



Save the Children
Australia



Innovate Reconciliation Action Plan

August 2016 – July 2019



RECONCILIATION
ACTION PLAN
INNOVATE

Acknowledgements

Save the Children acknowledges the many Traditional Owners and Custodians of the lands on which we work around Australia, and their continuing connection to land, sea and community. We pay our respects to First Australians, their lore, and to Elders both past and present. We also wish to pay our respects to all Aboriginal and Torres Strait Islander children as they will become our future leaders, Elders and Custodians of Country.

In particular, we would like to acknowledge the Traditional Owners and Custodians of the lands on which our head offices are located around Australia:

- In Melbourne - the Wurundjeri people
- In Darwin – the Larrakia people
- In Brisbane - the Turrbal people
- In Sydney - the Cadigal people
- In Adelaide - the Kaurna people
- In Perth - the Nyungar Boodjar people
- In Hobart - the Muwinina people

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School Attendance Program (SAP), Darwin, Northern Territory.
Photo: Robert McKechnie/Save the Children Australia

Foreword

Save the Children Australia is proud to be a part of the Reconciliation Action Plan (RAP) program, and I am delighted to share with you our 2016-2019 Innovate RAP.

In the words of Senator Patrick Dodson, the ‘father’ of Australia’s reconciliation movement, the “Spirit of reconciliation – of relationships based on respect and equality – is reflected in the work of the people’s movement; a movement driven by the commitment and dedication of everyday people to a fair and just Australia.”

A fair and just nation is exactly what underpins Save the Children Australia’s vision for reconciliation, and our third RAP.

Reconciliation is a continuous and evolving process, which cannot be taken for granted. In order to advance reconciliation there must be mutual respect, understanding and dialogue.

This includes recognition of past and ongoing inequalities and discrimination against Aboriginal and Torres Strait Islander peoples, and an honest understanding of our shared history.

At Save the Children Australia, we are committed to partnerships and dialogue that are framed by close consultation and respect for Aboriginal and Torres Strait Islander peoples and cultures.

Our RAP 2016-19 – developed with our staff, beneficiaries and Aboriginal and Torres Strait Islander leaders – reaches Reconciliation Australia’s ‘Innovate RAP’ level. This focuses on building relationships, showing respect and improving opportunities.

Meaningful and collaborative partnerships lay a solid foundation for change. Generating respect for cultures, rights, lands and histories increases tolerance and understanding. And developing opportunities – in terms of employment, training and leadership – will build both sustainable communities and organisational capacity.

Save the Children Australia has worked alongside Aboriginal and Torres Strait Islander families and communities in Australia for 65 years. Through this work – and the achievements and challenges of the previous RAPs from both Save the Children Australia and Good Beginnings Australia – we will continue to strengthen our work over the next three years.

Our newly revised RAP, and our unwavering commitment, will help advance our journey to a truly reconciled nation.

Paul Ronalds
Chief Executive Officer
Save the Children Australia



Youth Engagement Program in Kununurra, Western Australia.
Photo: Robert McKechnie/Save the Children Australia

Our Vision for Reconciliation

Our vision for reconciliation is a truly unified society where the diversity and richness of Aboriginal and Torres Strait Islander cultures and heritage are recognised, respected and celebrated. We believe that for true reconciliation to be achieved, past injustices against Aboriginal and Torres Strait Islander peoples must be acknowledged, and we must come to an honest understanding of our shared history, in order to break the cycle of intergenerational trauma.

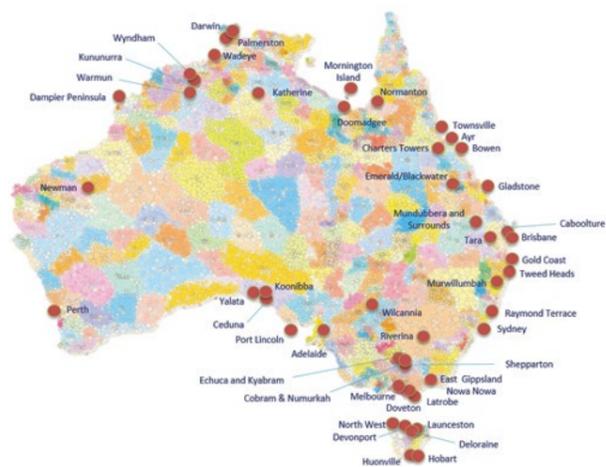
Our Business

Our vision is a world in which every child attains the right to survival, protection, development and participation.

Our mission is to inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting change in their lives.

Save the Children is an independent, not-for-profit organisation working to achieve lasting change in the lives of children in 120 countries around the world. We are driven to protect and uphold the rights of children, and under the framework of the United Nations (UN) Convention on the Rights of the Child, we strive to realise child rights through innovation, partnership and policy development. We also acknowledge the importance of the UN Declaration on the Rights of Indigenous Peoples in recognising the particular challenges Indigenous peoples have faced in numerous countries around the world.

Save the Children's global programs focus on three key strategic breakthroughs: that no child should die from preventable causes before their fifth birthday; all children have the right to learn from a quality basic education; and violence against children will no longer be tolerated. Our work towards this strategy is centred around six key initiatives, including Child Protection, Child Rights Governance, Education, HIV and AIDS, EVERY ONE (Health and Nutrition), and Emergency and Humanitarian Response. Our programs in Australia focus on Education, Child Protection and Juvenile Justice.



In Australia, we work in over 200 sites across the country and reach more than 20,000 children, young people and their parents each year. Education programs include Early Childhood Care and Development, Access to School and Youth Engagement programs; Child Protection programs focus on parenting support; and emergencies. We employ 816 people, 139 of whom are Aboriginal and/or Torres Strait Islander peoples.

In July 2015, Save the Children Australia joined forces with Good Beginnings Australia (Good Beginnings), to create one of Australia's largest and most respected agencies dedicated to improving the lives of children across the country. The merger brought together Good Beginnings' ambition of building better outcomes for children in vulnerable communities, and Save the Children's vision of a world in which every child attains the right to survival, protection, development and participation.

As a joint organisation, we continue to reflect on what we have done well and what could have been done better, and strive to leverage off our experiences to develop new, innovative and improved approaches that are strong, culturally informed and responsive. By working together, we broaden our reach and become even greater advocates, with an authentic and honourable approach to providing quality programs and services that make a real and lasting difference to the lives of children, families and communities.



Born to Trek: Explore Kakadu & Beyond 2013.
Part of Save the Children Australia's Adventure Volunteering program. Photo: Robert McKechnie/Save the Children Australia



Intensive Supported Playscheme in Wilcannia, Western NSW.
Photo: Robert McKechnie/Save the Children Australia

Our Reconciliation Action Plan

Save the Children has worked alongside Aboriginal and Torres Strait families and communities in Australia for over 65 years. Over this time, we have strived to truly understand and to help mitigate the impact of our country's mistreatment of Aboriginal and Torres Strait Islander peoples. We continue to learn about these impacts and to strive to share this understanding with our staff and partners, and learn from our past successes and challenges. We believe that everyone in our organisation is responsible for reconciliation, and only with shared responsibility can we achieve meaningful and lasting change.

Our vision for a healed and reconciled Australia aligns with our global strategy for all children to survive, learn and be protected. We believe in an Australia where the diversity and richness of Aboriginal and Torres Strait Islander cultures and heritage are recognised, respected and celebrated, and where every child attains the right to survival, safety, protection, development and participation.

Our vision for reconciliation is centred on:

1. realising the rights of Aboriginal and Torres Strait Islander children, their families and communities; and
2. learning and capacity building for our staff members from the broader community, to enable them to develop more meaningful understanding of Aboriginal and Torres Strait Islander cultures and histories, and build relationships with Aboriginal and Torres Strait Islander colleagues and beneficiaries.

We also understand that reconciliation is a continuous and evolving process. We are firmly committed to bringing our vision to life at every level of our organisation and through every aspect of our programs, policy work and relevant operations. We recognise and value the diversity of Aboriginal and Torres Strait Islander peoples and cultures, and we strive to work authentically with communities to ensure that our programs truly are community led.

In our experience, programs in which Aboriginal and Torres Strait Islander people are central to design and delivery, produce superior and more sustainable outcomes. We will continue to develop our programs through continued meaningful engagement with Aboriginal and Torres Strait Islander peoples, to facilitate self-determination and build lasting capacity.

We made our public commitment to reconciliation with the development of our first Reconciliation Action Plan (RAP) in 2011, a commitment which we have built on year-on-year, and which remains at the forefront of our vision going forward. Since our 2011 RAP, we have achieved the following reconciliation goals:

- grown our Aboriginal and Torres Strait Islander workforce from 69 people in 2011 to 139 people in 2016;
- being one of the first non-government organisations (NGO) in Australia to sign the Australian Council of Social Service (ACOSS) Partnership Principles and the Aboriginal Peak Organisation NT NGO Principles;
- Acknowledgement of Country is now entrenched at significant meetings organisation wide; and
- new partnerships have been forged with Aboriginal and Torres Strait Islander organisations across Australia.

Save the Children's 2016-2019 RAP is an important document that outlines how we will continue to bring our vision of reconciliation to life, both within the organisation and through our program and policy work.

The 2016-2019 RAP is a high level plan, developed by Save the Children's Reconciliation Advisory Committee (the Committee) through extensive consultation with our personnel and beneficiaries, external advisors, and

Aboriginal and Torres Strait Islander leaders. The RAP draws on the achievements, learnings and challenges of the previous plans of both Save the Children Australia and Good Beginnings Australia, and sets ambitious goals. Reflecting on these learnings and challenges is essential to driving our reconciliation work over the next three years, and we are very proud to present our first RAP as a combined organisation.

The 2016-2019 RAP extends Save the Children's commitments to meaningful partnerships; strengthening Aboriginal and Torres Strait Islander organizational capacity; culturally safe and sustainable programing, advocating for supportive policies and giving a voice to Aboriginal and Torres Strait Islander people in public policy discussions; building a culturally safe and competent workforce that demonstrates true understanding and respect for Aboriginal and Torres Strait Islander cultures, and modelling this respect in the communities where we work; as well as providing career development and leadership opportunities for Aboriginal and Torres Strait Islander people within our organisation.

The 2016-2019 RAP is a significant step forward in our reconciliation journey, and brings us closer to our vision of a truly reconciled Australia where Aboriginal and Torres Strait Islander children and families are empowered to reach their full potential.



Mobile Youth Van (MY Van) visits Wilcannia, NSW, in March 2014. Photo: Robert McKechnie/Save the Children Australia



Nowa Nowa Kindergarten. Photo: Robert McKechnie/
Save the Children Australia

Our Reconciliation Advisory Committee (the Committee)

The Committee was formed in 2011, with the aim of strengthening the Aboriginal and Torres Strait Islander voices within the organisation and providing an opportunity for all staff to influence our organisation's work towards an Australia where everyone can reach their full potential.

The Committee is responsible for developing the RAP, overseeing its implementation, and acting as RAP champions within Save the Children and reconciliation champions more broadly. In 2015, the Committee's Terms of Reference was revised to broaden the representation across the whole of the organisation, rather than limiting membership to Australian Programs. This change resulted from a key learning from our reconciliation journey, which is that all staff should be provided an opportunity to influence this important area of Save the Children's work, to enable us to achieve our ambitious objectives.

Committee members are nominated from a leadership level by Executive members in accordance with the following structure:

- Chairperson (one member – Executive level)
- Australian Programs (six members - Director, Australian Programs, Aboriginal and Torres Strait Islander Workforce Development Advisor and four additional members, representing different states)

- International Programs/Policy and Public Affairs (one member)
- People & Culture (one member)
- Marketing/Fundraising (one member)
- Secretariat (two members)

While all staff can nominate for the Committee, priority is given to Aboriginal and/or Torres Strait Islander staff, helping to ensure that there is always Aboriginal and Torres Strait Islander representation on the Committee.

Created in 2015 and as a result of another key learning from our reconciliation journey, the Aboriginal and Torres Strait Islander Workforce Development Advisor is a senior position within Save the Children. This position leads and guides the cultural competence of the organisation, the development of key external relationships and the establishment of Save the Children as a leader in the field of Aboriginal and Torres Strait Islander employment in Australia. The Aboriginal and Torres Strait Islander Workforce Development Advisor plays a key role in guiding the work of the Committee and overseeing the implementation of the RAP.

The Committee actively seeks opportunities to invite additional members from outside the organisation with particular expertise to provide a broader perspective. Its current areas of focus include further strengthening our workforce by increasing Aboriginal and Torres Strait Islander representation to 35% (by 2018) across our Australian programs, and 3% of Head Office staff, as well as developing our internal career paths to promote the development of front-line leaders who can then encourage the development of other staff.

Relationships

In line with Save the Children's core value of collaboration, we will continue to strengthen our relationships with Aboriginal and Torres Strait Islander people and organisations. In our experience, genuine partnerships that are built on mutual trust, respect and equality, are powerful mechanisms to drive sustainable change. In addition to sharing of resources, information and expertise, true collaboration should also strengthen and enhance the capacity of another party for mutual benefit and common purpose. We will work in true partnership with Aboriginal and Torres Strait Islander controlled organisations and will not compete for funding. We will connect people and share experiences through a strong Aboriginal and Torres Strait Islander workforce active across all Save the Children departments and build meaningful communication through non-intrusive and mutually beneficial feedback mechanisms.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	1.1 Organise at least one internal or external event for NRW each year.	27 May – 3 June 2017, 2018, 2019	RAC Chairperson
	1.2 Register our NRW event via Reconciliation Australia's NRW website.	27 May – 3 June 2017, 2018, 2019	Aboriginal and Torres Strait Islander Workforce Development Advisor
	1.3 Support an external NRW event.	27 May – 3 June 2017, 2018, 2019	Aboriginal and Torres Strait Islander Workforce Development Advisor
	1.4 Ensure RAC members participate in an external event to recognise and celebrate NRW.	27 May – 3 June 2017, 2018, 2019	RAC Chairperson
	1.5 Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories via internal and external media.	March 2017, 2018, 2019	Aboriginal and Torres Strait Islander Workforce Development Advisor
	1.6 Encourage staff to participate in external events to recognise and celebrate NRW.	March 2017, 2018, 2019	RAC Chairperson
	1.7 Download Reconciliation Australia's NRW resources and circulate to staff.	March 2017, 2018, 2019	Aboriginal and Torres Strait Islander Workforce Development Advisor
2. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	2.1 Support program staff to meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	June 2017	Aboriginal & Torres Strait Islander Workforce Development Advisor
	2.2 Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	December 2016	RAC Chairperson
	2.3 Acknowledge the diversity within the communities in which we work by including, in all Australian Programs Concept Notes, a requirement to invest in meaningful relationships with Traditional Owners, Elders and all community members living in the communities in which Save the Children Australia works to earn trust and respect.	June 2017	Director, Australian Programs
	2.4 Strengthen existing relationships with key Aboriginal and Torres Strait Islander partners.	June 2019	Each Executive member
	2.5 Formally partner with SNAICC (Secretariat of National Aboriginal and Islander Child Care) and/or another Aboriginal organisation for a major campaign.	September 2016	Director, Policy & Public Affairs

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	3.1 Review relevant documents including partnership agreements and memorandums of understanding to include a statement on Save the Children's commitment to reconciliation.	June 2019	RAC Chairperson
	3.2 Implement and review a strategy to communicate our RAP to all internal and external stakeholders.	March 2017	Director, People & Culture Aboriginal & Torres Strait Islander Workforce Development Advisor RAC Chairperson
	3.3 Promote reconciliation through ongoing active engagement with all stakeholders.	June 2019	RAC Chairperson
4. Advocate in partnership for policies to fulfil the rights of Aboriginal and Torres Strait Islander children, young people, their families and communities.	4.1 With partners, staff and the Reconciliation Advisory Committee, identify key advocacy issues and present to policy makers and government.	June 2019	Director, Policy & Public Affairs
	4.2 Send three or more submissions to relevant policy enquiries and consultations.	June 2019	Director, Policy & Public Affairs
	4.3 Identify and participate in local and national working groups where appropriate.	June 2019	Each Executive member
5. Continue to build capacity in and promote the work of Aboriginal and Torres Strait Islander partner organisations	5.1 Acknowledge Aboriginal and Torres Strait Islander partners on the website and in Annual Reports.	March 2017, 2018, 2019	Director, Policy & Public Affairs Aboriginal & Torres Strait Islander Workforce Development Advisor
	5.2 Support Aboriginal and Torres Strait Islander partners to build their capacity through sharing of resources, systems and processes.	June 2019	Director, Australian Programs
	5.3 Investigate opportunities to develop new partnerships with local Aboriginal and Torres Strait Islander community groups, organisations and programs, in the communities we operate.	June 2019	Director, Australian Programs
6. Hand over running of programs to Aboriginal and Torres Strait Islander communities as appropriate	6.1 Develop a sustainability/exit strategy for every project/initiative and include in partnership agreements, program design and other planning documents.	June 2019	Director, Australian Programs
	6.2 Document and publicise program hand-overs where appropriate.	June 2019	Director, Australian Programs
	6.3 Continue to seek opportunities to work with Aboriginal and Torres Strait communities to build capacity to design and deliver programs in partnership.	June 2019	Director, Australian Programs

Respect

Save the Children Australia respects the individuality, diversity and culture of all those with whom we interact, and acknowledges the deep significance of respect in Aboriginal and Torres Strait Islander cultures. Working with Aboriginal and Torres Strait Islander communities is an integral part of our core business, and we respect our Aboriginal and Torres Strait Islander colleagues and beneficiaries because we value them as individuals, and we honour and respect their personal rights and dignity as fellow human beings.

We also acknowledge and celebrate Aboriginal and Torres Strait Islander peoples as the First Australians. We live and work on their country, and pay our respects to the Traditional Owners and acknowledge their unique cultural values. We acknowledge that Aboriginal and Torres Strait Islander cultures, history and knowledge has valuable lessons for all Australians and its visitors.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	7.1 Develop and implement a cultural awareness and safety training strategy for our personnel, which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	September 2017	Aboriginal & Torres Strait Islander Workforce Development Advisor Director, People & Culture
	7.2 Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness and cultural safety training.	March 2017	Aboriginal & Torres Strait Islander Workforce Development Advisor Director, People & Culture
	7.3 85% of staff and the Board of Directors to undertake cultural awareness and/or competency and safety learning.	June 2019	Director, People & Culture
	7.4 Reconciliation discussed regularly at 'all staff' and departmental meetings, with updates provided by members of the RAC where possible.	June 2019	Chief Executive officer Executive Team
	7.5 Agree to a set of measureable 'cultural competencies' for working with Aboriginal and Torres Strait Islander people, to be included in the Cultural Protocols.	June 2018	Aboriginal & Torres Strait Islander Workforce Development Advisor Director, People & Culture
8. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	8.1 Develop guidelines around Welcome to Country and Acknowledgement of Country in our cultural protocols document.	December 2017	Aboriginal & Torres Strait Islander Workforce Development Advisor
	8.2 Invite a Traditional Owner to provide a Welcome to Country for every significant event, including the launch of publications.	June 2019	Aboriginal & Torres Strait Islander Workforce Development Advisor RAC Chairperson
	8.3 Include Acknowledgement of Country at the commencement of significant internal and external meetings.	June 2019	RAC Chairperson
	8.4 A Welcome to Country ceremony to be delivered by a Traditional Owner of Country at the opening of every new office.	June 2019	Executive Team RAC Chairperson

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	8.5 Acknowledgement of Country to be displayed in all relevant Save the Children shops and offices, including signage in local languages where appropriate.	March 2017	Director, Australian Programs Director, Fundraising & Partnerships
	8.6 All relevant employees to receive and sign onto a copy of the Cultural Protocols as part of their induction.	March 2018	Director, People & Culture
	8.7 Specific guidelines on use of language and images, and requirements regarding consent, to be included in the Cultural Protocols and adhered to.	March 2018	Aboriginal & Torres Strait Islander Workforce Development Advisor Director, People & Culture
	8.8 Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	September 2016	RAC Chairperson
9. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with cultures and communities by celebrating national and local Aboriginal and Torres Strait Islander cultural events and activities in the communities in which we work, during NAIDOC Week.	9.1 Review the People & Culture 'Leave Entitlements Workplace Policy' to ensure it accommodates staff participating in culturally significant events.	March 2017	Aboriginal & Torres Strait Islander Workforce Development Advisor Director, People & Culture
	9.2 Encourage Aboriginal and Torres Strait Islander staff to participate with cultures and communities during NAIDOC Week and locally important events.	July 2017, 2018, 2019	Aboriginal & Torres Strait Islander Workforce Development Advisor
	9.3 A calendar of cultural events and activities to be publicised internally on the intranet and acknowledged externally on the website, and events are published on social media platforms.	June 2017, 2018 2019	Aboriginal & Torres Strait Islander Workforce Development Advisor Director, Policy & Public Affairs
	9.4 Relevant Save the Children sites in Australia promote local days of significance through culturally appropriate materials.	June 2019	Director, Australian Programs
	9.5 Encourage each Save the Children site in Australia to support a local NAIDOC Week event in their community.	July 2017, 2018	RAC Chairperson
10. Embed respect for Aboriginal and Torres Strait Islander cultures in our services by ensuring all our services are culturally appropriate	10.1 Provide opportunities, time and resources for Aboriginal and Torres Strait Islander peoples to be involved at different stages of program development, i.e. when designing, delivering and evaluating Save the Children Australia programs and services.	June 2019	Director, Australian Programs
	10.2 Engage with Aboriginal and Torres Strait Islander communities to determine what services are required in their communities.	June 2019	

Opportunities

Save the Children aims to build sustainable community capacity to support children and families in remote communities and urban areas where we work with Aboriginal and Torres Strait Islander people. Developing opportunities for Aboriginal and Torres Strait Islander peoples, in terms of employment, training, leadership, and access to culturally appropriate support is key to enabling this process.

Many of Save the Children's programs collaborate effectively with Aboriginal and Torres Strait Islander peoples through community-led program planning and development, recruitment and mentoring of Aboriginal and Torres Strait Islander staff. Save the Children is committed to building on this strong foundation and embedding actions more broadly, to promote increased opportunities for Aboriginal and Torres Strait Islander peoples across Save the Children nationally and in head office.

We will drive key strategic initiatives and strengthen partnerships to increase formal development for Aboriginal and Torres Strait Islander workforce. Our focus in this RAP period will be on internal career paths, particularly the development of front-line leaders, who will then go on to develop multiple others.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	11.1 Increase representation of Aboriginal and Torres Strait Islander workforce to 35% for Australian programs and 3% for Head Office.	June 2019	Director, People & Culture RAC Chairperson
	11.2 Engage with Aboriginal and Torres Strait Islander staff and/or external peoples or consultants, to advise on development and implementation of a Workforce Development Plan, addressing recruitment, employment and retention strategies, including professional development.	September 2017	Director, People & Culture
	11.3 Investigate Aboriginal and Torres Strait Islander media to advertise vacancies in.	September 2017	Director, People & Culture
	11.4 Where practicable, advertise vacancies in Aboriginal and Torres Strait Islander media.	June 2019	Director, People & Culture
	11.5 Collate and share stories of Aboriginal and Torres Strait Islander staff about what it is like to work with Save the Children on internal and external Save the Children media platforms.	June 2017	Aboriginal & Torres Strait Islander Workforce Development Advisor
	11.6 Review People & Culture recruitment procedures and policies to better understand potential barriers to employment and ongoing tenure for Aboriginal and Torres Strait Islander staff, so that we can address these potential barriers.	June 2017	Director, People & Culture
	11.7 Identify and review all relevant position descriptions to ensure sufficient flexibility within role design, appropriate for the Aboriginal and Torres Strait Islander workforce, to enable greater workforce participation.	June 2019	Director, People & Culture Director, Australian Programs
	11.8 Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply'.	June 2016	Director, People & Culture
	11.9 Identify, document and build upon organisation leadership and effective HR practices by understanding current local innovations and good practice.	June 2019	Executive Team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Offer management training, leadership and other professional development opportunities to Aboriginal and Torres Strait Islander staff.	12.1 Formalise internal secondment process to provide opportunities for internal secondments from remote communities to major offices.	September 2017	Director, People & Culture Director, Australian Programs
	12.2 Ensure performance development and review systems are culturally appropriate.	June 2019	Director, People & Culture Director, Australian Programs Aboriginal & Torres Strait Islander Workforce Development Advisor
	12.3 Provide culturally appropriate professional development opportunities (e.g. mentoring, on the job training, external training), developed in consultation with Aboriginal and Torres Strait Islander staff	December 2017	Director, People & Culture Director, Australian Programs
	12.4 Develop an Aboriginal and Torres Strait Islander professional cross-cultural mentoring program.	June 2019	Executive Team
	12.5 Identify and train a minimum of three Aboriginal or Torres Strait Islander employees to be media spokespeople.	June 2019	Director, Policy & Public Affairs Aboriginal & Torres Strait Islander Workforce Development Advisor
13. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	13.1 Review Procurement Policy to identify and mitigate barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.	June 2017	Director, Finance
	13.2 Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	December 2016	RAC Chairperson Aboriginal and Torres Strait Islander Workforce Development Advisor
	13.3 Develop a minimum of one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	June 2019	RAC Chairperson
	13.4 Investigate Supply Nation membership.	June 2019	RAC Chairperson

Tracking progress and reporting (Accountability)

Accountability is one of Save the Children's core values, and as such we are committed to bringing about measurable outcomes towards reconciliation, both within our organisation and in the communities in which we work.

We will track and review progress against this plan six monthly, and will share learnings and celebrate achievements on our reconciliation journey, both internally and externally.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Reconciliation Advisory Committee (RAC) actively monitors RAP development and implementation of actions, tracking progress and reporting.	14.1 RAC oversees the development, endorsement and launch of the RAP, and RAC members act as RAP champions within their departments.	September 2016	RAC Chairperson
	14.2 Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAC.	September 2016	Executive Team members

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14.3	Meet at a minimum of once every quarter (including teleconference and face-to-face meetings) to monitor and report on RAP implementation.	March, June, September, December 2016, 2017, 2018	RAC Chair
	RAC Terms of Reference to be reviewed annually.	March 2017, 2018	RAC Chair
	Develop and distribute an expression of interest to join the RAC to key Aboriginal and Torres Strait Islander peoples within our sphere of influence.	March 2017	Aboriginal & Torres Strait Islander Workforce Development Advisor
15. Ensure that the achievement of RAP objectives is a shared responsibility across the organisation.	15.1 The RAC to be comprised of members representing all/most areas of the organisation.	June 2019	Executive Team members
	15.2 RAP key performance indicators (KPIs) to be included in Executive Team's KPIs (and cascaded as appropriate).	March 2017, 2018, 2019	Chief Executive Officer
	15.3 RAP actions to be included in National and State Office business plans and budgets.	March 2017, 2018	Executive Team members
16. Report RAP achievements, challenges and learnings to Reconciliation Australia.	16.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September 2016, 2017, 2018, 2019	Aboriginal & Torres Strait Islander Workforce Development Advisor
	16.2 Investigate participating in the RAP Barometer.	June 2018	RAC Chairperson
	16.3 Develop and implement systems and capability needs to track, measure and report on RAP activities.	December 2016	Aboriginal & Torres Strait Islander Workforce Development Advisor
17. Report RAP achievements, challenges and learnings internally and externally.	17.1 Achievements, challenges and learnings to be included in Save the Children's annual report.	January 2017, 2018, 2019	Director, Policy & Public Affairs
18. Review progress against the RAP, refresh and update as required and celebrate outcomes.	18.1 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	January 2019	RAC Chairperson
	18.2 Send draft RAP to Reconciliation Australia for formal feedback and endorsement.	March 2019	RAC Chairperson
	18.3 Update the reconciliation page on Save the Children's website.	June and December 2017, 2018, 2019	Aboriginal & Torres Strait Islander Workforce Development Advisor
	18.4 RAP to be circulated to key stakeholders including corporate, government and program delivery partners.	December 2016	Executive Team
19. In recognition of the importance of Aboriginal involvement and participation at all levels, Save the Children will encourage Aboriginal and Torres Strait Islander representation on the Board of Directors.	19.1 A minimum of one Board position will be occupied by a person of Aboriginal or Torres Strait Islander background.	June 2019	Board Chairperson

For information on Save the Children's Reconciliation Action Plan and related activities, please contact the [XXXXXX](#) in the Melbourne Office on 1800 760 011.

With special thanks to the following for their images and stories:

- Explore Kakadu & Beyond 2013
- Intensive Supported Playscheme in Wilcannia, Western NSW
- Mobile Youth Van (MY Van)
- Ngakulwen Nyerre Children and Family Centre on Mornington Island
- Nowa Nowa Kindergarten
- School Attendance Program (SAP), Darwin, Northern Territory
- Youth Engagement Program in Kununurra, Western Australia

Cover photo: Ngakulwen Nyerre Children and Family Centre on Mornington Island. Photo: Robert McKechnie/Save the Children Australia

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