



Kildonan UnitingCare Reflect Reconciliation Plan 2014-2017





CEO Foreword

It is with great pride I introduce to you Kildonan UnitingCare's Reconciliation Action Plan 2014 – 2017.

As one of Australia's oldest community organisations dating back to 1881 and having been at the forefront of caring for homeless and neglected children since its inception, Kildonan has of course, born witness to the highs and lows in Victoria's history.

For more than 130 years, we have been trying to make things better – to facilitate thriving and inclusive communities based on respect, justice and compassion for all people. This plan is further evidence of that approach.

Kildonan's commitment to reconciliation with Aboriginal and Torres Strait Islander peoples' can be evidenced well beyond this plan. For several years, we have worked closely with the Aborigines Advancement League (AAL) and Victorian Aborigines Child Care Agency (VACCA) on a range of partnership programs, as well as ensuring cultural awareness of indigenous issues is embedded throughout our organisation.

We have recently launched the Koorie Energy Efficiency Program (KEEP), an Australian first pilot aimed at assisting Aboriginal and Torres Strait Islander community members to stay on top of their energy bills, in partnership with AAL, VACCA, Ngwala Willumbong Co-operative and the Consumer Utilities Advocacy Centre. It is anticipated this pilot program in Victoria will ultimately benefit Aboriginal and Torres Strait Islander communities across Australia.

In line with Kildonan UnitingCare's Guiding Principles; Listen, Learn, Act, Lead and Sustain, we collaborate and partner with Aboriginal and Torres Strait Islander peoples, communities and organisations to co-create both our program and organisational development, our approach, our services and their delivery.

We invite you to read our Reconciliation Action Plan and hold us accountable to our commitments.

Stella Avramopoulos
Chief Executive Officer
Kildonan UnitingCare



Graphic design by Reanna Bono,
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Yakuwa Graphic Design

Our Vision for Reconciliation

In planning for reconciliation we acknowledge Aboriginal and Torres Strait Islander peoples have experienced isolation and been marginalised within their own country through deliberate government policy. As a direct result, Aboriginal and Torres Strait Islander peoples face specific economic and social challenges compared to other Australians. This national legacy, our legacy, is one that we recognise, acknowledge and accept.

We understand reconciliation as an ongoing journey that requires ongoing attention and reflection to what respect, relationships and opportunities mean to Aboriginal and Torres Strait Islander peoples and other Australians. We support the vision of an Australia that recognises and respects Aboriginal and Torres Strait Islander peoples as First Australians.

We will ensure reconciliation is alive in our organisation by increasing our understanding and appreciation, being accountable to our commitments and taking action and responsibility for lasting change.

Kildonan will be a place where Aboriginal and Torres Strait Islander cultures are both respected and celebrated.

Our Business

Kildonan UnitingCare's services are designed to support the growth of thriving and inclusive communities. We do this by creating and delivering integrated solutions with a holistic, personalised approach designed to lead to social and economic inclusion.

Our 132-year history demonstrates a proven track record of recognising social trends and meeting the market with programs and services that help people improve their circumstances. We partner with Federal, State and Local Governments as well as the corporate and community sectors to deliver services across Melbourne, Victoria and around Australia.

Kildonan is a UnitingCare community service organisation which sits within the Uniting Church in Australia. UnitingCare agencies provide a range of services to help people in need, from emergency relief and financial and energy counselling to youth, aged and disability services. In Victoria and Tasmania there are now 28 agencies, with more than 3,500 staff and 4,000 volunteers.

Kildonan currently employs five Aboriginal and Torres Strait Islander peoples.

Our focus from 2014 to 2017 will be to continue to develop innovative and integrated models of service delivery that produce better outcomes for the people we support, in line with a whole-of-system approach.

Our Journey

- 2002 Family Link project – partnership with Aborigines Advancement League and the Victorian Aboriginal Child Care Agency (VACCA)
- 2007 ChildFIRST Alliance formed in partnership with VACCA
- 2007 Commenced capacity building initiative with Aborigines Advancement League through posting of a Financial Counsellor and Energy Worker
- 2010 Introduction of Family Coaching Program with specific role for supporting Aboriginal families
- 2011 Employed an Indigenous Energy Worker, as part of the project with AAL
- 2011 Engaged in Cultural Competency Training with VACCA
- 2012 Reconciliation Week events across all sites
- 2013 Becoming a part of the Koori Kids Steering Committee and working with the Koori Kids Choir
- 2013 Statement of commitment to complete RAP by Reconciliation Week 2014
- 2013 Engaged in Cultural Competency Training with VACCA
- 2013 Commenced development of Koori Energy Efficiency Project (KEEP), in partnership with Aboriginal organisations
- 2014 Formed a RAP Working Group, with Terms of Reference and engagement strategy
- 2014 Promotion of and participation in Reconciliation Week Events across all sites



Our RAP

Kildonan's journey towards reconciliation and the creation of a RAP started in November 2011 when staff attended an agency forum facilitated by Reconciliation Victoria. At this event we developed ideas to guide the development of Kildonan's RAP.

The RAP has some broad and ambitious aims. They are to:

- Encourage and support equity (a key ingredient of reconciliation)
- Build positive relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians
- Create a fairer society with greater understanding and equality
- Attract and keep staff and customers who value Kildonan's contribution to nation building through Reconciliation
- Support the employment and skill development of skilled Aboriginal and Torres Strait Islander peoples
- Develop a broader horizon on learning and lifestyle opportunities through working with Aboriginal and Torres Strait Islander peoples communities and participating in cultural activities
- Develop a greater ability for all Australians to work together and build a shared pride in the part of Aboriginal and Torres Strait Islander peoples (individuals and communities) play in the culture and history of Australia.

As a part of developing a RAP, Kildonan acknowledges the need to actively strive towards improving our relationships, respect and opportunities with the Aboriginal and Torres Strait Islander Communities in Victoria. Through the Reconciliation Action Plan (RAP) program, organisations develop business plans that document what they will do within their sphere of influence to contribute to reconciliation in Australia. When it comes to attitudes and perceptions, the expected outcome is that people who work in a RAP organisation are less prejudiced, more likely to trust and be proud of Indigenous Australians and their cultures, and take more actions to support reconciliation, than the general community.

Kildonan's Reconciliation Working Group (RWG) will maintain oversight of our planned actions and will continue to set expectations for Kildonan. The RWG includes:

- Ty Newton, RAP Champion & Executive Manager Capability Development
- Ray Davey, Project Manager Koori Energy Efficiency Program
- Jo Leece, Executive Manager Social & Financial Inclusion
- Meagan Downie, Senior Manager People & Culture

RAP Accountability

The use of the focus areas assists us in determining where responsibility for key RAP actions and initiatives lie. It holds us accountable to real change over the life of the RAP, and links the RAP to the fundamental aspects of our organisational beliefs and values:

Respect, Integrity, Justice, Trust and Compassion.

Our Strategic Directions

Listen & Learn – The Kildonan Board and Executive acknowledges the strong case for reconciliation and building communities that are strong, connected and resilient. We believe a RAP can provide a blueprint for deeper engagement between communities.

Act & Lead – Through following and humility we can learn from both the wisdom and the mistakes of those who have gone ahead of us. Together, we will grow, develop, recognise and take opportunities for responsible leadership.

Sustain – the RAP will enable us to better share the economic, social and cultural benefits and opportunities created by our operations, which will contribute to reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians.

Action Areas

The RAP focuses on reconciliation through the creation of relationships, respect and opportunities with Aboriginal and Torres Strait Islander peoples across our organisation, including, but not limited to:

- Organisational values and cultural respect
- Community advocacy, engagement and partnerships
- Service design and delivery
- Human Resources practices and workforce development

RELATIONSHIPS

Building *relationships*, both internally and externally, are critical to our reconciliation journey and ultimately community development and capacity building processes. Whilst the nature and duration of relationships built over time will vary enormously, they will all have certain commonalities. The focus of relationship building is about developing alignment with critical communities' directions, developing shared vision and goals, clarifying mutual obligations and benefits, sharing responsibilities and developing commitment to progress our goals.

STRATEGY AREA	ACTION	RESPONSIBILITY	WHO IS INVOLVED
Organisational Values & Cultural Respect	The RAP Working Group (RWG) continues to actively monitor RAP development, including implementation of actions, tracking progress and reporting.	Executive Manager Capability Development	RAP Working Group
	Celebrate NRW by providing opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships.	Senior Manager People & Culture	RAP Working Group
	Provide a coordinated opportunity for all staff to reflect on our reconciliation journey.	RAP Working Group	RAP Working Group
	Traditional Owners/Elders and community members invited to participate in locally based training, to provide a session on history of local area and encourage relationship building.	RAP Working Group	Capability Development Executive Manager People & Culture Senior Manager Child Youth & Family Executive Manager KEEP staff
Community Engagement & Partnership	Develop partnerships and Delivery Agreements with local Aboriginal and Torres Strait Islander organisations and communities to: <ul style="list-style-type: none"> Ensure the voice of Aboriginal and Torres Strait Islander peoples is included, influential and has impact Create opportunities for joint projects and mutually beneficial outcomes 	RAP Working Group CEO & Executive	Social & Financial Inclusion Capability Development Executive Manager Child Youth & Family Executive Manager
	Create and publish on our intranet an Aboriginal Victorian specific service directory.	Koori Energy Efficiency Program Team and Cultural Training	KEEP Team RAP Working Group

TIMELINE	MEASUREMENT	PROGRESS
July 2014	<ul style="list-style-type: none"> RWG oversees the development, endorsement and launch of the RAP Meet at least twice per year to monitor and report on RAP implementation (April & November each year) 	
27th May- 3rd June, 2014, 2015 ,2016	<ul style="list-style-type: none"> Organise at least one internal event each year 	
March 2014, 2015 & 2016	<ul style="list-style-type: none"> All staff invited to reflect on and provide feedback relating to reconciliation and RAP progress Information shared internally and externally Engage with Reconciliation Australia on reporting and lessons learned 	
July 2014 ongoing July 2015 Review July 2016 Review	<ul style="list-style-type: none"> Number of Traditional Owners/Elders and Aboriginal and Torres Strait Islander peoples invited to attend training % of attendance at training session recorded and reported with trends over time 	
June 2014 April and November each year	<ul style="list-style-type: none"> Processes and tools for developing partnerships and delivery agreements are agreed and documented Minimum of two state wide partnerships and delivery agreements are implemented Other Activities including Koori Kid BBQ Reconciliation Week events Close The Gap Campaign 	
Draft – July 2014 Published August 2014	<ul style="list-style-type: none"> Directory created/located Directory launched on KCLICK All staff have access to directory via KCLICK % of staff who report satisfaction with directory (i.e. accessible, contains relevant/up to date information) Number of hits/usages of directory page with trends over time 	

RESPECT

STRATEGY AREA	ACTION	RESPONSIBILITY	WHO IS INVOLVED
Organisational Values & Cultural Respect	Acknowledge Aboriginal Traditional Owners and/or Elders through permanent signage at all KUC sites.	Executive Manager Business Operations RAP Working Group	Business Operations KEEP team Capability Development Executive Manager Office Coordinators
	Invite Traditional Owners to undertake Welcome to Country at significant events and meetings.	CEO RAP Working Group RD	KEEP Team and Partnership
	Honour the history and culture of Traditional Owners/Elders <ul style="list-style-type: none"> Investigate the land history of Kildonan properties 	RAP Working Group	Business Operations Local Aboriginal Liaison Officers Traditional Owners/Elders
	Increase staff awareness and understanding of proof of Heritage processes for Aboriginal and Torres Strait Islander peoples.	RAP Working Group Members People & Culture	Capability Development Executive Manager People & Culture Senior Manager Child, Youth and Family Executive Manage
HR Practices & Workforce Development	Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their culture and community through NAIDOC Week events.	P&C Manager	People & Culture Senior Manager Executive and Senior Managers
	Staff undertake comprehensive cultural competence training/ education which includes topics on: <ul style="list-style-type: none"> Increasing awareness and knowledge of Aboriginal and Torres Strait Islander culture and history Raising awareness of assumptions of privilege and the dominant culture Working with Aboriginal and Torres Strait Islander communities Putting theory into practice 	People & Culture Capability Development KEEP	RAP Working Group VACCA VACSAL KEEP program and ES&FI service area Capability Development TN Aboriginal Liaison Officers from Darebin Whittlesea and Yarra Local Governments Aboriginal Health Services

Building *Respect* in Kildonan and across organisations and communities for Reconciliation helps to encourage the overall participation of individuals and communities. The focus of our role is around supporting leadership potential within Kildonan, organisations and across communities to generate energy and inspiration to drive the vision of bottom up social change for collective betterment, to increase problem solving capacity, and to act as a catalyst for development and change.

TIMELINE	MEASUREMENT	PROGRESS
January 2015	<ul style="list-style-type: none"> Identify Traditional Owners and Elders and invite their participation in the process Signs erected and unveilings conducted 	
February 2014 forward	<ul style="list-style-type: none"> Local Aboriginal Traditional Owners/Elders invited to attend and conduct Welcome to Country One meeting attended by a Traditional Owner 	
March 2015 April 2015 June 2015 December 2015	<ul style="list-style-type: none"> Traditional Owners/Elders identified at each site Local history and cultures identified and documented Financial resources identified and allocated to resource requirements Local history and cultures documented and on display at each site 	
Ongoing Review with KUC Induction reviews	<ul style="list-style-type: none"> Induction materials include information on proof of Heritage processes Question in annual staff survey agreed and documented 75% of staff who report increase in awareness and knowledge of processes with trends over time 	
July 20 2015 & 2016	<ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Provide opportunities for Aboriginal and Torres Strait Islander employees to participate in local NAIDOC Week events 	
July 2014 July 2015 Review July 2016 Review	<ul style="list-style-type: none"> Training plan developed Consultants/Trainers identified and secured All existing staff trained with one year from July 2014 Local Government ALOs facilitate annual training sessions at each Kildonan site New staff trained as part of their induction and induction processes updated to reflect this commitment 	<ul style="list-style-type: none"> Aboriginal cultural awareness training provided by VACSAL in December 2013 – attended by 35 Kildonan employees Aboriginal mental health first aid training completed in Dec 2013

STRATEGY AREA	ACTION	RESPONSIBILITY	WHO IS INVOLVED
Community Engagement & Partnership	Build resilient local relationships and develop respect through attending and/or hosting local celebrations of significant dates for Aboriginal and Torres Strait Islander peoples, including but not limited to: <ul style="list-style-type: none"> • NAIDOC Week • Sorry day @ Whittlesea Council • Koori Kids BBQ 	RAP Working Group	KEEP Team
	When appropriate, invite clients to participate in Aboriginal and Torres Strait Islander peoples cultural celebrations and activities.	Program Managers CEO	Social & Financial Inclusion Child Youth & Family Office of the CEO
Service Design, Delivery & Evaluation	Create a staff /program good practice reflection guide for Aboriginal and Torres Strait Islander partnerships.	RAP Working Group	RAP Working Group KEEP staff Aboriginal and Torres Strait Islander organisations
	Review organisational systems and processes to ensure they are culturally appropriate, including: <ul style="list-style-type: none"> • Program design and evaluations • HR system • Compliance system 	RAP working Group	Program Managers Internal Auditors People & Culture Senior Manager Capability Development Executive Manager

TIMELINE	MEASUREMENT	PROGRESS
February 2014 forward	<ul style="list-style-type: none"> • Significant dates for celebration included in KUC calendar of events • Executive & Board members attendance • Culturally sensitive promotional material is used and/or provided to staff • Hosting of events or participation in local events is documented and reported • KEEP Team through Community engagements and KEEP community education sessions 	
August 2014	<ul style="list-style-type: none"> • Process for providing information and participation agreed, documented and implemented at a local level • Culturally sensitive collateral is used/provided • Number of clients who participate in local events documented and reported 	
6months from launch of RAP	<ul style="list-style-type: none"> • Guide content agreed and documented • Take up of guide including: <ul style="list-style-type: none"> ○ Number of programs engaged ○ Number/types of partnership • Process for capturing feedback agreed and documented 	
February 2015 March 2015 April 2015 February 2016	<ul style="list-style-type: none"> • Assessment of current state (baseline practice) • Consultation with relevant stakeholders conducted, future state identified and documented • Improvement plan agreed, documented and being implemented • Review progress, document and report outcomes • Update improvement plan 	

OPPORTUNITIES

STRATEGY AREA	ACTION	RESPONSIBILITY	WHO IS INVOLVED
Organisational Values & Cultural Respect	Investigate opportunities to increase supplier diversity within Kildonan.	Procurement Manager	Office Coordinator Executive Managers Business Operations & Capability Development
	Investigate opportunities within Kildonan to increase Aboriginal and Torres Strait Islander employment opportunities.	HR Manager	Senior Manager People & Culture Executive Manager Capability Development
	Consult with Aboriginal and Torres Strait Islander peoples, organisations and communities regarding service development activities.	Energy & Financial Inclusion, Capability Development, Communications. All services that use existing relationships with VACCA, AAL and Ngwala Willumbong. Develop communications with VAHS, VACCHO (State-wide agencies i.e. VACCA).	KEEP Team – Senior Manager All Service Delivery Programs – Team Leaders
HR Practices & Workforce Development	Increase the number of Aboriginal and Torres Strait Islander staff across all roles and levels in Kildonan.	People & Culture RAP Working Group	Senior Manager People & Culture RAP Working Group
	Create and maintain placement opportunities for Aboriginal and Torres Strait Islander students with Tertiary and Universities education.	People & Culture Individual Programs	Senior Manager People & Culture

Creating *Opportunities* focuses on work undertaken in collaboration with Kildonan colleagues, stakeholders and communities to develop specific participation opportunities for individuals or groups of individuals. Participation relates broadly to areas such as fostering connections and linkages, program planning, implementation, monitoring and developing sustainable approaches and practices.

TIMELINE	MEASUREMENT	PROGRESS
August 2015 Review August 2016	<ul style="list-style-type: none"> Review procurement policies barriers to Aboriginal and Torres Strait Islander businesses are able to be addressed Investigate becoming a member of Supply Nation Educate staff about using Aboriginal and Torres Strait Islander businesses Develop more than one commercial relationship with an Aboriginal and Torres Strait Islander business 	
Ongoing Review February 2015 & 2016	<ul style="list-style-type: none"> Review HR procedures and policies to ensure barriers to Aboriginal and Torres Strait Islander employees are able to be addressed e.g. bereavement leave Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development Pilot different approaches to increasing Indigenous employment within your organisation (this may include training pathways, apprenticeships, internships, cadetships, work experience). Advertise all vacancies in Aboriginal and Torres Strait Islander media 	
Annually	<ul style="list-style-type: none"> Engagement is facilitated (and outcomes documented) aligned to our Community and Stakeholder Engagement Plan Process for feedback is agreed, documented and implemented Number of Aboriginal organisations involved in planning and implementation of KEEP, as part of Shared Leadership approach Number of staff who report their participation as inclusive, influential and impactful Number and type of relationships with key Aboriginal services documented and reported 	Aboriginal and Torres Strait Islander organisations consulted through KEEP partnership
June 2014 June 2015 June 2016	<ul style="list-style-type: none"> HR forms include section to self-identify as being Aboriginal or Torres Strait Islander Document current staff numbers who self-identify as being Aboriginal or Torres Strait Islander (base line) Number of Aboriginal and Torres Strait Islander employees increase by 5% 	
December 2014	<ul style="list-style-type: none"> Number and type of Aboriginal and Torres Strait Islander Placements Duration of placement 	



STRATEGY AREA	ACTION	RESPONSIBILITY	WHO IS INVOLVED
HR Practices & Workforce Development	Recognise and support Aboriginal and Torres Strait Islander cultural practices through implementing inclusive HR policy and practice.	People & Culture RAP Working Group	Senior Manager People & Culture RAP Working Group Executive Manager Social & Financial Inclusion
	Recruit people from Aboriginal Torres Strait Islander communities to identified roles in KEEP.	People & Culture, Energy & Financial Inclusion	Social and Financial Inclusion
Community Engagement & Partnership	Establish a relationship with an Aboriginal and/or Torres Strait Islander employment and/or traineeship group.	Senior Manager KEEP Executive Manager Capability Development	Senior Manager People & Culture
Service Design, Delivery & Evaluation	Regularly review work on RAP actions and our progress against measurable targets.	RAP Working Group	RAP Working Group
	Create and develop a dedicated RAP Web/intranet page.	RAP Working Group	RAP Working Group ITConnexions (IT provider) Senior Manager Communications

TIMELINE	MEASUREMENT	PROGRESS
December 2014	<ul style="list-style-type: none"> Identify and document best practice (baseline) Assess current policies against best practice, document and report areas for improvement Implement change 	
December 2014		
February 2015		
Ongoing (reflective of vacancies)	<ul style="list-style-type: none"> Positions advertised through Koori Mail and relevant networks Recruitment complete for KEEP Manager, KEEP Community Engagement Officer and KEEP Admin Officer roles 	KEEP Manager, KEEP Community Engagement Officer and KEEP Admin Officer roles were recruited by end November 2013.
August 2015	<ul style="list-style-type: none"> Aboriginal and/or Torres Strait Islander employment and/or traineeship group identified Increase the number of Aboriginal and/or Torres Strait Islander job applicants, employees and/or traineeships 	
Quarterly	<ul style="list-style-type: none"> Information for reporting and review sourced Data collated and analysed, opportunities for improvement documented Learning integrated in RAP plan Membership refreshed annually 	
August 2015 & 2016	<ul style="list-style-type: none"> Web/Intranet page created Number of hits and time spent with trends over time 	

Tracking & Reporting

STRATEGY AREA	ACTION	RESPONSIBILITY	WHO IS INVOLVED
Tracking & Reporting	Undertake annual report on and refresh of our RAP to ensure it is up to date and our actions reflect our lessons learned.	RAP Working Group Executive Manager Capability Development	RAP Working Group
	Communicate progress against RAP actions.	RAP Working Group Executive Manager Capability Development	RAP Working Group

TIMELINE	MEASUREMENT	PROGRESS
December 2014, 2015 & 2016	<ul style="list-style-type: none"> Refreshed RAP approved and annual RAP Report accepted by Reconciliation Australia and registered on their website, and our website Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia by 30 September annually 	
Quarterly	<ul style="list-style-type: none"> Quarterly report provided to the Executive Team Quarterly report provided to the Board Information on progress provided to staff Information on progress included in the Annual Report 	



The background features a stylized graphic of a plant with two leaves at the top, growing from a base that resembles water or soil. The plant is composed of light-colored, flowing lines. To the right of the plant, there are several vertical lines of dots of varying sizes, arranged in a way that suggests movement or growth. The background is split into two horizontal sections: a light orange top section and a blue bottom section.

Thank you for reading our Reconciliation Action Plan.
We invite you to hold us accountable to our commitments.

If you have any comments or questions please contact:

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