) such as the Aboriginal and Torres Strait Islander Child Placement Principle
- Ensuring we meet the cultural needs and aspirations of Aboriginal and Torres Strait Islander children and young peoples including the ongoing oversight and monitoring of Cultural Support Plans and Cultural Care Plans
- Regularly communicating and developing strategies to engage regional and rural teams in our RAP
- Recognising that Aboriginal and Torres Strait Islander staff may carry cultural burden
- Acknowledging the valuable cultural input and insights of Aboriginal and Torres Strait Islander staff.

These learnings have been supplemented by a further period of consultation and truth-telling, which is outlined in the following section.





A woman with short grey hair, wearing a yellow shirt, is shown in profile, looking at a black and white photograph. The photograph depicts a group of people, possibly children, standing in a field or yard. The background of the photograph is slightly blurred, showing some trees and a fence. The woman's hands are visible, holding the photograph. The overall scene is set against a teal background with a decorative wavy line and circles at the bottom.

# Truth-telling and Deep Listening

Truth-telling is essential and lies at the heart of building understanding and respect. It acknowledges the diverse experiences of Aboriginal and Torres Strait Islander peoples, and the impact their history has on their lives.

By listening deeply to Aboriginal and Torres Strait Islander peoples telling their truths and sharing stories, we seek to understand past injustices and move forward together.

Healing and prevention are strong themes that came from our consultation process, and they underpin many of the recommendations that inform our actions and deliverables.

We will continue to meet and consult with Aboriginal and Torres Strait Islander peoples and communities where they live and work, respecting self-determination.

This document has been developed through extensive internal and external consultations and yarning across all the programs and areas of MacKillop. The consultation process included:

- Mildura consultation and yarning with Mallee District Aboriginal Services (MDAS) including a visit to Meminar Ngangg Gimba Aboriginal Women's Refuge
- Victorian RAP Forum at Narana Aboriginal Cultural Centre, including the launch of our partnership with Strong Brother Strong Sister
- Coonabarabran: Yarning circle and community event
- Coonabarabran: Deep listening and truth-telling with Elders at Burra Bee Dee mission
- Blacktown: National Reconciliation Week 2022 staff and community event at the local PCYC
- Blacktown: Consultation and yarning circle with MacKillop staff, Marrin Weejali staff and clients
- Western Australia online staff consultation
- Pilbara consultation and yarning with MacKillop staff
- Northern Territory online staff consultation
- Over 20 one-on-one meetings with senior staff across Australia
- Yarning circles/group meetings with MacKillop teams, including the Education Team, Principal Practitioners, The MacKillop Institute, and Seasons for Growth
- Yarning with foster carers in Western Australia
- Yarning with young people in residential care
- Regular meetings of the RAP Communities of Practice, RAP Advisory Committee, Executive and MacKillop Board
- Aboriginal Staff Network Forum.

**Consultation does not end but is a cyclical process that will continue throughout the duration of this second Innovate RAP.**

It was noted by many who attended our consultations for this RAP that it was refreshing to be in a place with peers and stakeholders after managing for so long on screens, due to COVID-19 lockdowns. The events were circuit breakers and inspired everyone to immerse themselves in deep listening and think about how we can do better to provide a culturally safe and welcoming space for all MacKillop stakeholders, clients and staff. They were also a chance for celebration and connection with each other after much isolation and disconnection.

**“Our language and our story make us who we are, our language is our identity, and our story is about passing on who we are, where we are from, and sharing our history.”**

– Auntie Maureen Sulter  
(Gamlaraay,  
Coonabarabran)





# Partnerships and Close Working Relationships

## Victoria

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### Metropolitan Melbourne

#### **Victorian Aboriginal Child Care Agency (VACCA)**

VACCA provides case management support to Aboriginal and Torres Strait Islander children and young people, and cultural awareness training to all MacKillop staff in the Melbourne metropolitan area. In our north, south, and east metropolitan services, our MST-Psych Team partner with VACCA to deliver Family Preservation Reunification and Response services. We also partner with VACCA to deliver Engaging Melton Families through the Brimbank-Melton Family Services Alliance to culturally support families.

### Loddon Mallee

#### **Bendigo District Aboriginal Corporation (BDAC)**

We maintain a collaborative and respectful relationship with BDAC, with a shared goal to improve outcomes for Aboriginal children and families through cultural consultation and guidance.

#### **Njernda Aboriginal Corporation**

Our Family Preservation and Reunification Response Team in Bendigo partner with Njernda, referring families to their family support services that include Stronger Families, Koori Kids Program, Targeted Care Packages, and Kinship Care and Case Contracting.

#### **Mallee District Aboriginal Services (MDAS)**

Our Mallee Family Preservation and Reunification Response (FPRR) Team are co-located at the MDAS office in central Mildura. Together we support, strengthen and advocate for families.

## Wimmera Southwest

### **Winda-Mara Aboriginal Corporation**

Winda-Mara works closely with MacKillop, providing cultural advice for the cultural safety of young people in the region.

## Barwon

### **Strong Brother Strong Sister (SBSS)**

In 2022 MacKillop and SBSS launched a three-year partnership that will strengthen the connection to culture for Aboriginal and Torres Strait Islander children in our out of home care services and MacKillop Education school in Barwon through culturally safe mentoring, suicide prevention and youth programs – read more on page 26.

### **Wathaurong Aboriginal Cooperative**

MacKillop works closely with Wathaurong Aboriginal Cooperative to improve outcomes for Aboriginal and Torres Strait Islander children and families through cultural consultation and guidance.

## Other

Boorndawan Willam Aboriginal Healing Service; Willum Warrain Aboriginal Association; Kirrip Aboriginal Corporation; Goolum Goolum, Aboriginal Co-operative; Mullum Mullum Indigenous Gathering Place (MMIGP).

“**Having MacKillop based at our office has created a great environment and support system, because we are working towards the same outcome.**”

– Nathan Yates, Manager Youth and Family Services, Mallee District Aboriginal Services.

## New South Wales & ACT

### **AbSec**

AbSec delivers cultural awareness training to MacKillop staff and provides support and advice on cultural safety and knowledge as one of several intermediaries in the formal governance structure for programs across NSW.

### **KARI**

KARI is an Aboriginal Permanency Support provider, supporting and case managing over 430 children and young people across NSW. The KARI Permanency Support Program includes family preservation, restoration and out of home care. MacKillop works with KARI to fulfill our responsibilities to, and advocate for the Aboriginal and Torres Strait Islander Child Placement Principle.

## Blacktown

### **Marrin Weejali Aboriginal Corporation**

Marrin Weejali provides comprehensive AoD assessment, individual counselling, group counselling and family counselling. We refer clients to each other.

## Rural Western NSW

### **Aboriginal Community Working Parties**

Our Indigenous Parenting Service and Mobile Children's Service are funded by the National Indigenous Australian Agency and are required to report to the Aboriginal Community Working Parties which form a part of the governance of the Murdi Paaki Regional Assembly.

### **Walgett Aboriginal Medical Service (WAMS)**

MacKillop and WAMS work collaboratively to improve the social, emotional, cultural and overall health and wellbeing of disadvantaged families living in the Brewarrina, Carinda, Weilmoringle and Walgett communities.



## Illawarra Shoalhaven

### **South Coast Aboriginal Medical Service Aboriginal Corporation (SCAMS)**

We have a longstanding relationship with SCAMS dating back to 2012. This commenced with a foster care partnership on the far South Coast (Bega/Bateman's Bay) where 25 Aboriginal children were transitioned into the SCAMS' new foster care program following capacity building with MacKillop.

### **Waminda**

Focused on the safety and wellbeing of children, young people, and their families, Waminda provides MacKillop with cultural guidance in decision making.

## Grafton

### **Gurehlgam Corporation**

Gurehlgam Corporation delivers cultural awareness training to MacKillop staff and cultural services to Aboriginal children and young people in MacKillop's care.

### **Mudyala Aboriginal Corporation**

Mudyala Aboriginal Corporation provides cultural guidance to MacKillop and mentoring to Aboriginal children and young people in our out of home care programs.

## Lismore

### **Ngunya Jarjum**

Ngunya Jarjum is an out of home care organisation formed to address the crisis and need for more Aboriginal kinship and foster carers. It strives to keep Aboriginal children in family, on Country and immersed in culture. MacKillop and Ngunya Jarjum maintain a good working relationship.

## **Rekindling the Spirit**

Rekindling the Spirit is a collaborative primary health care service run by and for Aboriginal peoples, families, and communities. They support Aboriginal people to reconnect with families, communities and traditional Aboriginal culture, values, and beliefs. MacKillop refers clients to Rekindling the Spirit for their specialist programs.

## Other

Cullunghutti Aboriginal Child and Family Centre and Cullunghutti Childcare; Coomaditchie United Aboriginal Corporation.

## Western Australia

## Pilbara

### **Spinifex Hill Art Studio**

Spinifex Hill Art Studio supports young people in our Indigenous Healing Service to strengthen their connection to culture through art with local Elders.

### **Wirraka Maya Health Service Aboriginal Corporation (Wirraka Maya)**

We partner with Wirraka Maya to deliver an Aboriginal and Torres Strait Islander foster care program.

### **Yaandina Community Services**

MacKillop collaborates with Yaandina in relation to our Indigenous Healing Service. We seek guidance and shared resources to better support families in the Pilbara region.

## Perth

### **Kinship Connections**

Kinship Connections provides genealogy services and culturally appropriate foster care assessments for our WA services.



### **Waalitj Foundation**

Waalitj Foundation provides Cultural Awareness training to our staff in Perth.

### **Yorganop Association Inc**

MacKillop continues to support Yorganop with the implementation of the Sanctuary Framework and the implementation of our Family Journey IT program. We maintain a strong relationship with Yorganop and collaboratively plan where possible to build more inclusive and culturally safe processes in both organisations. There is no active recruitment of Aboriginal foster carers in the Metro area of Perth, with Aboriginal carers encouraged to register with Yorganop. However, we do seek guidance from Yorganop that assists us in our recruitment and retention of Aboriginal carers in the Pilbara to support Aboriginal children to be cared for by Aboriginal carers.

### **Bunbury**

#### **Woolkabunning Kiaka Aboriginal Corporation Inc**

We partnered with Woolkabunning Kiaka at their Roelands Mission to develop a pilot foster care program for Aboriginal and Torres Strait Islander children and carers, known as other home care. Children in our care also participate in their ongoing Red Dust cultural healing program.

## **Northern Territory**

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### **Darwin**

#### **Danila Dilba Health Service**

Designed to support vulnerable families known to the child protection system to keep families at home and together, our Family Support Services program is delivered in partnership with Danila Dilba, the local Aboriginal Community Controlled Organisation.

#### **Larrakia Nation Aboriginal Corporation**

We have introduced ourselves to the Larrakia Nation Leadership group and are continuing to refer to this group for guidance and expert knowledge as we develop our new service in the NT.





## Strong Brother Strong Sister Partnership Case Study

In 2022, Strong Brother Strong Sister, a 100% Aboriginal youth-led organisation, and MacKillop launched a partnership program generously funded over the next three years by the Anthony Costa Foundation for the Barwon region.

Together we currently support over 30 Aboriginal and Torres Strait Islander children and young people in our out of home care Barwon program and our MacKillop Education school to access Strong Brother Strong Sister's youth group activities, school holiday programs, personally tailored mentoring, and cultural support. The program connects young people to community and culture, and strengthens their pride and identity. This work creates a strong sense of belonging, which we know creates strong foundations and roots for our children and youth to live healthy, prosperous lifestyles.

The partnership is the first of its kind and a game changer in the space of out of home care as it offers all First Nations children and young people in our out of home care Barwon program cultural connections, support and investment through First Nations mentors and sector professionals. MacKillop and Strong Brother Strong Sister jointly run the program through regular communication and a monthly steering committee.

The program is delivered through the lens of trauma and acknowledges the unique experience of intergenerational trauma caused by the stolen generation, and the many young people we work with who inherited it.

"None of this would be possible without an excellent working relationship and trust and we acknowledge and pay respects to Aunty Esmail for her support, advocacy and determination to ensure this partnership is the best of its kind," said Cormach Evans, Founder and CEO of Strong Brother Strong Sister.

**“ Culture to Aboriginal young people is integral to their wellbeing, it provides connection, strength, identity, healing, and learning. ”**

– Neil, young person supported by MacKillop and Strong Brother Strong Sister

# Working with Aboriginal Artists

In each State and Territory where we work, local Aboriginal artists are commissioned to develop artwork that we can display in our offices and homes to demonstrate our commitment to Aboriginal culture and identity. Artists include Dixon Patten (VIC), Kamara Morgan (VIC), Lee Darroch (VIC), Leanne Tobin (NSW), Annabella Flat (WA) and Mim Cole (NT).

The artwork used in this document has been designed and created by Mim Cole, Kamara Morgan and Lee Darroch.

## Kamara Morgan

Kamara Morgan is a proud Yorta-Yorta, Gunai-Kurnai, Dja Dja Wurrung, Boonwurrung, Taungurung and Baraparapa Aboriginal Artist specialising in contemporary Aboriginal Art. Kamara grew up on Yorta Yorta country in Shepparton Victoria, and is now living on Wurundjeri country in Melbourne, Australia. Kamara expresses her Aboriginal culture and connection to Country through her artworks.

Kamara is proud to have grown up around her culture and watching her family members paint. This experience gave her the desire and confidence to pick up a paint brush herself to tell her story and the stories of her Country and culture.

The process of painting on canvas gives Kamara an even stronger feeling of connection to her ancestors and culture, and she is excited to share her rich tradition through her paintings.

**Artwork top:** 'Yapameyepuka (Together)' by Kamara Morgan

**Artwork bottom:** 'Untitled' by Kamara Morgan

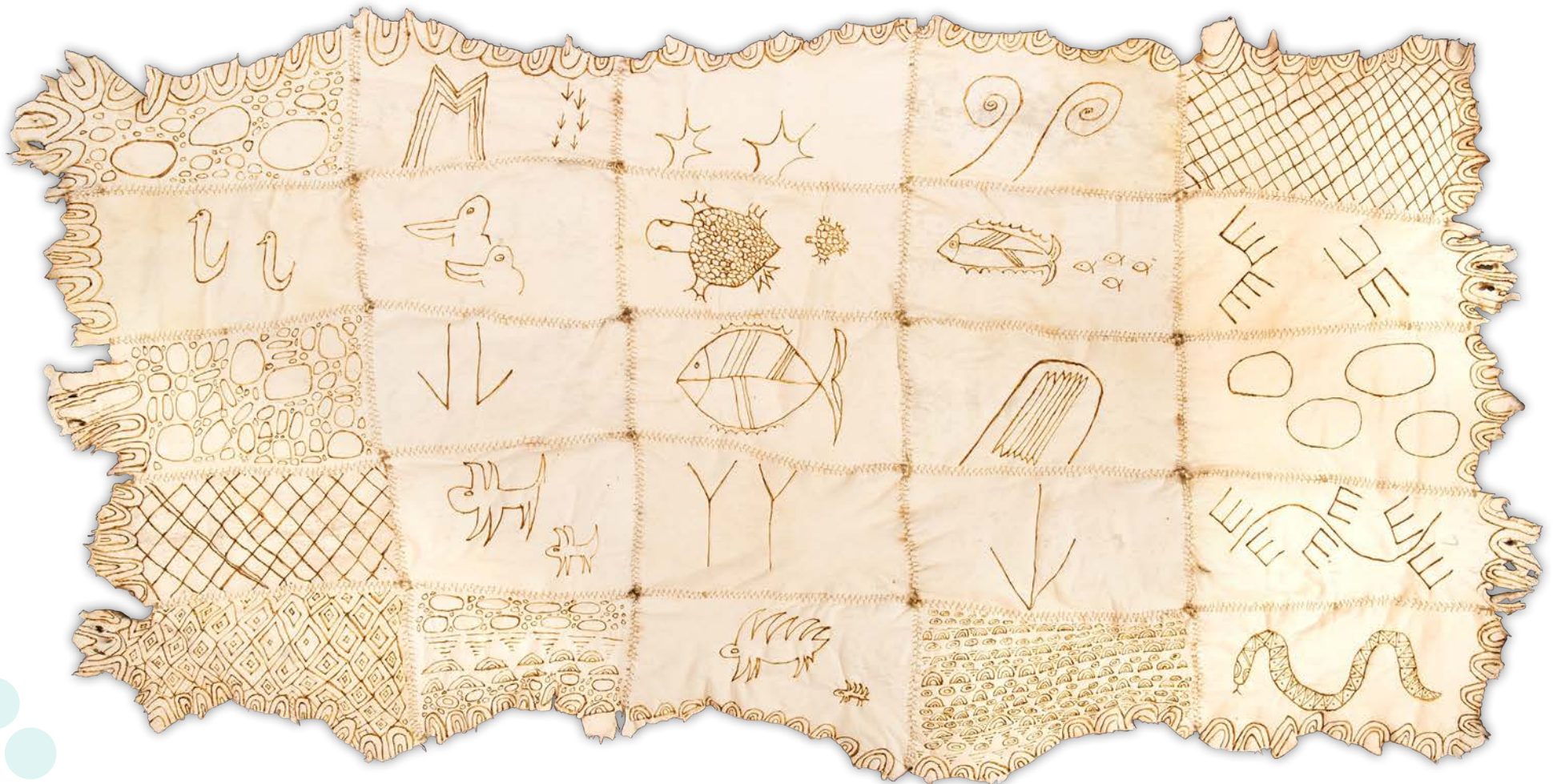




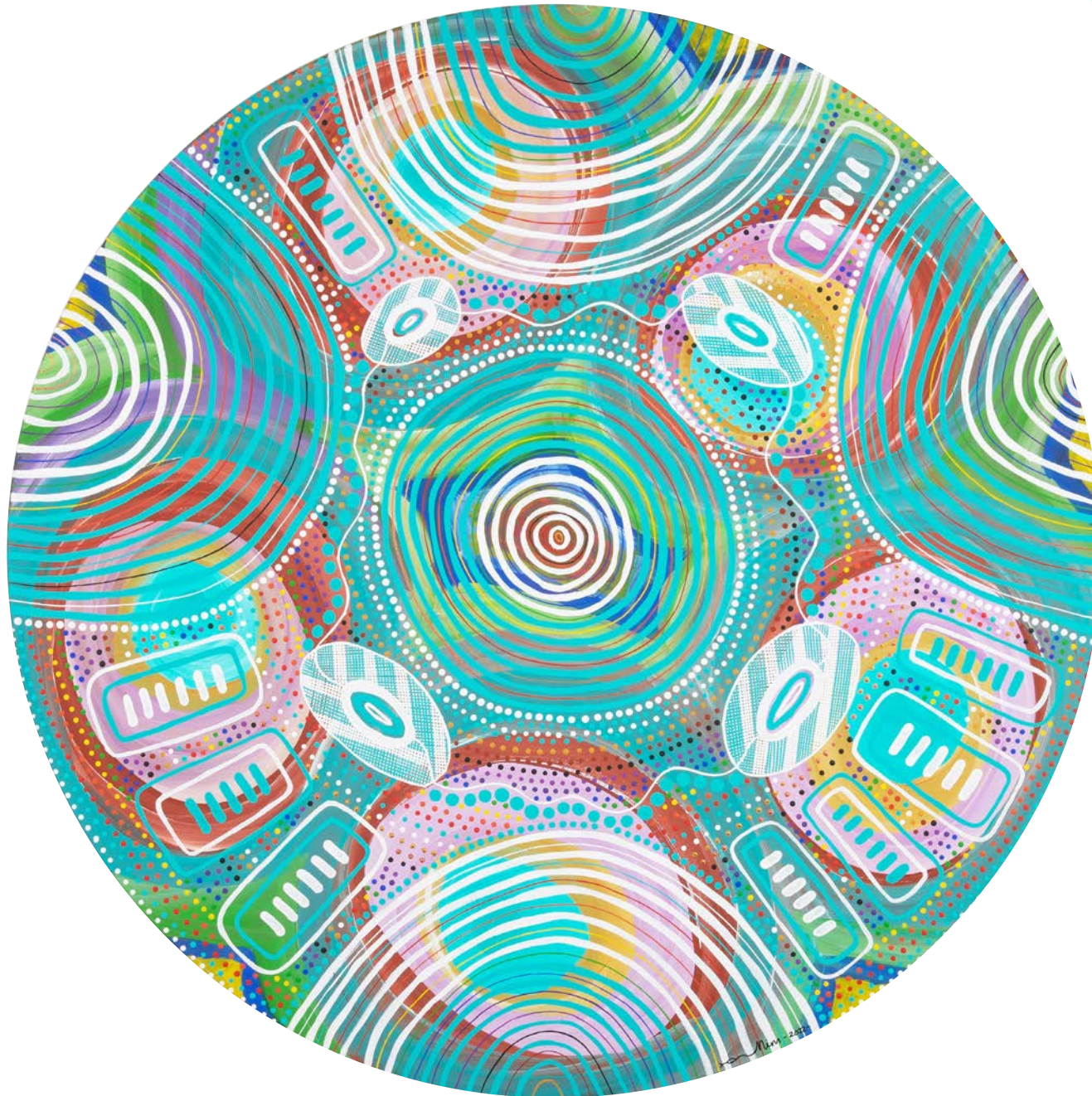
## MacKillop Possum Cloak

**Artist: Lee Darroch (Yorta Yorta, Mutti Mutti and Boon Wurrung)**

Possum skin cloaks are one of the most sacred cultural expressions of South East Australia Aboriginal peoples. The cloak had many uses including: providing warmth, cradling babies, bedding, ceremony, drumming, burial and the sharing of stories. This artwork was created by Lee Darroch, a Yorta Yorta, Mutti Mutti and Boon Wurrung woman, who has lived on Raymond Island in the Gippsland Lakes with her partner and two children for the past 30 years. She is an artist and community cultural worker. Her artwork is inspired by the need to continue cultural, spiritual and artistic practices. The totems on the possum skin cloak represents Traditional Country where MacKillop has a presence.







## Mim Cole

Mim Cole is an Aboriginal Australian visual artist from Darwin, Northern Territory who descends from the Larrakia, Wardaman and Karajarri tribes.

Mim has been creating art since she was a teenager, learning techniques through practice and observation of the artmaking of her mother, uncles and large artistic family.

Mim enjoys pushing the boundaries of her arts practice using a mix of vibrant colours with a traditional palette to express dynamic movement in each painting and design.

This image, presented on the cover of this document, is titled '*Healing*' and represents stepping out of the pain and walking into healing, and creating positive ripples for the generations to come.





# Relationships

As we continue to grow in our cultural knowledge and competence, we must listen deeply and respectfully to the voices of Aboriginal and Torres Strait Islander peoples. We deeply value our relationships with Aboriginal communities and Aboriginal Community Controlled Organisations (ACCOs), and we know that our work is improved by our ongoing connection with Aboriginal and Torres Strait Islander peoples, history, truth-telling and culture.

Adherence to the Aboriginal and Torres Strait Islander Child Placement Principle and other cultural protocols encourages us to build strong relationships and collaborate with our partners to support self-determination, cultural safety, prevention and healing for all the communities that we work with. Listening honestly and bravely to the voice of the young people and families we work with helps us build better, stronger and safer relationships with diverse Aboriginal and Torres Strait Islander communities.

Within MacKillop, we continue to improve consultation and collaboration at an organisational level, while empowering individual responsibility from staff to build respectful relationships within community. We seek to deepen our commitment to cultural safety and build lasting and impactful partnerships so that we can realise our vision for all Aboriginal and Torres Strait Islander children to enjoy a nurturing home with a genuine sense of belonging and connection to their culture.



**Our focus:** We will return regularly to communities and stakeholders to listen, seek guidance, and provide updates on MacKillop programs and commitments toward Aboriginal self-determination, reconciliation and cultural safety.

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

Deliverable	Timeline	Responsibility	Contributors
Meet and be guided by local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for regular and ongoing engagement.	November 2023 & 2024	Director, Aboriginal Service Development	State Directors; Director, Community Engagement
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations that is consistent with SNAICC's Principles of Partnership.	May 2023, review May 2024	Director, Aboriginal Service Development	State Directors; Director, Community Engagement

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

Deliverable	Timeline	Responsibility	Contributors
Circulate and promote Reconciliation Australia's NRW resources and reconciliation materials to our staff.	08 May – 3 June 2023, 2024	Director, Aboriginal Service Development	Communications Manager
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2023, 2024	CEO	Director, Aboriginal Service Development; Director, Community Engagement; Communications Manager
RAP Advisory Committee members to participate in an external NRW event.	27 May – 3 June 2023, 2024	CEO	Director, Aboriginal Service Development; Director, Community Engagement; Communications Manager
Organise at least one NRW event each year and display NRW email signature at least one week prior and during NRW.	27 May – 3 June 2023, 2024	Director, Community Engagement	Director, Aboriginal Service Development; Manager Office of the CEO; Communications Manager
Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 & 2024	Director, Aboriginal Service Development	Communications Manager



### Action 3 Promote reconciliation outcomes through our sphere of influence.

Deliverable	Timeline	Responsibility	Contributors
Develop and implement a staff engagement strategy to raise awareness and encourage staff involvement in reconciliation across our workforce through the MacKillop RAP.	June 2023, review February 2024	CEO	Director, Aboriginal Service Development; Director, Ethos and Culture; HR Manager, Business Change Enablement
Communicate our commitment to reconciliation, Aboriginal and Torres Strait Islander self-determination, and cultural safety publicly.	May 2023 & 2024	CEO	Communications Manager
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes by forming a Community Services Organisation RAP network to share ideas, outcomes, and concerns.	June 2023	CEO	Director, Aboriginal Service Development; Director, Community Engagement
Collaborate with RAP organisations and other like-minded organisations to develop innovative ways to advance reconciliation.	June 2023, review November 2024	Director, Aboriginal Service Development	Director, Community Engagement

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

Deliverable	Timeline	Responsibility	Contributors
Conduct an annual review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2023 & 2024	Director, HR	HR Manager, Business Change Enablement; RAP Communities of Practice
Communicate our Aboriginal and Torres Strait Islander Cultural Safety Policy which addresses anti-discrimination.	March 2023	Director, Policy and Research	Communications Manager
Develop an <i>Anti-Discrimination Strategy</i> to enact the Aboriginal and Torres Strait Islander Cultural Safety Policy.	December 2023	Director, Policy and Research	Director, Aboriginal Service Development; Director, Ethos and Culture
Educate Executive Team and Senior Managers on the effects of racism in the spirit of ongoing learning.	May 2023 & 2024	Director, Aboriginal Service Development	Director, Community Engagement

## Action 5 Listen to the voices of Aboriginal and Torres Strait Islander children and young people.

Deliverable	Timeline	Responsibility	Contributors
Introduce the use of yarning circles when working with Aboriginal and Torres Strait Islander children and young people in our care.	March 2023	Group Director, Operational Performance	State Directors; Director, Clinical Services; Director, Aboriginal Service Development
Promote the use of a culturally safe Viewpoint survey for young people to provide feedback about their cultural and wellbeing needs.	April & October 2023, April & October 2024	Director, Client Outcomes	Manager, Quality and Compliance

## Action 6 Build respectful partnerships with local Aboriginal Communities and Aboriginal Community Controlled Organisations that support our work with Aboriginal and Torres Strait Islander families.

Deliverable	Timeline	Responsibility	Contributors
Research successful examples of early intervention, integrated, and strengths-based Aboriginal programs and services and consider embedding them in our practice at MacKillop.	August 2023	Director, Policy and Research	Director, Aboriginal Service Development; State Directors; Director, Clinical Services;
Identify and research partnership opportunities with ACCOs, Aboriginal communities and programs.	July 2023, review February & July 2024	Director, Policy and Research	Director, Aboriginal Service Development; Manager, Aboriginal Service Development
Support the development of a partnership with Mallee District Aboriginal Services and Strong Brother Strong Sister to deliver mentoring to children and young people in Mildura.	May 2023	Director, Aboriginal Service Development	Director, Children, Youth and Family Services; Area Manager, Loddon Mallee; Philanthropy Manager
Engage the services and expertise of local Aboriginal and Torres Strait Islander community programs to improve the Cultural Support Plans of Aboriginal and Torres Strait Islander children and young people in MacKillop care across Western Australia.	July 2023, review July 2024	State Director, WA & NT	Director, Aboriginal Service Development; Manager, Pilbara & Northern Territory; Service Operations Manager, WA; WA Principal Practitioner





# Respect

Mackillop feels deeply privileged to work alongside, learn and be guided by the wisdom of the oldest and most diverse continuing cultures in the world. We have profound respect for the knowledge and histories of Aboriginal and Torres Strait Islander peoples, and we seek to listen and learn from the histories, stories and cultures they share.

We believe respect is key to reconciliation, prevention and healing, and we support Mackillop employees and foster carers to attain cultural competence. We acknowledge the inherent rights, cultures and traditions of Aboriginal and Torres Strait Islander peoples and we strive to create an inclusive environment that respects the diversity of the children, young people, and families we work with.

Mackillop stands behind Aboriginal and Torres Strait Islander communities in their struggle for self-determination. We acknowledge Traditional Owners, and we are committed to supporting Aboriginal and Torres Strait Islander communities to achieve the best outcomes for all their children and families.



**Our focus:** We will be an innovative and responsive leader by developing best practices and advocating for social justice.

**Action 7 Build and demonstrate respect for the Uluru Statement from the Heart – and the essential components of Voice, Treaty, and Truth.**

Deliverable	Timeline	Responsibility	Contributors
Acknowledge, understand and document historical injustices (such as the removal of children) that MacKillop may have been involved in.	October 2023, review October 2024	CEO	Director, Aboriginal Service Development; Director, Community Engagement; State Directors; General Manager, Heritage and Information Services
Provide ongoing opportunities for employees to participate in education to increase awareness about Voice, Treaty and Truth.	June 2023	Director, Aboriginal Service Development	Director, Ethos and Culture; Manager, Aboriginal Service Development

**Action 8 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.**

Deliverable	Timeline	Responsibility	Contributors
Conduct an annual review of cultural learning needs within our organisation.	May 2023 & 2024	Director, Aboriginal Service Development	Learning and Development Manager
Consult Traditional Owners, Elders, and Aboriginal and Torres Strait Islander communities to inform our cultural learning strategy.	May 2023 & 2024	Director, Aboriginal Service Development	State Directors; Manager, Aboriginal Service Development; Aboriginal Staff Network
Hold yarning circles and conversations with local Aboriginal communities, that include truth-telling on a regular basis.	May 2023 & 2024	Director, Aboriginal Service Development	State Directors; Managers
Develop, implement, and communicate a cultural learning strategy document for our staff.	September 2023	Learning and Development Manager	Director, Aboriginal Service Development
Provide opportunities for the MacKillop Board, RAP Advisory Committee members and leadership staff to participate in formal and structured cultural learning.	July 2023 & 2024	Director, Aboriginal Service Development	State Directors; Director, Community Engagement



## Action 9 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility	Contributors
Increase staff understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country, Welcome to Country and Smoking Ceremony.	May 2023, review May 2024	Director, Aboriginal Service Development	Director, Ethos and Culture; Aboriginal Staff Network; RAP Communities of Practice
Communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2023	Director, Aboriginal Service Development	Manager, Aboriginal Service Development; Aboriginal Staff Network
Invite a Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2023, 2024	Director, Aboriginal Service Development	State Directors; Communications Manager
Include an Acknowledgement of Country and other appropriate protocols at all MacKillop meetings and events.	February 2023	CEO	State Directors; Communications Manager; Managers
Educate staff about the importance of including Language Groups, Traditional Lands, and Aboriginal Place Names into Family Journey client records.	June 2023	Director, Aboriginal Service Development	Group Director, Operational Performance; RAP Communities of Practice

## Action 10 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility	Contributors
RAP Advisory Committee to participate in an external NAIDOC Week event.	First week in July, 2023, 2024	Director, Aboriginal Service Development	State Directors; Managers
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023 & 2024	Director, HR	HR Manager, Business Change Enablement
Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2023 & 2024	CEO	Director, Aboriginal Service Development; State Directors; Managers

## Action

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## Improve and maintain resources for residential carers and foster carers that support Aboriginal and Torres Strait Islander children to know and be strong in their culture.

Deliverable	Timeline	Responsibility	Contributors
Identify culturally safe resources connecting carers and staff to local supports and provide details of and access to these resources on staff intranet and in Foster Care News.	July 2023 & 2024	Director, Aboriginal Service Development	Communications Manager; National Leader, Foster Care Development; National Residential Care Specialist; Manager, Aboriginal Service Development
Develop and maintain accessible localised cultural resource libraries at each site, that include books, toys and cultural activities.	June 2023	Director, Aboriginal Service Development	State Directors; Manager, Aboriginal Service Development
Deliver Cultural Support Plan and Cultural Care Plan training to MacKillop case managers and carers.	October 2023	Group Director, Operational Performance	Director, Aboriginal Service Development; National Residential Care Specialist; General Manager, NSW Services
Extend the Cultural Care Pack initiative to each MacKillop office and residential home to ensure strong connection to culture for Aboriginal and Torres Strait Islander children and young people in our care.	March 2023, review March 2024	Director, Aboriginal Service Development	State Directors; Area Managers; National Residential Care Specialist



**Action 12 Visually demonstrate respect for Aboriginal and Torres Strait Islander sovereignty and cultures throughout our workplace.**

Deliverable	Timeline	Responsibility	Contributors
Install naming signs that use local Aboriginal languages at all MacKillop sites including offices, homes and schools in consultation with the appropriate language group in that location.	October 2023 & 2024	Director, Community Engagement	RAP Community of Practice; Manager, Aboriginal Service Development; Communications Manager; Property Manager
Display Acknowledgement plaques and Aboriginal and Torres Strait Islander flags at all MacKillop offices, houses, and schools.	March 2023	CEO	Director, Aboriginal Service Development; Director, Community Engagement; Manager, Office of the CEO
Consult with local Aboriginal communities and Traditional Owners to identify, purchase and display cultural art.	February 2023 & 2024	CEO	Director, Aboriginal Service Development; State Directors; Manager, Office of the CEO
Ensure The MacKillop Institute's external facing education, training and communication materials are culturally safe and inclusive through internal Aboriginal and Torres Strait Islander staff oversight processes.	April 2023	Group Director, The MacKillop Institute and MacKillop Education	National Program Director, Sanctuary & Power to Kids; National Program Director, ReLate; Communications Manager; Aboriginal Staff Network

**Action 13 Contribute to healing through the facilitation of heritage and information services in the communities where we operate.**

Deliverable	Timeline	Responsibility	Contributors
Maintain our services that relate to access of records concerning former residents of Catholic Children's Homes.	February 2023 & 2024	General Manager Heritage and Information Services	Director, Community Engagement
Continue to partner with Connecting Home, AIATSIS, and Link Up to support members of the Stolen Generation to access their institutional records.	February 2023 & 2024	General Manager Heritage and Information Service	Director, Community Engagement

**Action 14** **Embed Aboriginal and Torres Strait Islander cultures, knowledge and ingenuity into our practice and service provision.**

Deliverable	Timeline	Responsibility	Contributors
Explore opportunities to grow the Pilbara model of the Indigenous Healing Program across MacKillop.	September 2023, review September 2024	Director, Clinical Services	Director, Aboriginal Service Development; Principal Practitioner WA
Embed culture into The MacKillop Institute's evaluation and improvement cycles in consultation with Aboriginal stakeholders and/or staff.	September 2023	Group Director, The MacKillop Institute and MacKillop Education	Director, Aboriginal Service Development; Director, Policy and Research
Investigate opportunities to partner and learn with Aboriginal organisations, Traditional Owners, and Aboriginal communities around sustainable practices as part of our sustainability strategy.	April 2023, review April 2024	Group Director, Corporate Services	Director, Aboriginal Service Development; Director, Community Engagement, Procurement and Sustainability Manager; RAP Community of Practice

**Action 15** **Build and strengthen culturally safe, responsive and competent services for Aboriginal and Torres Strait Islander peoples within our Sanctuary program.**

Deliverable	Timeline	Responsibility	Contributors
Continue to review the Sanctuary curriculum internally and externally, to ensure the materials reflect the diverse experiences of Aboriginal and Torres Strait Islander peoples.	March 2023 & 2024	Group Director, The MacKillop Institute and MacKillop Education	National Program Director, Sanctuary & Power to Kids
Include the RAP as a standing agenda item on all Local Sanctuary Practice Team (LSPT) meetings and monitor the impact.	February 2023	Director, Ethos and Culture	Director, Aboriginal Service Development; Sanctuary Practice Lead
Convene a Sanctuary Cultural Reference Group with membership from the Sanctuary Core Team and the Aboriginal Staff Network.	July 2023	Director, Aboriginal Service Development	Director, Ethos and Culture; Sanctuary Practice Lead
Deliver a cultural Train the Trainer program for MacKillop internal Sanctuary trainers.	October 2023	Director, Ethos and Culture	Sanctuary Practice Lead
The MacKillop Institute to build the cultural capability of partner organisations through Sanctuary training.	November 2023, review February 2024	Group Director, The MacKillop Institute and MacKillop Education	Director, Aboriginal Service Development; National Program Director, Sanctuary & Power to Kids



## Action

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## Build and strengthen culturally safe, responsive and competent services for Aboriginal and Torres Strait Islander peoples within our MacKillop Seasons suite of programs.

Deliverable	Timeline	Responsibility	Contributors
Update and apply changes to Seasons for Healing training slides, manuals/ journals and animation to ensure the content reflects the diverse experiences of Aboriginal and Torres Strait Islander communities and is culturally safe.	July 2023	General Manager, MacKillop Seasons	Director, Aboriginal Service Development; Partnerships and Program Coordinator MacKillop Seasons
Identify and build into the program structure Aboriginal and Torres Strait Islander trainers who can train and co-train Aboriginal and Torres Strait Islander professionals in the Seasons for Healing program.	November 2023, review November 2024	General Manager, MacKillop Seasons	Director, Aboriginal Service Development; Program Coordinator, MacKillop Seasons
Network, identify and build partnerships and collaborations with appropriate Aboriginal and Torres Strait Islander organisations to strengthen the work around grief and loss in Aboriginal and Torres Strait Islander communities.	November 2023	General Manager, MacKillop Seasons	Director, Aboriginal Service Development; Director, Community Engagement; Program Coordinator, MacKillop Seasons
Review the literature, engage young people and develop Seasons for Growth materials/program to support Aboriginal and Torres Strait Islander children and young people.	May 2023	General Manager, MacKillop Seasons	Director, Aboriginal Service Development; Program Coordinator, MacKillop Seasons
Review the literature and develop Seasons for Growth family program to support Aboriginal and Torres Strait Islander families following a suicide in a school community.	May 2023	General Manager, MacKillop Seasons	Director, Aboriginal Service Development; Program Coordinator, MacKillop Seasons
Set up a reference group for the development of MacKillop Seasons resources and programs with representation from the Aboriginal and Torres Strait Islander community.	May 2023	General Manager, MacKillop Seasons	Director, Aboriginal Service Development; Program Coordinator, MacKillop Seasons; Aboriginal Staff Network

## Action

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## Build culturally safe, responsive and competent services for Aboriginal and Torres Strait Islander peoples across all MacKillop programs and services.

Deliverable	Timeline	Responsibility	Contributors
Continue to provide and monitor cultural awareness training to all staff in the first three months of employment.	February 2023, review February 2024 & 2025	Learning and Development Manager	Director, Aboriginal Service Development; Manager, Aboriginal Service Development
Embed a mandatory cultural consultation process into the development of new programs.	March 2023	Group Director, Operational Performance	Director, Aboriginal Service Development; State Directors; Aboriginal Staff Network
Embed mandatory cultural consultation into the development and updating of MacKillop policies and procedures.	February 2023, review February 2024	Group Director, Operational Performance	Director, Aboriginal Service Development
Ensure ongoing cultural consultation in the delivery of the Rainbow Tick Action Plan.	March 2023	Director, Ethos and Culture	Director, Aboriginal Service Development; Manager, Quality and Compliance
Create Sanctuary rooms at MacKillop sites that are welcoming to Aboriginal and Torres Strait Islander children, young people, and families.	July 2023, review September 2023 & 2024	Director, Aboriginal Service Development	Group Director, Corporate Services; Property Manager
Establish a cultural safety advisory group within the MacKillop Education Team.	July 2023	Group Director, The MacKillop Institute and MacKillop Education	Director, Aboriginal Service Development
Implement the Cultural Safety Resource Audit tool in consultation with local ACCOs across MacKillop residential homes.	July 2023, review March 2024	Director, Aboriginal Service Development	Group Director, Operational Performance; State Directors
Ensure The MacKillop Institute's research into the emerging needs of communities includes a deliberate focus on the experiences of Aboriginal and Torres Strait Islander peoples.	November 2023	Group Director, The MacKillop Institute and MacKillop Education	Director, Aboriginal Service Development; Director, Policy and Research; National Program Director, Sanctuary & Power to Kids



## Action

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## Strengthen culturally safe services for Aboriginal and Torres Strait Islander peoples within our foster care program.

Deliverable	Timeline	Responsibility	Contributors
Organise an Annual Forum for foster care staff and senior leadership to improve MacKillop's services to Aboriginal and Torres Strait Islander children, young people and families.	September 2023	National Leader, Foster Care Development	State Directors; NSW Regional Managers; WA Managers; Victorian State Manager, Carer Recruitment; Learning and Development Manager
Develop and deliver foster care cultural awareness training to MacKillop foster carers across all states.	February 2023 & 2024	National Leader, Foster Care Development	State Directors; NSW Regional Managers; WA Managers; Victorian State Manager, Carer Recruitment; Learning and Development Manager
Update the foster care annual review to include a cultural competency assessment component to ensure all new and existing foster carers are regularly assessed on their cultural competence.	March 2023, review November 2023 & 2024	National Leader, Foster Care Development	State Directors; NSW Regional Managers; WA Managers; Victorian State Manager, Carer Recruitment; Learning and Development Manager
Employ a Foster Care Cultural Trainer and Assessor in our Victorian foster care recruitment and development team to embed cultural competency in our foster care recruitment and development processes.	February 2023	National Leader, Foster Care Development	Victorian State Manager, Carer Recruitment









# Opportunities

MacKillop is proud to work alongside resilient and strong Aboriginal and Torres Strait Islander peoples, communities and organisations. Our Aboriginal and Torres Strait Islander colleagues are key to informing the work we do and to improving the accessibility of our services and with their support, we commit to providing a culturally appropriate and supportive environment for all.

We plan to recruit more Aboriginal and Torres Strait Islander employees and provide appropriate and meaningful opportunities for participation and employment.

We commit to working consultation and partnership with Aboriginal and Torres Strait Islander suppliers and organisations to support sustainability and deliver better outcomes for Aboriginal and Torres Strait Islander communities.



**Our focus:** We will ensure accountable and integrated systems that prioritise the safety and wellbeing of children, families, volunteers and staff, and strengthen organisational and financial sustainability.

**Action 19** Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility	Contributors
Implement and monitor our Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development strategy.	February 2023 & 2024	Director, HR	HR Manager, Business Change Enablement; Director, Aboriginal Service Development; RAP HR Working Group
Build understanding of our current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities to support representation of Aboriginal and Torres Strait Islander employees across the organisation.	April 2023	Director, HR	HR Manager, Business Change Enablement; RAP HR Working Group
Increase Aboriginal and Torres Strait Islander employment across MacKillop to 5% over 2 years.	December 2023 & 2024	Director, HR	Director, Aboriginal Service Development; HR Manager, Business Change Enablement; RAP HR Working Group
Convene an Aboriginal Staff Network, to meet quarterly.	February 2023	Director, Aboriginal Service Development	Aboriginal Staff Network
Develop a cultural leave policy that provides additional leave days for sorry business and ceremony (eg. NAIDOC Week) for Aboriginal and Torres Strait Islander staff.	May 2023	Director, HR	Director, Aboriginal Service Development; HR Manager, Business Change Enablement
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	February 2023	Director, HR	HR Manager, Business Change Enablement; HR Business Partners
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2023	Director, HR	HR Manager, Business Change Enablement; RAP HR Working Group



**Action 20** Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility	Contributors
Promote the MacKillop Aboriginal Procurement Policy to all MacKillop staff.	March 2023	Group Director, Corporate Services	Procurement and Sustainability Manager; Communications Manager
Apply for Supply Nation membership.	February 2023	Group Director, Corporate Services	Procurement and Sustainability Manager
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to all staff.	September 2023, review September 2024	Group Director, Corporate Services	Procurement and Sustainability Manager; Communications Manager; Manager, Aboriginal Service Development
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2023	Group Director, Corporate Services	Director, Aboriginal Service Development; Procurement and Sustainability Manager; Manager, Aboriginal Service Development
Develop and maintain at least three commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	February 2023, review February 2025	Group Director, Corporate Services	Director, Aboriginal Service Development; Procurement and Sustainability Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	September 2023, review September 2024	Group Director, Corporate Services	Procurement and Sustainability Manager

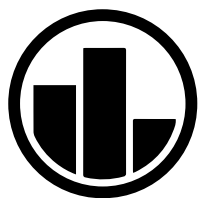
**Action 21** Establish and maintain accurate and appropriate data systems representing Aboriginal and Torres Strait Islander children, young people and families in our care.

Deliverable	Timeline	Responsibility	Contributors
Conduct a review of internal data systems for the appropriate capture of Aboriginal and Torres Strait Islander children and young people's information.	March 2023	Group Director, Operational Performance	Director, Aboriginal Service Development; Manager, Aboriginal Service Development; Director, Client Outcomes; Chief Information Officer
Establish, maintain, and monitor a national Cultural Support Plan and Cultural Care Plan reporting procedure.	July 2023, review July 2024	Group Director, Operational Performance	Chief Information Officer; Manager, Quality and Compliance; Director, Aboriginal Service Development; Manager, Aboriginal Service Development
Monitor and evaluate outcomes from our partnerships with ACCOs and utilise case studies to understand the quality of our impact.	March 2023, review November 2023 & 2024	Director, Policy and Research	Group Director, Operational Performance; Director, Client Outcomes; Manager, Aboriginal Service Development
Develop and implement system tracking of Aboriginal and Torres Strait Islander young people to identify post-secondary pathways, when they exit MacKillop Education.	February 2023 & 2024	Group Director, The MacKillop Institute and MacKillop Education	Group Director, Operational Performance; Director, Client Outcomes; Manager, Aboriginal Service Development

**Action 22** Continue our commitment to the Aboriginal and Torres Strait Islander Child Placement Principle across all states.

Deliverable	Timeline	Responsibility	Contributors
Educate MacKillop staff about the Aboriginal and Torres Strait Islander Child Placement Principles through our formal training processes.	July 2023	Director, Aboriginal Service Development	State Directors; Learning and Development Manager
Strongly advocate for the family reunification of Aboriginal and Torres Strait Islander children and young people in our care in partnership with Aboriginal and Torres Strait Islander communities.	February 2023, review March 2024	CEO	Group Director, Operational Performance; Director, Aboriginal Service Development; State Directors
Under our commitment to self-determination, strongly advocate for the transfer of Aboriginal children to Aboriginal care.	February 2023, review March 2024	CEO	Director, Aboriginal Service Development; State Directors; National Leader, Foster Care Development





# Governance

**Our focus:** Through leadership, strong governance, and professional development, we aim to embed a visible culture of child safety, and strengthen the culture of continuous improvement and participation, through feedback from our service users, community and workforce. The RAP Governance structure is explained on page 16.

**Action 23** Strengthen Aboriginal and Torres Strait Islander perspectives into the organisation's governance structure.

Deliverable	Timeline	Responsibility	Contributors
Maintain Aboriginal and Torres Strait Islander representation on the MacKillop Board.	February 2023 & 2024	CEO	Director, Aboriginal Service Development; Manager, Office of the CEO
Establish a MacKillop Board RAP Sub Committee to meet quarterly.	March, June, September, December 2023 & 2024	CEO	Director, Aboriginal Service Development; Manager, Office of the CEO

**Action 24** Establish and maintain an effective RAP Advisory Committee to drive the governance of the RAP.

Deliverable	Timeline	Responsibility	Contributors
Maintain Aboriginal and Torres Strait Islander representation on the RAP Advisory Committee and RAP Communities of Practice.	March, June, September, December 2023 & 2024	Director, Aboriginal Service Development	Manager, Aboriginal Service Development; HR Manager, Business Change Enablement
Provide ongoing support to the RAP Advisory Committee and RAP Communities of Practice.	February 2023	Director, Aboriginal Service Development	Manager, Aboriginal Service Development; HR Manager, Business Change Enablement
Advisory Committee to meet at least four times a year to drive and monitor RAP implementation.	March, June, September, December 2023 & 2024	CEO	Director, Aboriginal Service Development; Manager, Aboriginal Service Development

## Action 25 Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility	Contributors
Define resource needs for RAP implementation.	February 2023	Director, Aboriginal Service Development	RAP Communities of Practice; Manager, Aboriginal Service Development
Senior Leaders to encourage all staff to support the delivery and implementation of all RAP commitments.	February 2023	CEO	State Directors; Group Director, Operational Performance; Director, Community Engagement; Executive Team; Manager, Aboriginal Service Development
Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2023	Chief Information Officer	Manager, Aboriginal Service Development
Maintain and support MacKillop CEO as our RAP Champion.	February 2023	Director, Aboriginal Service Development	Manager, Office of the CEO; Manager, Aboriginal Service Development

## Action 26 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility	Contributors
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.	February 2023	Director, Aboriginal Service Development	Manager, Aboriginal Service Development
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023 & 2024	Director, Aboriginal Service Development	Manager, Aboriginal Service Development
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023 & 2024	Director, Aboriginal Service Development	Manager, Aboriginal Service Development
Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2023 & 2024	CEO	Director, Aboriginal Service Development
Publicly report our RAP achievements, challenges and learnings, annually.	November 2023 & 2024	CEO	Manager, Aboriginal Service Development; Director, Community Engagement
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	Director, Aboriginal Service Development	Manager, Aboriginal Service Development
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2025	Director, Aboriginal Service Development	Manager, Aboriginal Service Development



## Action 27 Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility	Contributors
Register via Reconciliation Australia's website to begin developing our next RAP.	July 2024	CEO	Director, Aboriginal Service Development

## Photos and Artworks

- Page 1** Larrakia Artist Mim Cole's artwork '*Healing*'.
- Page 2** MacKillop staff members Janell Cockburn (L) and Michelle Jolley (R) from the Blacktown office during a Smoking Ceremony at the South Melbourne office, as part of the Aboriginal Staff Network meeting, September 2022.
- Page 3** Lee Darroch's Possum Skin Cloak.
- Page 4** MacKillop Board Chair Brian Keane and MacKillop CEO Robyn Miller.
- Page 6** Reconciliation Australia CEO Karen Mundine.
- Page 7** Yorta Yorta, Gunai-Kurnai, Dja Dja Wurrung, Boonwurrung, Taungurung and Baraparapa Aboriginal Artist Kamara Morgan's '*Untitled*' artwork.
- Page 8** Child (Nhalara) at the Coonabarabran community event/MacKillop Reconciliation Action Plan (RAP) Consultation, April 2022.
- Page 9** Fire at Welcome to Country ceremony, conducted by Wadawurrung Traditional Owner Stephanie Skinner at the Victorian RAP Consultation, Narana Aboriginal Cultural Centre, Wadawurrung Country, April 2022.
- Page 13** Young Person painting at the Coonabarabran community event/MacKillop RAP Consultation, April 2022.
- Page 19** Aunty Maureen Sulter (L) and Aunty Margaret Robinson (C) talking with Director, Aboriginal Service Development, Esmail Manahan (R) at the Coonabarabran yarning circle, by the Castlereagh River, April 2022.
- Page 20** Aunty Maureen Sulter sharing stories with MacKillop staff at Burra Bee Dee Mission, April 2022.
- Page 22** Yorta Yorta man and CEO, Strong Brother Strong Sister Cormach Evans at the Victorian RAP Forum, Narana Aboriginal Cultural Centre, April 2022.
- Page 27** Kamara Morgan artwork '*Yapameyepuka (Together)*'.
- Page 30** Mutti Mutti Elder and Narana Aboriginal Cultural Centre Founder, Vince Ross, welcoming staff to Narana at the Victorian RAP Forum, April 2022.
- Page 34** Young people toasting marshmallows at the Coonabarabran yarning circle firepit, Coonabarabran, April 2022.
- Page 43** Part of the South Hedland Team, December 2022: (L-R) Natasha Bargeus, Unity MacDonald, Caitlin Galby, Jessica Farber McKie, young person (Peyton), December 2022.
- Page 44** Young people weaving, Coonabarabran, April 2022.
- Page 51** (L-R) Cormach Evans, Trish Chapman, Aunty Elsie Coates, Esmail Manahan, Robyn Miller, Nathan Yates and Brian Keane at the Victorian RAP Forum, Narana Aboriginal Cultural Centre, April 2022.
- Photo credits:** Kaptured by Khalis, Jacinta Keefe Photography.









*MacKillop Family Services acknowledges the Traditional Custodians and their Elders in each of the communities where we work.*



*MacKillop celebrates and draws strength from diversity and respects the dignity of all people. We value an inclusive culture where lesbian, gay, bisexual, trans, queer, gender diverse, intersex and asexual people (LGBTIQ+) have the right to be safe.*

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