

Reconciliation Action Plan

STRETCH RAP
December 2018 - December 2021



Barnardos
Australia

Our Vision for Reconciliation

Barnardos Australia recognises and acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Australia, with unique cultures, languages and spiritual relationships to the land and seas. Barnardos acknowledges the profound injustice perpetrated against Australia’s First People since colonisation. We are strongly committed to improving the lives of Aboriginal and Torres Strait Islander children and young people and to uphold the rights of Aboriginal and Torres Strait Islander children to be cared for within their own communities and remain connected to their families, communities and culture. Barnardos will strive to strengthen and empower Aboriginal and Torres Strait Islander children, young people, their families and communities.

For Barnardos, reconciliation means working in a meaningful way with Aboriginal and Torres Strait Islander families and communities which is shaped and driven by Aboriginal and Torres Strait Islander people. It is a commitment of Barnardos to work in genuine collaboration and partnership with Aboriginal and Torres Strait Islander peoples, organisations and communities.

Barnardos’ vision for reconciliation echoes the objective of Family Matters¹ for Aboriginal and Torres Strait Islander children and young people to achieve ‘equitable access to the quality supports and services that all children need to thrive’. We will aim to work with SNAICC² and AbSec³, Governments and our Aboriginal and Torres Strait Islander and non Aboriginal and Torres Strait Islander partners to eliminate the over representation of Aboriginal and Torres Strait Islander children in out-of-home care.

We will listen to the voices of our Aboriginal and Torres Strait Islander children and young people, their families and communities, and our Aboriginal and Torres Strait Islander staff as we strengthen our programs and efforts to achieve this vision.

¹The Family Matters Report 2017. Measuring the trends to turn the tide on over representation of Aboriginal and Torres Strait Islander children in out-of-home care in Australia. Pg 3.

²SNAICC – Secretariat of National Aboriginal and Islander Child Care. SNAICC – National Voice for Our Children is the national non-governmental peak body representing the interests of Aboriginal and Torres Strait Islander children.

³AbSec – Aboriginal Child, Family and Community Care State Secretariat. AbSec is the NSW state peak.

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Barnardos Australia Reconciliation Statement Signing Ceremony 2012

Front cover photo: Jessica Rees with her daughter Georjah-Lee. Photo courtesy of Sylvia Liber, Illawarra Mercury.

CEO Introduction to the Stretch RAP 2018-2021

I am very proud to introduce Barnardos Australia's Stretch Reconciliation Action Plan (RAP) for 2018-2021. For Barnardos, reconciliation starts with genuine acknowledgement of the profound harm perpetrated against our First People since colonisation. Our commitment is to Aboriginal and Torres Strait Islander children and young people to keep them safe and connected to their families, communities and culture.

Our first Reconciliation Action Plan for 2015-2017 set us on a path of strengthening our agency's systems, frameworks and practices to make a greater difference to the life chances of Aboriginal and Torres Strait Islander children and young people. It strengthened our resolve to become more culturally intelligent, curious and respectful, and to listen and learn from our Aboriginal and Torres Strait Islander staff and communities about what is most helpful for Aboriginal and Torres Strait Islander people.

Although we have taken positive steps on our journey towards reconciliation there is still so much to achieve. Our Stretch RAP for 2018-2021 will drive us in a more determined way to make our agency culturally safe for Aboriginal children, young people, their families and communities.

We will strive to eliminate the over-representation of Aboriginal and Torres Strait Islander children in out-of-home care by working in partnership with the Aboriginal and Torres Strait Islander peak bodies SNAICC and AbSec, State and Federal Governments, our non-government partners and our Aboriginal and Torres Strait Islander staff and communities.

I thank all the Barnardos staff and Board Directors who have contributed to the development of our Stretch RAP through extensive consultation and discussion. The work of our Footprints Together Working Group and the Barnardos Indigenous Group (BIG) is especially appreciated.

As Barnardos moves ahead on our Stretch RAP journey to 2021, we renew our commitment to listening to Aboriginal and Torres Strait Islander people to learn about what works for their children, young people, families and communities. Through continued collaboration with all our staff and the Aboriginal families and communities we serve, we are working together to make a genuine difference to the lives of Aboriginal and Torres Strait Islander children and young people.



Deirdre Cheers
Chief Executive Officer
Barnardos Australia



Our Mission

Barnardos Australia builds relationships between children, young people, their families and the community.

We advocate for children and young people and contribute to community knowledge about their issues.

Our Vision

All children and young people have caring families in which they can grow safely and fulfil their potential. Families, children and young people are valued and supported by quality services and engaged communities.

Our Values

- Keep the child and young person central
- Strengthen families
- Pursue social justice
- Be persistent for change
- Take responsibility
- Relate respectfully

Our Business

We believe every Australian child should enjoy a safe and stable home, free from violence and neglect. Barnardos is a non-government, non-denominational welfare organisation run by an independent Board of Directors. Barnardos Australia is part of an international family of services begun by Dr Thomas Barnardo in England in 1867 and has been working with children and their families in Australia since 1921.

Barnardos Australia provides a diverse mix of early intervention, prevention and intensive family preservation programs for vulnerable families to help them to keep their children and young people safe, nurtured and well in their families and communities. For children who cannot live safely with their families Barnardos provides a range of out-of-home care programs such as short term and long term foster care, kinship care and open adoption – noting that open adoption is not usually a Barnardos initiated care plan for Aboriginal or Torres Strait Islander children. However, in some exceptional circumstances, and following strong Aboriginal community consultation, the open adoption of an Aboriginal or Torres Strait Islander child may occasionally occur. These decisions are in line with the Aboriginal and Torres Strait Islander Child Placement Principles.

Barnardos' programs are delivered across NSW and the ACT. The Head Office of Barnardos is situated in Ultimo.

As Barnardos' Strategic Directions 2017-2020 attest, we renewed our commitment to Barnardos mission, vision and values.

The five headline strategies for Barnardos which will focus our work are:

1. Our children, young people and families
2. Our commitment to Aboriginal people
3. Our voice
4. Our people
5. Our sustainable future

We have embedded our Reconciliation Action Plan into our Strategic Directions 2017-2020 to signify the commitment that is demonstrated by Barnardos Australia to work in a culturally meaningful and respectful way with Aboriginal and Torres Strait Islander families and communities. Strategic Direction 2, **'Our commitment to Aboriginal people,'** has three outcomes that we are committed to achieving:

Outcome 1

Renew our commitment by developing a new, updated Reconciliation Action Plan (RAP) which builds on our previous Reconciliation Action Plan.

Outcome 2

Be open to opportunities to partner, support and work with Aboriginal community controlled organisations.

Outcome 3

Support and grow our Aboriginal and Torres Strait Islander staff through an organisational commitment and through networks, career and leadership opportunities.

Today we provide quality, innovative services for children, young people and their families throughout Australia, but primarily focused in NSW and ACT.

During 2017-2018, the organisation supported 14,049 children, young people and their families to improve their lives.

Barnardos has a number of Children's Family Centres within NSW and the ACT. These are located in Queanbeyan, Canberra, Wollongong, Auburn, Penrith, Ultimo and Western NSW.

The Barnardos Children's Family Centres provide a wide range of integrated programs based on local need. All of the centres provide services for Aboriginal children and their families such as child and family home based support, supported play groups, early learning programs and after school learning centres.

The range of programs provided in Barnardos' Children's Family Centres is depicted in the diagram on the right.

In 2018 Barnardos employed approximately 604 staff and is supported by over 590 volunteers and 1,190 carers. In April 2018, Barnardos employed 63 staff who formally identified as Aboriginal or Torres Strait Islander people.



Services are provided in accordance with local community needs.

Our RAP Journey

The Barnardos Australia Reconciliation Statement was officially endorsed by the Barnardos Australia Chair on the 31st October 2012.

This statement was produced after extensive consultation across the organisation.

The Barnardos Indigenous Group (BIG) was instrumental in the development of the Reconciliation Statement. The Reconciliation Statement is consistent with Barnardos' vision and organisational strategy, being a practical statement of how the organisation will work with Aboriginal and Torres Strait Islander children, young people and their families and communities to meet their needs and achieve 'generations of success'.

Over the next two years, a working group was established to provide oversight and review of the implementation of the Statement's intent. This RAP working group comprised membership of both Aboriginal and Torres Strait Islander and non-Aboriginal staff representatives from all areas of the organisation. This led to the development of Barnardos' first Reconciliation Action Plan which provided a framework to progress reconciliation in our organisation for the 2015-2017 period.

During these years, we have successfully undertaken important actions which have moved us forward on our path towards reconciliation, and learnt a great deal along the way. We still have a long way to travel to achieve reconciliation with Aboriginal and Torres Strait Islander peoples and to make a recognised contribution to improving the social, health and educational opportunities for Aboriginal and Torres Strait Islander children.

Barnardos has taken the following steps which reflect our commitment:

- NAIDOC Day, a Barnardos leave day for all staff and taken during NAIDOC Week has become firmly established in our employment conditions.
- A flexible bereavement leave policy was incorporated in Barnardos' Enterprise Agreement. This policy recognises the cultural needs of Aboriginal and Torres Strait Islander peoples.
- In 2006, the Barnardos Indigenous Group (BIG) was formed to provide peer support to Aboriginal and Torres Strait Islander staff and to provide advice to senior management on culturally competent service delivery.

- The Winangay Aboriginal Kinship Care assessment framework has been implemented in Barnardos kinship care programs³ alongside other tools which can be used to assess Aboriginal carers.
- Cultural Care Plans in out-of-home care have been implemented and accompanied by a compulsory staff training program.
- Aboriginal and Torres Strait Islander flags and art works are displayed in each of our services.
- All major events of significance commence with a Welcome to Country from a local Elder, and an Acknowledgement of Country is used widely throughout Barnardos at the beginning of significant meetings and events.
- Mandatory face to face cultural identity training for all staff is delivered by Barnardos' Aboriginal trainers and endorsed Aboriginal providers.
- Internal recognition and commemoration of significant Aboriginal and Torres Strait Islander dates and events are increasingly held.

During the past three years, the following are some of Barnardos' key achievements and challenges:

Barnardos established and launched the **Footprints Together Framework**. The Footprints Together Framework weaves together our organisation's planning, policies, practices, structures and initiatives with a view to building a culturally intelligent organisation which improves the life outcomes of Aboriginal and Torres Strait Islander children and young people. 'Footprints Together' is based on the concept of Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander peoples walking side by side in our practice, where we learn from one another as equals. It is based on the concept of bi-cultural practice or 'two-way practice'. This is a common framework with consistent policy and practice principles which is shaping and driving our agency's efforts to improve our cultural intelligence.

³The Winangay Aboriginal kinship care resources have been 'purpose' developed to specifically meet the needs of Aboriginal kinship carers and workers. The resources have deliberately been designed to work collaboratively with kinship carers, actively engaging their input, preferences and perspectives throughout the assessment process. They result in a joint action plan to increase outcomes and support for Aboriginal children and kinship carers. The resources are culturally appropriate and visually engaging. For more information see Winangay.com/resources

The Footprints Together Working Group was established in 2017 to provide an agency wide opportunity for both Barnardos Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff representatives to present feedback from their work sites and discuss progress, challenges and success stories on the implementation of the Reconciliation Action Plan. The responsibility for the development of each RAP is a function of this group. The membership of the Footprints Together Working Group is comprised of one Aboriginal and Torres Strait Islander and one non Aboriginal and Torres Strait Islander staff representative from all operational and non-operational sites across Barnardos. Members were elected by an expression of interest process in all sites and the elected members will serve for a two year term. This Working Group is chaired by the Senior Advisor – Aboriginal Services.

The Footprints Together Working Group is the Barnardos' RAP Working Group.

- National Reconciliation Week: Increasingly all of our program sites across NSW and the ACT hold morning teas to bring all staff together to celebrate this event and acknowledge Sorry Day. We encourage staff to attend National Reconciliation Week events within their local community.
- NAIDOC Week – All staff are encouraged to attend NAIDOC Week activities. Many of our centres organise events and actively participate in other community events.
- A Senior Advisor – Aboriginal Services, which is an identified position, has been appointed to provide support and cultural supervision to staff, and to support the implementation of the Footprints Together Framework.
- The Barnardos Indigenous Group (BIG) meets annually as a large group and more regularly as smaller regional and metropolitan groups. The Senior Advisor facilitates the BIG meetings.
- The Louise Voigt Award has been established. This award is provided annually to one or more Aboriginal and/or Torres Strait Islander staff members who is undertaking further study. The value of the Award is \$ 30, 000.
- 8 Aboriginal traineeships were provided in 2015-2016.
- Aboriginal out-of-home care – Barnardos has been working in three areas of NSW, these being the Central Coast, Western Sydney and Orange, to gradually move our Aboriginal Out of Home Care (OOHC) services to Aboriginal community control.
- Barnardos has provided sponsorship and active support to SNAICC and AbSec's 'Family Matters'

campaign to reduce the number of Aboriginal and Torres Strait Islander children being removed from their families. We work collaboratively with AbSec particularly as we transition our Aboriginal OOHC programs.

- The Barnardos Board of Directors appointed our first Aboriginal Director, Mr Brad Cooke in 2017.

Our key challenges:

- Barnardos continues to strive to increase the proportion of our staff who are Aboriginal or Torres Strait Islander people to ensure that Aboriginal families, their children and young people receive culturally safe care and support in their communities.
- The Aboriginal and Torres Strait Islander Employment Strategy will be strengthened to ensure that we can attract and retain an increasing number of Aboriginal and Torres Strait Islander staff in our Safety and Prevention direct support programs and our Enabling and Support (administration, finance, communication, marketing and fundraising) areas.



Accountability for the Successful Implementation of Barnardos' Stretch RAP

Barnardos Australia continues its journey towards reconciliation with the development of our Stretch RAP. The purpose of our Stretch RAP is to formalise and articulate our ongoing commitment to reconciliation. Our Stretch RAP sets out meaningful actions and measurable targets across Barnardos and provides mechanisms to ensure that our progress is tracked and maintained.

The Footprints Together Working Group has provided the platform for organisational involvement and communication across a diverse geographic region. We recognise the importance of ensuring that ownership of RAP targets is shared by and embedded into the work practices across Barnardos. This Footprints Together Working Group is Barnardos' Reconciliation Working Group and is comprised of 16 staff with equal numbers of Aboriginal and Torres Strait Islander and non Aboriginal and Torres Strait Islander staff elected from all program and administration sites across Barnardos. The Footprints Together Working Group and the Barnardos Indigenous Group (BIG) significantly contributed to the development of this Stretch RAP.

The Chief Executive Officer champions and provides the leadership for our Stretch RAP and is ultimately responsible for its implementation. A champion within the Executive Management Team has been appointed; the Executive Manager – Safety & Prevention, Regional and Rural NSW and ACT, who is a committed champion in our journey towards reconciliation. The Senior Advisor for Aboriginal Services will drive and oversee Stretch RAP implementation and reporting.

Our Stretch RAP is a key document as it expresses the manner in which individually and collectively, Barnardos will pursue its mission and our 2017-2020 Strategic Directions.

Statement of Reconciliation



Statement of Reconciliation

Barnardos Australia acknowledges Aboriginal and Torres Strait Islander people as the traditional custodians of Australia. We also acknowledge the past and commit to working with Aboriginal and Torres Strait Islander people to achieve:

"A united Australia which respects this land of ours; values the Aboriginal and Torres Strait Islander heritage and provides justice and equity for all". (Vision of the Council of Aboriginal Reconciliation)

We recognise Aboriginal and Torres Strait Islander people as the first Australians, with unique cultures, languages and spiritual relationships to the land and seas. We are strongly committed to improving the lives of children and young people and to uphold the rights of Aboriginal and Torres Strait Islander children to be cared for within their own communities and remain connected to their families, communities and culture.

Barnardos is committed to the Operating Principles of the agency, that is, keep the child and young person central, strengthen families, relate respectfully, value people's knowledge, pursue social justice and be persistent for change.

We will:

- Develop policies and deliver services that are appropriate and relevant to meet the needs of Aboriginal and Torres Strait Islander children, young people, families and communities in conjunction with Aboriginal and Torres Strait Islander staff
- Work in positive and practical ways with Aboriginal and Torres Strait Islander communities to achieve generations of success for Aboriginal and Torres Strait Islander children, young people, families and communities
- Promote and raise awareness of Aboriginal and Torres Strait Islander issues within the Organisation and in the broader community
- Commit to our Aboriginal and Torres Strait Islander Employment Strategy Plan
- Demonstrate leadership in reconciliation

For Barnardos, reconciliation means working in a meaningful and respectful way with Aboriginal families and communities. It is a commitment of Barnardos to work in collaboration and partnership with Aboriginal and Torres Strait Islander people, organisations and communities.


Chair


Chief Executive Officer


Barnardos Indigenous Group Member

Dated: 31st October, 2012



Seek, Reach, and Solve
Wiradjuri
Ngaaga-Marra-Marra

The painting depicts Workers reaching out into the communities near and far lending a helping hand trying to reconcile families.
Centre-piece: This contains the board members with the circled meeting places in which the board members meet often to discuss work issues.
Hands in Circles: These are the workers reaching out into the communities all around. The different coloured hands and circles show the different nationalities that work within the workplace and that Barnardos not only work with one race of people but with all different nationalities.
Footsteps: depicts the workers travelling from place to place, always on the move.
Weapons: These represent the knowledge that one learns and never forgets and always able to pass it on.
Boomerang: This represents the seating of the board discussing ideas.
Bujiang: A man of wisdom overseeing all that the workers do.
T Sloane, 2009



Relationships



Barnardos will continue to build respectful and strong relationships between Aboriginal and Torres Strait Islander peoples, our clients, volunteers, carers and each other to provide quality services that meet the needs of Aboriginal and Torres Strait Islander children to grow and develop. As an influential non-government agency, which works with children who are the most vulnerable in our community, it is our responsibility to promote respectful relationships.

“We work in a culturally meaningful and respectful way with Aboriginal families and communities. We are committed to working collaboratively, and in partnership with Aboriginal and Torres Strait Islander people, organisations, and communities (Strategic Direction 2 – Our commitment to Aboriginal People – Strategic Directions 2017-2020).

We recognise the critical importance of relationships between children, young people, their families and the community.

Focus Area

To further foster and develop respectful relationships between Barnardos Australia and Aboriginal and Torres Strait Islander peoples and communities in order to improve the effectiveness of the programs we deliver.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Establish appropriate governance mechanisms to support RAP development and implementation.	Oversee the development, endorsement and launch of the Stretch RAP.	Dec 2018	CEO Barnardos Australia
	Appoint an internal RAP champion from the Executive Management Team.	May 2018	CEO Barnardos Australia

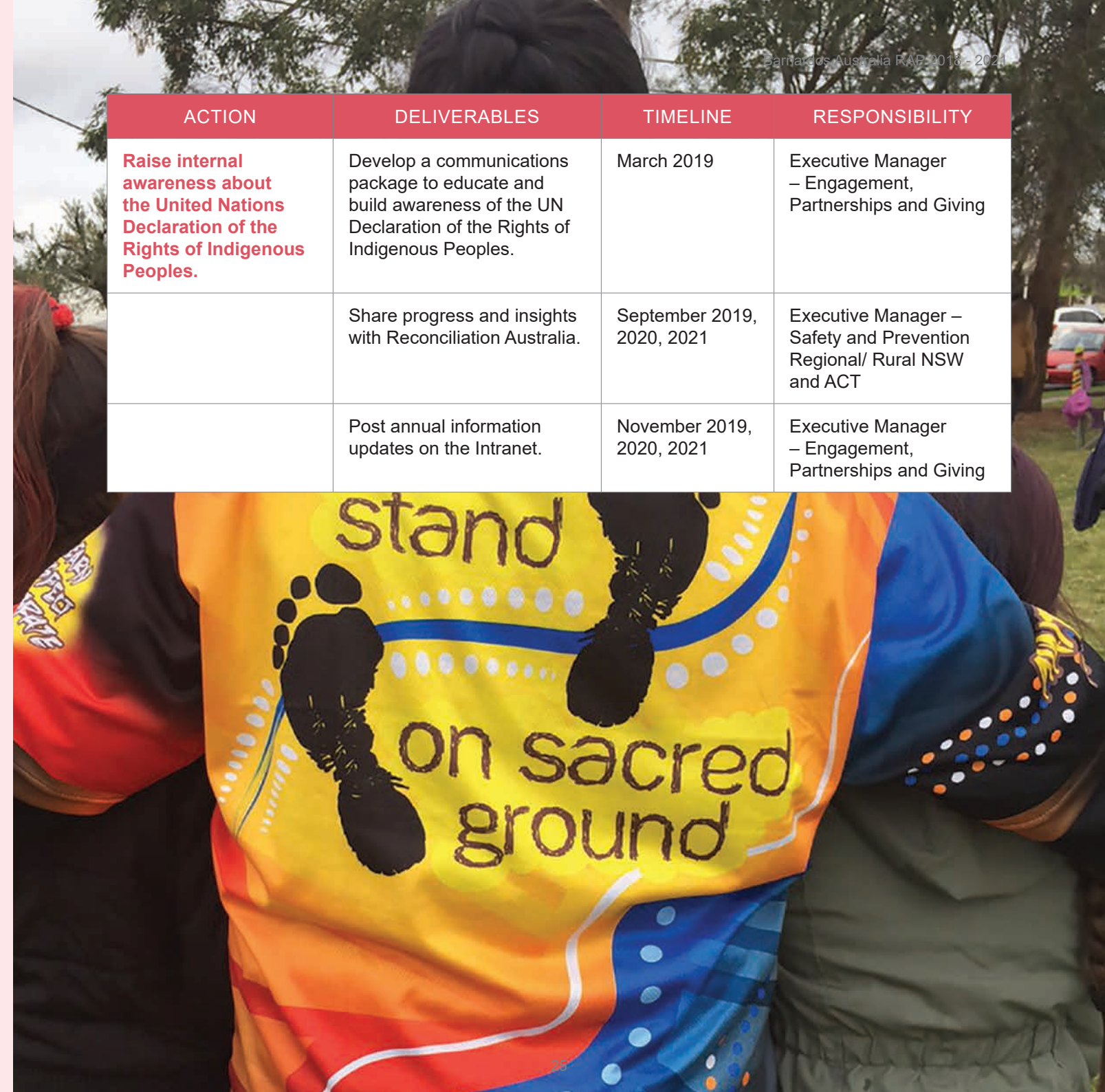
ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Review the Terms of Reference for the Footprints Together Working Group (FTWG) to be inclusive of RAP development, monitoring and review.	August 2018	Executive Manager Safety and Prevention Regional/Rural NSW and ACT
	Ensure that Aboriginal and Torres Strait Islander staff are equally represented in the Footprints Together Working Group with non-Aboriginal staff.	August 2018	Executive Manager – People and Practice
	Ensure the Footprints Together Working Group comprises representatives from all areas of Barnardos.	August 2018	Executive Manager – People and Practice
	The Footprints Together Working Group will consult with the Barnardos Indigenous Group (BIG) at each of the BIG Forums on RAP and Footprints Together Framework progress.	September 2018, 2019, 2020, 2021	Executive Manager – People and Practice
	The Footprints Together Working Group will meet a minimum of four times per year to discuss and report on implementation and plan for ongoing implementation of the RAP.	August & November 2018; March, June, September, December 2019- 2021	Executive Manager – People and Practice

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Raise internal and external awareness of the RAP to promote reconciliation across Barnardos and our sector.	Develop and implement a reconciliation communication strategy to maintain priority and visibility across the organisation from the Board and Executive to frontline staff and the general public.	March 2019	Executive Manager – Engagement, Partnerships and Giving
	Update induction materials for new staff to include information on the RAP.	March 2019	Executive Manager – People and Practice
	The Barnardos Management Team will report on RAP outcomes.	December 2018, March and September 2019, 2020, 2021	Executive Manager – People and Practice
	Embed RAP actions & Footprints Together Framework in staff and centre meeting agendas.	March 2019, 2020, 2021	All Executive Managers
	Actively encourage external stakeholders to develop a RAP.	December 2019, 2020, 2021 May & July 2018, 2019, 2020, 2021	Executive Managers People and Practice and Engagement, Partnerships and Giving
	Invite other child and family sector providers to Barnardos reconciliation and NAIDOC events.	July 2019, 2020, 2021	All Executive Managers

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Maintain and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander people, communities and organisations to support positive outcomes for Aboriginal children, young people and their families.	Develop, implement and review an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders, as part of our strategic community planning.	June 2019	All Executive Managers
	Meet with at least two local Aboriginal and Torres Strait Islander organisations in ACT and NSW to develop guiding principles for future engagement.	June 2019	Executive Manager – Safety and Prevention Regional and Rural NSW and ACT
	Scope number and nature of partnerships with Aboriginal organisations across all Barnardos program sites and include in bi-annual reporting schedule.	December 2018; June and December 2019 and 2020; June 2021	Executive Managers – Safety and Prevention
	Develop at least one new formal partnership between Barnardos and an Aboriginal community controlled organisation in each Children's Family Centre.	June 2020	Executive Managers – Safety and Prevention

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander team and other team members.	Organise at least five internal NRW events each year across all Barnardos sites.	May 2019, 2020, 2021	Executive Manager – People and Practice
	Organise three NRW events that Kinship and Foster carers can attend.	May 2019, 2020, 2021	Executive Managers OOHC and Safety and Prevention
	Register our events via Reconciliation Australia website.	May 2019, 2020, 2021	Executive Manager – Safety and Prevention Reg/Rural NSW and ACT
	Encourage staff to participate in external events to recognise and celebrate NRW.	May 2019, 2020, 2021	Executive Manager – People and Practice
	Senior Leaders (CEO, Executive, Management Team) and Footprints Together Working Group members to participate in at least 1 external event to recognise and celebrate NRW.	May 2019, 2020, 2021	Executive Manager – People and Practice

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Raise internal awareness about the United Nations Declaration of the Rights of Indigenous Peoples.	Develop a communications package to educate and build awareness of the UN Declaration of the Rights of Indigenous Peoples.	March 2019	Executive Manager – Engagement, Partnerships and Giving
	Share progress and insights with Reconciliation Australia.	September 2019, 2020, 2021	Executive Manager – Safety and Prevention Regional/ Rural NSW and ACT
	Post annual information updates on the Intranet.	November 2019, 2020, 2021	Executive Manager – Engagement, Partnerships and Giving



Respect



Understanding Aboriginal and Torres Strait Islander cultures, their connection to land and histories is an important way for our staff, volunteers, carers and partners to show respect to Aboriginal and Torres Strait Islander communities.

Acknowledging the past and affirming respect is central to reconciliation and creating an environment in which cultures are celebrated.

Focus Area

Demonstrating our respect for Aboriginal and Torres Strait Islander peoples through public acknowledgements, engagement and participation in community events, promotion and the ongoing development of our cultural competency.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Increase staff and carer knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Implement and review a cultural awareness training strategy for our staff which defines continuous learning needs of employees in all areas of our business and uses multiple training delivery techniques.	July 2018, 2019, 2020, 2021	Executive Manager – People and Practice
	100% of Barnardos employees will undertake face to face cultural learning activities on a bi-annual basis.	Dec 2019, 2020, 2021,	Executive Manager – People and Practice
	20% Barnardos employees will undertake cultural immersion activities each year.	Dec 2019, 2020, 2021	Executive Manager – People and Practice

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Ensure participation in cultural learning opportunities is included as a core operational responsibility in all employee job descriptions.	Dec 2018, 2019, 2020, 2021	Executive Manager – People and Practice
	Consult local Traditional Owners and communities to ensure their knowledge is incorporated in cultural learning programs and informs cultural protocols in Barnardos services.	Dec 2019, 2020, 2021	Executive Managers – Safety and Prevention
Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions.	Develop an Aboriginal and Torres Strait Islander cultural protocols document for Welcome to Country and Acknowledgement of Country.	December 2018	Executive Manager – Safety and Prevention Regional and Rural NSW and ACT
	Invite a Traditional Owner to provide a Welcome to Country at minimally 4 significant events each year, including the Barnardos Annual General Meeting.	November 2018, 2019, 2020, 2021	CEO Barnardos Australia
	Maintain a list of key contacts for organising a Welcome to Country across all Barnardos sites.	March 2019	All Executive Managers

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Maintain display of Acknowledgement of Country sign and Barnardos Reconciliation Statement in all Barnardos offices.	March 2019	All Executive Managers
	Include an Acknowledgement of Country at the commencement of internal meetings and planning days.	March 2019	All Executive Managers
	Display the Aboriginal and Torres Strait Islander flags in all offices.	March 2019	All Executive Managers
	Review and refresh the Barnardos Acknowledgment of Country in all staff email signatures.	March 2019	Executive Manager – Corporate and Financial Services
	Capture baseline data on our employees' current level of understanding around Aboriginal and Torres Strait Islander histories, cultures and contributions.	March 2019	Executive Manager – People and Practice
	Include educational material on the Stretch RAP and Footprints Together Framework in staff induction program and intranet.	March 2019	Executive Manager – People and Practice
	Embed Aboriginal and Torres Strait Islander cultural protocols in the new internal organisation policy manual.	March 2019	Executive Manager – People and Practice

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Acknowledge and celebrate NAIDOC week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week.	Promote NAIDOC Week by displaying the National NAIDOC poster in all offices prior to and during NAIDOC Week, email all staff and post an Intranet alert in the week prior reminding people of its meaning and significance and activities available to them.	June - July 2018, 2019, 2020, 2021	Executive Manager – Engagement, Partnerships and Giving
	Members of the Executive and Management Team to acknowledge NAIDOC Week and its importance in any internal meetings and public events that are attended.	July 2018, 2019, 2020, 2021	CEO Barnardos Australia
	Provide opportunities for all staff to be involved in NAIDOC Week events within their local community and increase number of NAIDOC events held across Barnardos sites.	July 2018, 2019, 2020 & 2021	CEO Barnardos Australia
	In consultation with Aboriginal and Torres Strait Islander peoples conduct activities to celebrate NAIDOC Week with children at our childcare centre in Auburn, in playgroups across South Coast and Western NSW, and at Learning Centres across NSW.	July 2018, 2019, 2020 & 2021	Executive Managers – Safety and Prevention

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Collect and record information about NAIDOC Week involvement and use to plan communication and engagement for the following year.	Oct 2018, 2019, 2020 & 2021	Executive Manager – Engagement, Partnerships and Giving
Acknowledge and celebrate Aboriginal and Torres Strait Islander dates of significance.	Post a calendar of key dates of significance for Aboriginal and Torres Strait Islander people on the Barnardos Intranet and public internet at the commencement of each calendar year.	February 2019, 2020, 2021	Executive Manager – Engagement, Partnerships and Giving
	Identify local events commemorating dates of significance, and support staff to attend.	February 2019, 2020, 2021	Executive Manager – People and Practice
Ensure organisational compliance with Aboriginal and Torres Strait Islander Child Placement Principles.	Increase staff awareness of the Aboriginal Child Placement Principles through compulsory cultural identity training for all staff, cultural support plan training for OOHC staff and in OOHC program staff manuals.	December 2018, 2019, 2020 & 2021	Executive Manager – People and Practice
	Review compliance with the Aboriginal Child Placement Principles annually and develop a plan for remediation if there is less than 70% compliance.	December 2018, 2019, 2020 & 2021	Executive Manager – People and Practice

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Ensure all OOHC staff initiate cultural care plans for all Aboriginal and Torres Strait Islander children and young people within 1 month of entering care and then review annually.	December 2018, 2019, 2020 & 2021	Executive Manager – People and Practice
Implement a range of activities in our Early Children's Services and Learning programs to shape respectful attitudes and perspectives towards Aboriginal and Torres Strait Islander cultures.	Include at least 3 Aboriginal and Torres Strait Islander library resources for children in each Early Childhood; Early Learning/Playgroups and Learning Centres.	March 2019, 2020 & 2021	Executive Managers – Safety and Prevention
	Utilise the Narragunnawali resources in the training of Early Children's Services staff and the development of the curriculum plan for early childhood services.	March 2019, 2020 & 2021	Executive Managers – Safety and Prevention
	Develop an information pack providing guidance to staff and carers who would like to encourage a school or early learning centre to develop a Narragunnawali RAP	March 2019, 2020 & 2021	Executive Managers – Safety and Prevention, OOHC and Engagement, Partnerships and Giving

Opportunities



Creating Barnardos as an organisation in which Aboriginal and Torres Strait Islander peoples want to work and where Aboriginal and Torres Strait Islander peoples are more likely to engage with services is central to the Barnardos vision.

Focus Area

Actively encourage the development of skills to enhance the career development of Aboriginal and Torres Strait Islander staff. Create opportunities for non-Aboriginal and Torres Strait Islander staff to increase their knowledge of Aboriginal and Torres Strait Islander communities and cultures and an organisation that values a learning culture to improve culturally aware practice.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Increase Aboriginal and Torres Strait Islander staff recruitment and retention.	Develop and implement an Aboriginal & Torres Strait Islander employment and retention strategy.	March 2019, 2020 & 2021	Executive Manager – People and Practice
	Set a minimum target to be achieved by June 2021 where 15% of all Barnardos staff will be Aboriginal or Torres Strait Islander people.	December 2019, 2020 & 2021	Executive Manager – People and Practice
	Increase Aboriginal and Torres Strait Islander traineeships by 25% each year.	December 2019, 2020 & 2021	Executive Manager – People and Practice

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Establish an Aboriginal and Torres Strait Islander leadership development strategy to increase number of middle, senior and executive management roles for Aboriginal and Torres Strait Islander people.	December 2019, 2020 & 2021	Executive Manager – People and Practice
	Engage with Aboriginal and Torres Strait Islander staff to consult on employment strategies, including staff cultural mentoring/supervision implementation processes across Barnardos.	March 2019, 2020 & 2021	Executive Manager – People and Practice
	Develop and implement cultural mentoring/supervision framework across the agency and review quarterly in the Footprints Together Working Group.	March 2019, 2020 & 2021	Executive Manager – People and Practice
	Plan and trial flexible cultural mentoring/supervision framework in 3 sites.	June 2019, 2020 & 2021	Executive Manager – People and Practice
	Advertise job vacancies in Aboriginal and Torres Strait Islander media.	September 2018, 2019, 2020, 2021	Executive Manager – People and Practice
	Assertively promote the Louise Voigt award which awards \$30,000 annually to successful Barnardos Aboriginal and Torres Strait Islander staff for professional development.	March 2019, 2020, 2021	Executive Manager – People and Practice

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Increase Aboriginal and Torres Strait Islander supplier volume and diversity.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. Review annually.	March 2019, 2020 & 2021	Executive Manager – Finance and Corporate Services
	Set targets for procuring goods and services from Aboriginal and Torres Strait Islander owned businesses.	March 2019, 2020 & 2021	Executive Manager – Finance and Corporate Services
	Develop at least 3 commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2019, 2020 & 2021	Executive Manager – Finance and Corporate Services
Incorporate culturally sensitive practices in our organisational policies and procedures.	Review and improve Barnardos organisational and practice policies and procedures so they reflect Aboriginal and Torres Strait Islander inclusive practices.	March 2019, 2020 & 2021	Executive Manager – People and Practice
	Consult with Aboriginal and Torres Strait Islander management and staff as subject matter experts in the development of policies and procedures.	March 2019, 2020 & 2021	Executive Manager – People and Practice



Tracking Progress & Reporting



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
RAP targets are included in Operational Plans.	Operational plans for all portfolios will reflect the RAP deliverables.	December 2018, 2019, 2020 & 2021	All Executive Managers
Report RAP Achievements, challenges and learnings to Reconciliation Australia	Footprints Together Working Group to collect data for the RAP Impact Measurement questionnaire.	July 2019, 2020, 2021	Executive Manager – People and Practice
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sept 2019, 2020, 2021	Executive Manager – People and Practice
Report RAP achievements, challenges and learnings internally and externally	RAP progress will be reported twice a year to the Executive Management Team and the Board.	June and December 2019, 2020 & 2021	Executive Manager – People and Practice

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Publicly report our RAP achievements, challenges and learnings on a six monthly basis on the Barnardos website and staff intranet.	June and December 2019, 2020 & 2021	Executive Manager – Engagement, Partnerships and Giving
Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	November 2020	Executive Manager – People and Practice
	Send next draft RAP to Reconciliation Australia for formal feedback and endorsement	May 2021	Executive Manager – People and Practice

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We
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