

Innovate Reconciliation Action Plan

May 2019 - April 2021



Office of the
Children's Guardian



Our Artwork

A subcommittee of the Reconciliation Action Plan (RAP) group engaged a local Aboriginal organisation to develop artwork that can be used by the Office of the Children's Guardian (OCG) in our plan, and in our Aboriginal and Torres Strait Islander communications resources.

The group met with Charmaine from Mumbulla Creative who facilitated a workshop with staff from the OCG to elicit the main themes to be represented in the artwork. During the workshop, each staff member wrote down what they felt was important to our organisation. Charmaine collected the responses in a coolamon to use as inspiration for the final artwork.



About the artist

Charmaine Mumbulla is a Kaurna and Narungga woman from the Yorke Peninsula, with family ties to the Gumbaynggirr people from the NSW Mid North Coast. Charmaine runs a Sydney-based Aboriginal creative agency called Mumbulla Creative.



Artwork meaning

Safety and protection of children is the main theme in the artwork and this is represented by the large shelter that stretches over the entire artwork. Traditionally shelters were places where Aboriginal families gathered to be protected from winds and rain, creating warmth and safety. The children's hand-prints represent children who are often busy with their hands exploring, investigating and playing. The hand-prints are surrounded by dots which echo the traditional hand stencils found throughout rock shelters in NSW. The circle at the centre of the artwork represents the staff of the Office of the Children's Guardian who work passionately for the safety and protection of children. The two circles on either side represent community groups who work alongside the OCG and support their work. These circles are connected by pathways showing movement, journey and purpose. The sun at the centre is a powerful symbol of life, warmth and unity. It represents hope and a new day.

Contents

Message from the NSW Children's Guardian	4
Message from Reconciliation Australia	5
Our vision for reconciliation	6
Our purpose statement	7
Our Reconciliation Action Plan	10
Relationships	12
Respect	20
Opportunities	26
Governance and tracking progress	32
Contact	36





Message from the NSW Children's Guardian

It gives me great pleasure to present the Office of the Children's Guardian's (OCG) Innovate Reconciliation Action Plan (RAP) 2019 - 2021. This is our first Reconciliation Action Plan, and is an important step on our road to work towards reconciliation.

In my two years as the NSW Children's Guardian, one of my highest priorities has been to strengthen our relationships with Aboriginal and Torres Strait Islander communities through our work. I have been heartened to know that my personal commitment is shared with the staff here at the OCG. This Reconciliation Action Plan is a practical step towards a stronger partnership with our Aboriginal and Torres Strait Islander communities and reflects our deep commitment to reconciliation as an organisation.

We are only at the beginning of our reconciliation journey. In starting this journey, we need to look back on the practices and previous welfare policies in NSW that resulted in the stolen generations of Aboriginal children from their families. This caused unimaginable hurt to families and communities that continues today. We work to make sure that the injustices of the past are not repeated. In our work, we recognise and promote connection to culture and identity as an important part of helping children and young people develop a sense of belonging and community. We recognise the significance that family and community play in providing children kinship ties and developing resilience.

While we have strong relationships with Aboriginal and Torres Strait Islander organisations, and a good foundation to work

from, there is still much work to do. I encourage all employees to reflect on the roles we play both as individuals and as an organisation.

This Reconciliation Action Plan is the product of a tremendous amount of work from the large group of staff from across the organisation, who put their hand up to be part of the Reconciliation Action Plan Working Group. The group have consulted widely with our stakeholders, particularly with the Aboriginal and Torres Strait Islander communities and services that we have contact with in our day to day work. We are indebted to Reconciliation Australia for their assistance in developing the Plan, and their support in approving the Plan.

This plan represents a partnership - we believe that to achieve substantial and sustainable change towards reconciliation, solutions must be led by Aboriginal and Torres Strait Islander communities, organisations and peoples. I am excited by the next two years of the plan and what we can achieve as we work together to keep children safe.

A handwritten signature in black ink, reading 'Janet Schorer'.

JANET SCHORER
NSW Children's Guardian





Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome the Office of the Children's Guardian to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, the Office of the Children's Guardian joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community - governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities - have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides the Office of the Children's Guardian with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, the Office of the Children's Guardian will develop its approach to driving reconciliation through its business activities, services and

programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish the Office of the Children's Guardian well as it explores and establishes its own unique approach to reconciliation. We encourage the Office of the Children's Guardian to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

"Reconciliation is hard work - it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."

On behalf of Reconciliation Australia, I commend the Office of the Children's Guardian on its first RAP, and look forward to following its ongoing reconciliation journey.

KAREN MUNDINE
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Our vision for reconciliation is to see Aboriginal and Torres Strait Islander peoples restored to a place of equity, dignity and respect.

The Office of the Children's Guardian acknowledges that reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians is the responsibility of all Australians. In our varied roles in ensuring our children are safe we recognise and promote connection to culture and identity as an important part of helping children and young people have a sense of belonging and community.

We recognise the significance that family and community play in providing children kinship ties and developing resilience. We also recognise the importance of ensuring equity for all who come in contact with the Office of the Children's Guardian (OCG).





Our purpose statement

The OCG works to promote and regulate the quality of child safe organisations services and people.

In fulfilling this purpose we will:

- keep the wellbeing and safety of children and young people at the heart of all our efforts
- be a source of authority on quality in child safe practices, in out-of-home care and worker screening
- cultivate the relationships between child safe practises across settings, particularly when children are in alternate care settings and monitor the suitability of the workers who support them
- draw together expertise from across child-related sectors to promote practice, through integration and analysis of information in the OCG
- educate the NSW community about the importance of child safe organisations and the role of the Children's Guardian.

The OCG was established under the *Children and Young Persons (Care and Protection) Act* 1998 to promote the interests and rights of children and young people living in out-of-home care.

In 2013 legislative changes expanded the role of the Office to be an independent government agency that works to protect children by promoting and regulating quality child safe organisations and services.

The Office reports to the NSW Minister for Families Communities and Disability Services and to Parliament. It is intended that the reportable conduct scheme will move from the NSW Ombudsman to the NSW Children's Guardian later in 2019. With this change there will come expanded responsibilities and resources as well as changes to our legislation.



Our purpose statement cont.

The core work we do includes:

- accrediting and monitoring the designated agencies that arrange statutory out-of-home care in NSW
- maintaining and monitoring the NSW Carers Register, a centralised database of people who are authorised, or who apply for authorisation, to provide statutory or supported out-of-home care
- registering and monitoring agencies that provide, arrange or supervise voluntary out-of-home care
- accrediting non government adoption services providers
- authorising the employment of children under the age of 15, and child models under the age of 16, in the entertainment sector
- administering the Working With Children Check (WWCC) and encouraging organisations to be safe for children
- administering the Child Sex Offender Counsellor Accreditation Scheme – a voluntary accreditation scheme for persons working with those who have committed sexual offences against children
- providing child safe training and education
- administering the National Disability Insurance Scheme (NDIS) Worker Check.

Our responsibilities also include:

- promoting the quality of child safe practices
- educating employers and organisations about their child safe obligations
- monitoring organisations and individuals to achieve ongoing, child-centred culture and compliance
- facilitating sector-wide cultural change to achieve safe places for children.

We currently employ over 180 people, who are mostly located in Strawberry Hills. Our remit covers the state of NSW and our staff travel throughout the state to deliver Child Safe training programs; to meet with community and stakeholders and to regulate and monitor organisations and individuals providing services to children and young people.

The OCG has a strong commitment to increasing the number of Aboriginal and Torres Strait Islander employees. We have an Indigenous Cadet program under which we currently employ five cadets and we have started work on creating identified roles for Aboriginal and Torres Strait Islander peoples within the OCG.







Our RAP

We are developing our **Innovate RAP** as we see this is an essential way of progressing our reconciliation journey; improving the cultural competence and experience of our employees to ensure our workplace is inclusive, welcoming and reflective; and continuing our work in engaging all our stakeholders to improve the experience of Aboriginal and Torres Strait Islander peoples with whom we work, consult, engage and support.

The Children's Guardian is the champion of our RAP. Three of our seven Executive Team members are part of our RAP Working Group (RWG), which consists of 20 employees from across the various teams in the OCG.

The RWG members have volunteered to be part of the group. The RWG has two co-chairs, one Aboriginal and one non-Indigenous, who were elected by the RWG. We also have two members of our Indigenous Cadet program who are part of our RWG.

To support our organisation and employees in becoming more culturally aware, the RWG is developing an Aboriginal and Torres Strait Islander cultural protocol document for all employees to use. This document includes an Acknowledgement of Country and information about the Gadigal people of the Eora Nation, who are the Traditional Custodians of the land on which the OCG is currently located.

Our reconciliation journey to date has involved NAIDOC Week celebrations in 2018, as a joint celebration of NAIDOC Week

and to officially open our new offices in Strawberry Hills. Our celebrations included a workshop facilitated by the Koomurri group which included story-telling, music and the creation of an artwork which now hangs in the centre of our workspace – the kitchen and break-out area.

We have been consulting with key stakeholders, including a number of Aboriginal Community Controlled Organisations (ACCOs), to review our accreditation and monitoring processes. We are committed to working in partnership with these organisations to ensure culturally appropriate services.

Work is already underway on a number of the deliverables identified in our RAP. We have included case studies throughout our RAP to illustrate how we currently deliver services that help support reconciliation.

We look forward to making further progress through consultation and collaboration with all our stakeholders to keep children and young people safe.

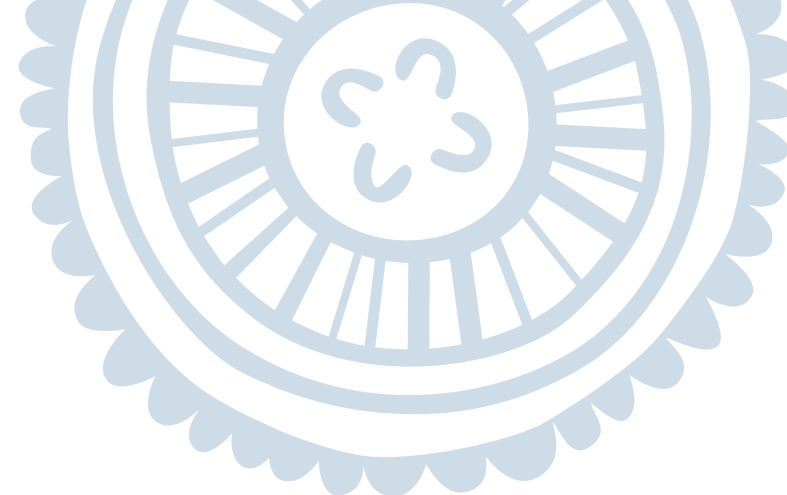




Enhancing Relationships Enduring Commitments

The OCG's functions include promoting the safety and wellbeing of children in areas such as out-of-home care and administering the Working With Children Check. In these and all other functions of the OCG, it is vitally important that we build strong relationships and work collaboratively with Aboriginal and Torres Strait Islander peoples so we are better equipped to deliver services that are effective, well informed and culturally appropriate.

Action	Responsibility	Deliverables	Timeline
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander individuals, organisations and communities	Children's Guardian	1.1 Continue to investigate an Aboriginal and Torres Strait Islander External Advisory Group (Reference Group)	By May 2020
	Director, Child Safe Organisations and Director, WWCC	1.2 Work with our Aboriginal and Torres Strait Islander stakeholders and communities to develop partnerships and guiding principles for future engagement	By December 2019
	Director, Child Safe Organisations and Director, WWCC	1.3 Develop and implement a broader engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	By March 2020
	Senior Advisor, People and Culture	1.4 Encourage more participation in volunteering opportunities that directly help Aboriginal and Torres Strait Islander communities including the La Perouse Breakfast Club	April 2021



Action	Responsibility	Deliverables	Timeline
2 Build relationships through celebrating National Reconciliation Week (NRW)	Co-Chairs, RAP Working Group	2.1 Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our employees	May 2019, May 2020
	Co-Chairs, RAP Working Group	2.2 RAP Working Group members to participate in an external NRW event	May 2019, May 2020
	Co-Chairs, RAP Working Group	2.3 Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW	May 2019, May 2020
	Co-Chairs, RAP Working Group	2.4 Organise at least one internal NRW event each year	May 2019, May 2020
	Co-Chairs, RAP Working Group	2.5 Register all our NRW events on Reconciliation Australia's NRW website	May 2019, May 2020



Enhancing Relationships

Enduring Commitments

Action	Responsibility	Deliverables	Timeline
3 Promote reconciliation through our sphere of influence	Co-chairs, RAP Working Group Manager, Media and Communications	3.1 Communicate our commitment to reconciliation publicly	Review progress May 2019, May 2020 and April 2021
	Co-chairs, RAP Working Group	3.2 Implement strategies to engage our employees in reconciliation	By June 2019 and ongoing
	Manager, Policy	3.3 Explore and action opportunities to positively influence our external stakeholders to drive outcomes and report through the Annual Report	By December 2019 and ongoing
	Manager, Business Services	3.4 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation	By June 2020
	Senior Advisor, People and Culture	3.5 Include an overview of the RAP as part of employee induction processes	By June 2019



Action	Responsibility	Deliverables	Timeline
4 Promote positive race relations through anti-discrimination strategies	Senior Advisor, People and Culture	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions	By June 2019
	Senior Advisor, People and Culture	4.2 Implement and communicate our current NSW anti-discrimination requirements	By June 2019 and then ongoing
	Senior Advisor, People and Culture	4.3 Ensure awareness of anti-discrimination policy as part of our induction training and cultural competence training	June 2020
	Senior Advisor, People and Culture	4.4 Elevate the understanding of senior leaders on the effects of racism	June 2020
	Senior Advisor, People and Culture	4.5 Work with the Public Service Commission (PSC) and the Aboriginal Employment Strategy to support implementation of NSW public sector wide initiatives on employment, cultural competence and anti-discrimination policies	By December 2019
	Senior Advisor, People and Culture	4.6 Investigate becoming a support organisation for “Racism – It stops with Me” program	By April 2021



Case Study

How the RAP Working Group was formed

The OCG recognises the importance of building on the work we do engaging and supporting Aboriginal and Torres Strait Islander communities and organisations. As a result, the executive team made the decision to form an inaugural Reconciliation Action Plan (RAP) Working Group to develop an Innovate RAP.

All OCG staff were invited to participate and in October 2018, 20 people possessing different skills and from diverse backgrounds came together to work on the project. An immediate challenge was to create the RAP in a relatively short timeframe, so it could be launched in May 2019 as part of National Reconciliation Week.

Co-Chaired by Lia and Joe, a descendant of the Quandamooka people, we engaged Uncle Bill Buchanan, Lisa Ainsworth and Reconciliation Australia to work with us over the following eight months with each member of the working group allocated specific tasks. Meeting monthly gave an opportunity for members to edit, give feedback, collaborate and review the RAP draft as it progressed. A highlight of the process was when members participated in a Kinship Awareness Workshop. The final RAP was drafted in April 2019. It was endorsed by Reconciliation Australia and approved by the executive prior to being designed by Mumbulla Creative for design and layout. After the RAP is launched, the working group will monitor deliverables and report back on achievements. It will also call for new members and start

working on the next RAP to be implemented at the expiry of the current Innovate RAP.

We acknowledge and thank Uncle (Blinky) Bill Buchanan for his advice and support in the development of this Innovate RAP. Uncle Bill is a descendant of the Kamilaroi/Gamilaraay and Kooma/Gwamu First Nation Peoples of Northern NSW and South West Queensland. He is a First Nations Co-chair and board member of Reconciliation Queensland, Ambassador of the National Indigenous Cancer Network and Elder of the Murri Courts. We truly appreciate his counsel and advice. We also acknowledge the tireless work of Lisa Ainsworth from Future Builders, who has led the project management of this RAP with kindness, creativity and efficiency.

Opposite: Members of the RAP Working Group. Back row (L-R): Uncle Bill, Virginia, Simon, Shoba, Genevieve. Front Row (L-R): Lisa, Amy, Lia, Joe. Absent: Louise, Larissa, Mena, Sharminie, Toni, Vanessa, Carinjoy, Tania, Alli.



Case Study

Indigenous Cadetship Program

The OCG's Indigenous Cadetship Program has been running since November 2017. Three Aboriginal university students started at the OCG with the aim of providing experiences working in government and to help improve the participation of Aboriginal and Torres Strait Islander peoples in government decision-making.

The Cadets have worked across many teams, functions and projects and attended conferences, meetings and tribunals during their time at the OCG.

Noah, a third year Arts/Law student and Kalkadoon man from Campbelltown in Sydney's West has worked in the Legal, Records Review and Risk Assessment teams. Noah has attended NSW Civil and Administrative Tribunal (NCAT) tribunal hearings, completed risk assessments under the Working with Children's Check process and has been a part of redeveloping the Indigenous Cadetship Program.

Amy is a recent Social Work (Honours)/Arts graduate and a Wiradjuri woman from Hillston in remote New South Wales. Amy has worked across the Accreditation and Monitoring, Registration and Policy teams. Amy has been involved in developing the Residential Worker's Register, the upcoming consultations around Child Safe Standards handed down by the Royal Commission into Institutional Responses to Child Sexual Abuse; redeveloping the Indigenous Cadetship Program and developing the Reconciliation Action Plan.

Vanessa is a third year Arts student and Wiradjuri woman from Griffith in regional New South Wales has been involved in the Children's Employment, Policy and Working With Children Check teams. Vanessa has been leading a consultation with the Dubbo Aboriginal community to map customer experiences of the Working with Children's Check process to ensure cultural inclusivity. Vanessa has also been part of redeveloping the Indigenous Cadetship Program and developing the Reconciliation Action Plan.

The Cadets' work on the Indigenous Cadetship program will help to strengthen the program and ensure sustainability. The Indigenous Cadetship Program hired two new Indigenous Cadets in February 2019.



(L-R) Noah, Amy, NSW Children's
Guardian Janet Schorer and Vanessa.





Enhancing Respect Enduring Commitments

Aboriginal and Torres Strait Islander cultures are Australia's first cultures and are acknowledged and celebrated in the OCG. We serve Aboriginal and Torres Strait Islander communities in NSW in the many ways that we intersect with child-related organisations. We want our relationships with Aboriginal and Torres Strait Islander communities to grow and strengthen. It is critical that the acknowledgement of first cultures, histories, knowledge and rights becomes a part of our everyday work. We start this journey of acknowledgment and learning by instigating culturally respectful practices and celebrating our first cultures and First Peoples.

Action	Responsibility	Deliverables	Timeline
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Senior Advisor, People and Culture	5.1 Conduct a review of cultural learning needs within our organisation	By July 2019
	Senior Advisor, People and Culture	5.2 Investigate a cultural learning strategy for our employees, informed by consultations with Aboriginal and Torres Strait Islander stakeholders, and via OCHRE	By July 2019
	Senior Advisor, People and Culture	5.3 Develop, implement and communicate the cultural learning strategy and provide opportunities for all employees including senior executive to participate in formal and structured cultural learning.	By December 2019



Action	Responsibility	Deliverables	Timeline
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Manager, Media and Communications	6.1 Develop, implement and communicate cultural protocol guidelines and tools, including protocols for Welcome to Country and Acknowledgement of Country	By June 2019
	Manager, Media and Communications	6.2 Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country	By December 2019
	Manager, Media and Communications	6.3 Invite Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocols at significant OCG events	By February 2020 and ongoing
	Manager, Media and Communications	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	By October 2019 and ongoing



Enhancing Respect

Enduring Commitments

Action	Responsibility	Deliverables	Timeline
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Senior Advisor, People and Culture	7.1 Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week	June 2019 and June 2020
	Co-chairs, RAP Working Group	7.2 Encourage OCG employees to participate in an internal NAIDOC Week event, organised in consultation with Aboriginal and Torres Strait Islander employees	July 2019 and July 2020
	Co-chairs, RAP Working Group	7.3 Promote and encourage participation in external NAIDOC events to all employees	July 2019 and July 2020
	Co-chairs, RAP Working Group	7.4 RAP working group to investigate and participate in an external NAIDOC Week event	July 2019 and July 2020



Case Study

NAIDOC Week 2018

To celebrate NAIDOC Week 2018 the OCG celebrated with a number of interactive activities. Staff were encouraged to take part in as many of these activities as possible to provide opportunities to learn and celebrate Aboriginal cultures.

One of the activities was a 2-hour workshop where participants learnt more about Aboriginal Language and Story Telling from the Dreaming. This experience was provided and run by Koomurri Aboriginal Incursions. Koomurri aim to help share Aboriginal culture with all Australians and International guests. The aim of the workshop was to be a cultural exchange experience and encourage team building within the OCG.

Attendees learnt about Aboriginal Story Telling from the Dreaming and the Ancestral Beings that created the land, took part in a language workshop and watched a traditional Farewell dance with didgeridoos. Also included, was an Aboriginal art workshop where staff worked together to create a 3 x 4m canvas relating to Aboriginal Dreaming. Staff worked with the facilitators and discussed their family connections and incorporated this information within the artwork. This artwork now hangs in our communal kitchen within the OCG office.

The NAIDOC celebrations also included a Welcome to Country, a traditional smoking ceremony and a screening of the film 'Rabbit Proof Fence'.



Case Study

Consultation with Aboriginal Community Controlled Organisations

As part of our reconciliation journey, we have also been reviewing a number of our processes in consultation with our Aboriginal and Torres Strait Islander stakeholders, to obtain feedback about our current processes and to inform the changes we could make so that our work is more culturally inclusive and further assists ACCO's in achieving and maintaining accreditation.

Improvements identified so far include:

- increasing the number of Aboriginal and Torres Strait Islander positions within the team
- improving how the OCG assesses connection to culture through a deeper understanding and the inclusion of Aboriginal and Torres Strait Islander assessors
- cultural training for the team to strengthen understanding of Aboriginal and Torres Strait Islander families, communities and culture
- providing additional support following the various regulatory processes that are more 'practice-based capacity building to meet compliance' workshops. The workshops are tailored to the specific needs of each agency

- working with newly-emerging partnerships to strengthen their capacity to meet their compliance requirements. Working closely with agencies helps to develop relationships and provides useful insight into how agencies are functioning and the supports they require.

Through this RAP, we will continue to develop changes in response to feedback from our key stakeholders including ACCOs to better understand how to move towards a more culturally competent regulatory system. This will include our ongoing work with AbSec and increasing connections with their Youth Ambassadors. Key actions from this RAP will enable the Accreditation and Monitoring Team to increase the number of Aboriginal and Torres Strait Islander employees.







Creating Opportunities Enduring Commitments



The OCG is committed to ensuring an inclusive workplace that celebrates diversity and creates employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples. We aim to increase our cultural competence as individuals and as an organisation to ensure we engage respectfully with Aboriginal and Torres Strait Islander peoples, organisations and communities as we work in partnership to create safe places for children throughout NSW.

Action	Responsibility	Deliverables	Timeline
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Senior Advisor, People and Culture Manager Media and Communications	8.1 Encourage Aboriginal and Torres Strait Islander employees to identify through SAP to better inform future employment and professional development opportunities for Aboriginal and Torres Strait Islander employees	By June 2019
	Senior Advisor, People and Culture	8.2 Review HR and recruitment practices to ensure there are no barriers to Aboriginal and Torres Strait Islander participation in our workplace	By June 2019
	Senior Advisor, People and Culture	8.3 Ensure the OCG actively participates in the revision of the NSW Government Aboriginal Employment strategy which aims to grow and develop a talented Aboriginal workforce in the public sector.	By December 2019

Action	Responsibility	Deliverables	Timeline
8 cont.	Senior Advisor, People and Culture	8.4 Implement the NSW Government Aboriginal Employment strategy within the OCG.	By December 2019
	All OCG hiring managers	8.5 Continue to advertise job vacancies to reach Aboriginal and Torres Strait Islander stakeholders	April 2021
	Senior Advisor, People and Culture	8.6 Review, identify and implement identified or targeted positions within OCG for Aboriginal and Torres Strait Islander peoples	From December 2019 and ongoing
	Manager, Policy	8.7 Continue to implement the OCG's Indigenous Cadetship Program and ensure ongoing evaluation of the program to ensure it aligns with the Public Service Commission Aboriginal cadetship program	April 2021
	Senior Advisor, People and Culture	8.8 Engage with Aboriginal and Torres Strait Islander employees to consult in our recruitment, retention and professional development opportunities	April 2021
	Senior Advisor, People and Culture	8.9 Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce	April 2021



Creating Opportunities Enduring Commitments

Action	Responsibility	Deliverables	Timeline
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Manager, Business Services	9.1 Work with the cluster on the development of the Aboriginal and Torres Strait Islander procurement policy	By December 2019
	Manager, Business Services	9.2 Implement the Aboriginal and Torres Strait Islander procurement policy, once developed	By December 2019 and ongoing
	Manager, Business Services	9.3 Communicate the existing whole of government Aboriginal and Torres Strait Islander procurement policy to employees and emphasise opportunities to procure from Aboriginal and Torres Strait Islander businesses	By June 2019
	Manager, Business Services	9.4 Review practices to remove barriers for procurement of goods and services from Aboriginal and Torres Strait Islander businesses	By June 2019
	Manager, Business Services	9.5 Realign existing procurement practices to this procurement policy and advise employees	By December 2019



Action	Responsibility	Deliverables	Timeline
9 cont.	Manager, Business Services	9.6 Identify and increase existing and future opportunities for the OCG to procure goods and services from Aboriginal and Torres Strait Islander businesses, including artwork, catering and office supplies	By December 2019
	Manager, Business Services	9.7 Investigate Supply Nation membership	By December 2019
10 Improve access to and delivery of services to Aboriginal and Torres Strait Islander peoples and communities	Director, WWCC	10.1 Implement the findings of the Today Design to ensure the WWCC process is more accessible for Aboriginal and Torres Strait Islander peoples	By April 2020
	Director, OOHC Systems and Regulation, Director Child Safe Organisations	10.2 Continue to provide child safe training for organisations including to build capacity to provide child safe services	April 2021
	Director, OOHC Systems and Regulation	10.3 Investigate whether further support can be provided to non-accredited ACCOs to become accredited to provide statutory out-of-home care	December 2019

Case Study



Engaging with community about the Working With Children Check

In late 2017 a group from the OCG came together to review how Aboriginal and Torres Strait Islander communities experience the WWCC process. A comprehensive audit of 38 Aboriginal and Torres Strait Islander applicants who had been refused a WWCC found that lack of engagement in the risk assessment process was a significant barrier to receiving a WWCC clearance.

Aboriginal and Torres Strait Islander applicants were found to be particularly at risk of non-engagement. Several recommendations were made following the audit aiming to increase engagement, including:

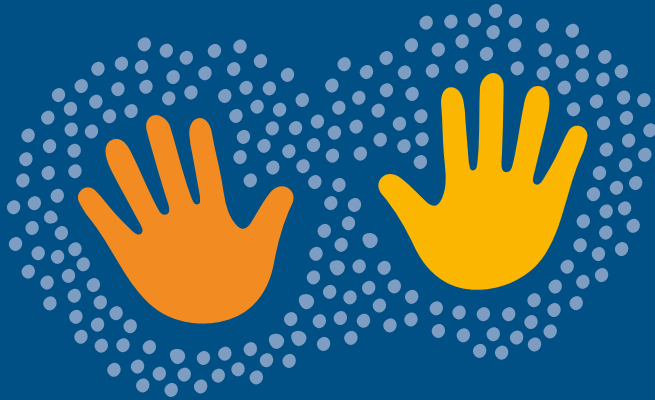
- developing a plain English fact sheet for the risk assessment process
- identifying and working more closely with relevant legal services to develop appropriate resources and referral pathways
- exploring ways that Aboriginal organisations can be resourced to act as conduits for information to be provided to Aboriginal and Torres Strait Islander applicants on the risk assessment process.

From early 2018 staff from within WWCC Operations and Policy have been working with legal services including Gilbert & Tobin, Aboriginal Legal Service (ALS), and Legal Aid to develop resources to be distributed to communities across the state.

Plain English fact sheets have been developed specifically for Aboriginal and Torres Strait Islander applicants and distributed in both community ALS and Legal Aid offices and made available on the OCG and Legal Aid websites.

In late 2018 a pilot project was run in collaboration with the OCG Legal team to change the way we communicate with Aboriginal and Torres Strait Islander applicants who will be risk assessed. This involves providing a plain English letter and personal contact details and gives applicants extra time and support in completing their submissions for the risk assessment. The pilot had an engagement rate of over 50% and of the applicants who engaged, 100% received a WWCC clearance following risk assessment. The project has now become standard process for engaging Aboriginal and Torres Strait Islander applicants.

From December 2018 staff have travelled to Dubbo to attend Regional Assemblies, the Dubbo Koori Interagency Network, and meet with agencies including ALS, Aboriginal Medical Service,



and Aboriginal Employment Strategy. Information sessions, drop in sessions, and Q&A sessions have been run for key stakeholders to increase awareness of the WWCC process and build links within communities to act as touchpoints for applicants. Through working more closely with Aboriginal organisations and services, WWCC staff have been invited to attend a 3-day Community Legal Education event in Bourke and Brewarrina in May to further increase community awareness and knowledge of the WWCC.

Our staff have received positive responses from communities, and will be continuing to present information sessions for stakeholders and applicants in remote or regional locations across NSW. We will also be returning to Dubbo to consult on ongoing projects and hear any thoughts or recommendations they may have. We believe this work is valuable not just for Aboriginal and Torres Strait Islander communities in NSW, but also for our organisation, and we are excited for what is to come.



Street art by Matt Adnate
(Pictured is Aboriginal activist Pearl Gibbs), Dubbo



Governance and tracking progress

Enduring Commitments

The RAP Working Group was established in October 2018 and will reflect and report upon the progress, achievements and learnings of our RAP's implementation.

Action	Responsibility	Deliverables	Timeline
11 Establish and maintain an effective RAP Working Group (RWG) to drive implementation of the RAP	Children's Guardian Co-chairs, RAP Working Group	11.1 Develop and apply a Terms of Reference for the RWG	By December 2019 May 2020 April 2021
	Children's Guardian Co-chairs, RAP Working Group	11.2 Maintain Aboriginal and Torres Strait Islander representation on the RWG	Review annually May 2020 April 2021
	Co-chairs, RAP Working Group	11.3 Meet on a quarterly basis to drive and monitor RAP implementation	Ongoing with quarterly meetings from June, September, December 2019 March, June, September, December 2020 March 2021

Action	Responsibility	Deliverables	Timeline
12 Provide appropriate support for effective implementation of RAP commitments	Director, Business and Executive Services	12.1 Fund RAP actions within existing OCG budget	May 2019 May 2020
	Director, Business and Executive Services	12.2 Investigate other funding sources through partnerships	May 2019 May 2020
	Co-Chairs, RAP Working Group	12.3 Engage our senior leaders and other employees in the delivery of RAP commitments	May 2019 May 2020
	Co-Chairs, RAP Working Group	12.4 Define and maintain appropriate systems to track, measure and report on RAP commitments	May 2019 May 2020
	Co-Chairs, RAP Working Group	12.5 Investigate and identify ongoing resource needs for RAP implementation	May 2019 May 2020
13 Build accountability and transparency through reporting RAP achievements, challenges and learning, both internally and externally	Co-Chairs, RAP Working Group	13.1 Report to Children's Guardian on RAP progress quarterly	June, September, December 2019 March, June, September, December 2020 March 2021
	Manager, Media and Communications	13.2 Report all RAP progress to the OCG Executive and all employees at quarterly meetings	July, October 2019 January, April, July, October 2020 January, April 2021



Governance and tracking progress

Enduring Commitments



Action	Responsibility	Deliverables	Timeline
13 cont.	Manager, Media and Communications Co-chairs, RAP Working Group Manager, Business Services	13.3 Publicly report our RAP achievements, challenges and learning annually	December 2019 March, June, September, December 2020 March 2021
	Manager, Media and Communications Co-chairs, RAP Working Group Manager, Business Services	13.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP barometer	By May 2020
	Manager, Business Services	13.5 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	September 2019 September 2020
14 Continue our reconciliation journey by developing our next RAP	RAP Champion and Co-chairs, RAP Working Group	14.1 Register via Reconciliation Australia's website to begin developing our next RAP	By October 2020



Case Study Breakfast Club

Since 2011, the OCG has participated in a Breakfast Club program at La Perouse Public school.

Every Wednesday members of the OCG Breakfast Club team provide children at the school with a nutritious breakfast. The program aims to improve wellbeing, learning, concentration and energy of the children whilst fulfilling the children's basic right to daily nutrition.

The school has a close connection with the local community and historically has had a significant number of Aboriginal children and families.

The Breakfast Club also aims to engage the school community by educating children and their families of the need for a regular and healthy diet to support the education, growth and development of children. The Breakfast Club program is a proactive way to improve the outcomes of children and families in the La Perouse community.

**For any queries about
the RAP contact:**

Manager, Media and Communications

@ kidsmedia@kidsguardian.nsw.gov.au

📞 02 8219 3683



Office of the
Children's Guardian