

# ABORIGINAL INCLUSION ACTION PLAN 2016-2019



COMMISSION FOR CHILDREN AND YOUNG PEOPLE







**Artwork © Coming Home (Acrylic on canvas 2014)  
reproduced with permission of the artist Eileen Harrison.**

*Eileen Harrison is a Gunai/Kurnai woman, artist and respected Elder from South East Victoria.*

All the baby emus in this painting are coming home.  
The black emus depict the mothers and the larger emus, Elders wearing their possum skin cloaks.  
This work represents people coming home to their ancestral lands, their place. Country is where you belong.



The Commission for Children and Young People respectfully acknowledges the Traditional Owners of the country throughout Victoria; pays respect to Elders past and present and celebrates the ongoing living cultures of First Peoples.

Throughout this action plan the term Aboriginal is used to refer to both Aboriginal and Torres Strait Islander peoples.

If you would like to receive this publication in another format, please phone 1300 78 29 78 using the National Relay service 1336 77, or email [childsaf@ccyp.vic.gov.au](mailto:childsaf@ccyp.vic.gov.au)

Authorised and published by the Victorian Government  
Commission for Children and Young People, Melbourne,  
Victoria January 2016

© State of Victoria, Commission for Children and Young  
People 2016

This publication is copyright. No part may be reproduced  
by any process except in accordance with the provisions  
of the *Copyright Act 1968*.

ISBN: 978-0-646-95086-0

**Commission for Children and Young People**

Level 20, 570 Bourke Street  
Melbourne, Victoria 3000  
Free call: 1300 78 29 78  
Phone: (+61 3) 8601 5884  
Email: [childsaf@ccyp.vic.gov.au](mailto:childsaf@ccyp.vic.gov.au)  
Available on: [www.ccyp.vic.gov.au](http://www.ccyp.vic.gov.au)

# ABORIGINAL INCLUSION ACTION PLAN 2016–2019



## Foreword

The Commission for Children and Young People is proud to present our first Aboriginal Inclusion Action Plan (AIAP).

Aboriginal children, young people and families have the right to quality services that actively encourage access through inclusive practice and programs. We know that many Aboriginal children and young people are thriving in culturally rich and loving homes. However we also know that in Victoria today many Aboriginal people are not experiencing the same positive outcomes from programs and services as other Victorians.

As a result of a tragic and enduring legacy from past government policies and actions, Aboriginal people are experiencing exclusion from many programs and services and from the positive life outcomes that they produce. The Commission sees the effects of this in our work every day, with Aboriginal children and young people over-represented across all key vulnerability indicators.

All Commission operations and interactions must be consistently inclusive of the needs of Aboriginal people and Victoria's Charter of Human Rights and Responsibilities. The Commission's AIAP is our commitment to drive positive change not just in our own organisation but across all sectors promoting improved outcomes for Aboriginal children and young people.

Our AIAP it is not the beginning of our journey towards being an organisation that is inclusive of the needs of Aboriginal people. Since the Commission was established March 2013, we have implemented and promoted a range of significant initiatives aimed at enhancing Aboriginal inclusion which have not been repeated in this plan.

In partnership with the Department of Health and Human Services we undertook Taskforce 1000, to critically reflect on the experiences of close to 1000 Aboriginal children and young people in out of home care including their families. We also launched Inquiries into the Compliance with the intent of the Aboriginal Child Placement Principle and the Services Provided to Aboriginal Children and Young People in Out Of Home Care.

The Commission views the employment and development of Aboriginal staff as critical in the development of a modern organisation reflective of the Aboriginal and broader Victorian community let alone the significant over representation of Aboriginal children in out of home care and the youth justice system.

This AIAP builds on these things and formalises the Commission's commitment to continuous improvement. We have chosen to develop this plan to align with the Victorian Government's Victorian Aboriginal Inclusion Framework which was developed in consultation with Aboriginal communities.

We commit to actions across five areas of focus: Leadership and Governance; Policy and Research; Programs, Inquiries and Reviews; Workplace Diversity; and Communications.

In our first AIAP we have consciously focussed on our own organisation. We will however also support our key stakeholders to improve Aboriginal inclusiveness, particularly to improve outcomes for vulnerable Aboriginal children and young people. We are committed to doing everything within our sphere of influence to enable these opportunities. This means working in a way that is respectful and inclusive of the needs of our Aboriginal clients, stakeholders and staff.

We are excited by the real and meaningful change that this AIAP will support at the Commission and by the opportunity to join in celebrating the rich and vibrant culture of the Victorian Aboriginal community.



**Andrew Jackomos PSM**

Commissioner for Aboriginal  
Children and Young People

# Contents

## Foreword

<b>Context and commitment</b>	<b>3</b>
Role of the Commission for Children and Young People	3
Importance of Aboriginal Inclusion	4
Development of our Aboriginal Inclusion Action Plan	6
Principles for Aboriginal Inclusion	6
<b>A Framework for Aboriginal Inclusion</b>	<b>7</b>
Framework of our Action Plan	7
Monitoring, Reporting and evaluation	8
<b>Actions for Aboriginal Inclusion</b>	<b>9</b>
Focus Area 1 – Leadership and Governance	9
Focus Area 2 – Policy and Research	10
Focus Area 3 – Programs, Inquiries and Reviews	13
Focus Area 4 – Workplace Diversity	14
Focus Area 5 – Communications	16

## Acknowledgement

Special thanks to PricewaterhouseCoopers Indigenous Consulting for working with the Commission staff to workshop all aspects of our action plan and in writing the final draft.



# Context and commitment

This Aboriginal Inclusion Action Plan (AIAP) outlines new actions that the CCYP commits to take to ensure that we are an organisation which is respectful and inclusive of the needs of our Aboriginal clients, stakeholders and staff.

Our AIAP builds on our existing strengths and activities and formalises the principles that guide our current and ongoing commitment to Aboriginal inclusion.

To better understand our AIAP it is important to consider our context, including our role and the importance of Aboriginal inclusion to our operations.

## Role of the CCYP

### Our Objectives

The CCYP promotes continuous improvement and innovation in:

- policies and practices relating to the safety and wellbeing of children and young people generally, and in particular those who are vulnerable and
- the provision of out-of-home care services for children.

### Our Functions

The Commissioner for Children and Young People Act 2012 provides the legislative mandate for the CCYP.

These functions include:

- providing advice to ministers, government departments, health services and human services relating to the safety and wellbeing of vulnerable children and young people
- promoting the interests of vulnerable Victorian children and young people
- conducting inquiries into service provision or omission in regard to:
  - children who have died and were known to Child Protection at the time of their death or 12 months before their death
  - the safety and wellbeing of an individual or group of vulnerable children and young people
  - a health service, human service or school where there are persistent or recurring systemic concerns
- monitoring Victoria's out-of-home care system and promoting child-inclusive decision making
- monitoring and reporting on the implementation and effectiveness of strategies relevant to the safety and wellbeing of vulnerable children and young people

# Context and commitment

- promoting child-friendly and child-safe policies and practices in Victoria
- providing advice to the Minister about child safety as requested
- reviewing and reporting on the administration of the Working with Children Act 2005 and educating and informing the community about the Act
- any other functions given to the Commission by the Act or any other Act.

The CCYP is not a formal complaints handling body, however we do assist people to access a wide range of information, advice and referral services. When the safety or wellbeing of a child or young person is an immediate concern, the CCYP quickly attempts to facilitate communication with the services best able to respond. The Commission monitors and analyses the information arising from the inquiry process to inform initiatives or recommendations that can improve policies and practice.

## Our Structure

The CCYP is comprised of the two Commissioners (the Principal Commissioner and the Commissioner for Aboriginal Children and Young People) and approximately 30 team members.

Our Commissioners, Chief Executive Officer (CEO) and the Managers are the leadership team of CCYP.

CCYP is currently re-structuring our organisation to effectively deliver on our objectives and functions. When this is finalised we will develop an implementation plan to more accurately reflect who will have responsibility for each of the actions committed to in our AIAP.

## Importance of Aboriginal inclusion

AIAP's are mandatory for Victorian Government Departments. CCYP is not mandated to develop an AIAP. We acknowledge that past actions of government and non-government agencies have impacted negatively on Aboriginal people and communities. The result is a continuing inter-generational experience of trauma for Aboriginal children, young people and families. While the vast majority of Aboriginal children and young people are raised in loving and caring families, Aboriginal Victorians are amongst the most vulnerable people. Aboriginal children and young people are over-represented across all aspects of the child protection and youth justice system.

The numbers of Aboriginal children and young people in out of home care is continuing to increase. Victoria has one of the highest removal rates in Australia. On the 30 June 2015 there were 1,445 Aboriginal children and young people in out-of-home care or 18 per cent of the 8,031 children and young people.<sup>1</sup> The average placement rate of 62.7 per 1000 for Aboriginal children compared to 5.1 per 1000 non-Aboriginal children. Victoria does not compare well nationally with the national rate being 51.4 per 1000.<sup>2</sup> In the twelve months to the 30 June 2014 the numbers of Aboriginal children in care rose by 42 per cent representing a growth from 922 to 1308 children.<sup>3,4</sup>

Aboriginal young people are represented younger at all stages of the Victorian youth justice system compared to non-Aboriginal young people. For example, in Victoria during 2010-2011, 64 per cent of Aboriginal young people in custody received their first order at 13 years of age or younger compared with 35 per cent non-Aboriginal young people.<sup>5</sup> Many Aboriginal children in the Youth Justice system have been in or are currently in out-of-home care. Aboriginal young people aged 10-17 years of age in 2013-14 were around 16 times more likely to be on a community based supervision order than non-Aboriginal young people and 12 times more likely to be in detention.<sup>6</sup>

<sup>1</sup> Aboriginal Children's Forum 2015.

<sup>2</sup> AIHW Child Protection Australia 2013-14 and Victorian Government Aboriginal Affairs Report 2014/15.

<sup>3</sup> 2015 Report on Government Services. Productivity Commission.

<sup>4</sup> Aboriginal Children's Forum 2015.

<sup>5</sup> Jesuit Social Services (2013) Thinking Outside – Alternatives to remand for children.

<sup>6</sup> Australian Institute of Health and Welfare 2014.

<sup>7</sup> Australian Bureau of Statistics – 2014 as cited in the Victorian Government Aboriginal Affairs Report 2014/2015.

<sup>8</sup> Victorian Government Aboriginal Affairs Report 2014/2015.



In 2014, 41 per cent of children and young people (Aboriginal and non-Aboriginal) on sentence and remand had previous child protection involvement. 38 per cent of those sentenced to a custodial order were also a dual client of Child Protection and Youth Justice (Victorian Youth Parole Board 2014).

Through the Taskforce 1000 project we are also aware that many Aboriginal children in out of home care are disconnected from their family, from their culture and from their community. The inherent and legislated right of Aboriginal children to their culture aims at creating an enduring protective factor so they can stand strong and proud in their identity.

The urgency around action to ensure the safety and wellbeing of vulnerable Aboriginal children and young people is enhanced by the fact that Victoria's Aboriginal population is young and growing. 60 per cent of Aboriginal Victorians are under the age of 25, compared to only 32 per cent of the non-Aboriginal population.<sup>7</sup> The population growth is also much higher increasing by 41 per cent between the 2006 and 2011 Census.<sup>8</sup> This indicates that the number of vulnerable Aboriginal children and young people is predicted to rise quickly in the immediate future.

CCYP can contribute to tangible improvements in these areas, by ensuring we consistently operate in a manner that is inclusive of the needs of Aboriginal Victorians as well as our monitoring functions.

### ***In the words of our staff***

In the process of developing our AIAP we consulted widely with our staff about inclusion and how we can enhance our existing processes and practices. During these consultations the commitment of our staff to Aboriginal inclusion shone through loud and clear – in their own words:

*“Aboriginal inclusion is recognising that participation is a human right and leads to better outcomes”*

*“The system seems to set the bar lower in terms of what is acceptable for Aboriginal children and young people. Inclusion means breaking that mentality and demanding the best for Aboriginal children too”*

*“Acting in an inclusive way is both a personal responsibility and an organisational responsibility. It must be our core value”*

*“Inclusion means recognising our shared past history and its impact today. It means walking together and working together into the future as equals”*

*“Aboriginal inclusion must begin at the planning stage and continue throughout all aspects of our activities”*

*“We have a responsibility to ensure that the Aboriginal community receives the same high quality outcomes as other Australians, that is Aboriginal inclusion”*

*“Inclusion means accepting our differences and acting with mutual respect”*

*“Inclusion cannot be an add-on, we must make a conscious commitment to keep it at the front of our minds”*

*“Our staff believe in inclusion, but it is challenging to embed it throughout our regular systems and processes. Inclusion must become part of our genes, part of our make-up”*



# Context and commitment

## Development of our AIAP

Our AIAP has been developed to align with the Victorian Aboriginal Inclusion Framework, which was developed through consultation with the Victorian Aboriginal community.

The framework aims to actively strengthen the inclusion of Aboriginal culture in the workplace and to support and promote successful Aboriginal participation in the design, implementation and assessment of policies and programs.

The Framework provides five areas of focus and six areas for action that have been identified as fundamental to promoting the development and integration of inclusive policy, processes and practices. We amended the areas of focus to better reflect our functions in inquiries, reviews and research. We also captured our role in external policy and service provision to promote innovative child-friendly and child-safe policies and practices.

## Timeframe and Maintaining Momentum

Our AIAP is a three year document which will be progressively implemented over the period 2016-2019.

Our AIAP has been developed with staff. A practical lens has been applied to the plan considering each person's capacity to contribute to implementation of the actions and living of the principles through their day to day activities.

An AIAP Working Group of staff who self-nominated have been involved in refining actions and will play a continued role in maintaining the momentum of inclusion over the three years.

As this is our first AIAP, we have made a conscious decision to focus our actions internally. CCYP has a legislated role in advising, reviewing and monitoring the service system, and it is our expectation that all parts of that system will strive to operate in an Aboriginal inclusive manner, particularly as the system relates to children, young peoples and families. It is important to us that we are modelling Aboriginal inclusiveness as it is our intention that in the future our AIAP will extend to how we influence our stakeholders to be inclusive of Aboriginal children, young people and families.

The actions in this AIAP are designed to ensure that we are an organisation which is consistently respectful of the needs of our Aboriginal clients, stakeholders and staff across all of our operations.

## Principles for Aboriginal Inclusion

CCYP has committed to the following principles in the implementation of our AIAP and in how we work:

- **The past impacts the present** – past policies of dispossession and separation, including the separation of children from families, continues to have a profound impact on Aboriginal people and communities today. The present is not a level playing field; Aboriginal Victorians are over-represented across all major socio-economic indicators. We commit to action to improve this injustice.
- **Aboriginal people deserve equal outcomes** – being inclusive is not about treating everyone the same way. We commit to work in a manner that provides Aboriginal people (particularly children and young people) with the opportunity to achieve equal outcomes.
- **Genuine engagement with Aboriginal stakeholders is paramount** – we know that the best outcomes for Aboriginal communities are achieved when Aboriginal people are central to the decisions. We will involve Aboriginal people in the planning, design, implementation and evaluation of our activities.
- **Aboriginal identity and culture is a strength and protective factor** – it is to be embraced and nurtured. It is crucial to the positive development of Aboriginal babies, children and young people.
- **Inclusion must be consistent and systemic** – to be effective, Aboriginal inclusion must be embedded in all our decision making and actions, at every level, on every occasion. This will also involve the development of Aboriginal specific strategies and solutions.
- **Inclusion is everyone's business** – Aboriginal inclusion is not just the business of our Aboriginal Strategy and Policy Team or the Commissioner for Aboriginal Children and Young People. All of our staff, contractors and volunteers have responsibility for ensuring that all our interactions and operations are inclusive of Aboriginal people.





# Framework for our AIAP

Our AIAP is divided into five distinct Focus Areas which span our operations:



# Framework for our AIAP

As shown on page 7, *Focus Area 1: Leadership and Governance* acts as an enabler for the implementation of actions.

Leadership sets the direction, values and context that we operate in. Our leadership and governance creates an environment where Aboriginal inclusion will be encouraged and expected across all our operations. The actions under Leadership and Governance also establish processes for the implementation of our AIAP and for monitoring our progress.

Each Focus Area identifies an objective and an outcome.

The objective is an over-arching statement which guides all the outcomes and actions under that focus area and the outcomes are what we will strive to achieve in order to meet our objectives.

The actions of our AIAP are then themed under the relevant objective and outcomes. Each action includes:

- **Description:** a clear description of the action we currently do and new actions we commit to over the next three years are listed in a table
- **Responsibility:** for every action we identify the position in the CCYP that is responsible for ensuring its implementation
- **Indicator of Success:** for every action we have identified an indicator of success – it is important to us that we are able to clearly monitor our success in implementing the actions in our AIAP.

## Monitoring, Reporting and Evaluation

We will be transparent and accountable about our progress in implementing the actions in our AIAP and commit to a range of monitoring, reporting and evaluation procedures.

### Monitoring and Reporting

There are specific actions included in our AIAP that relate to monitoring the implementation of our AIAP.

- The AIAP Working Group will provide 6 monthly reports to our Leadership Team on our progress in implementing our AIAP
- The AIAP actions and achievements will be included in the CCYP Monitoring Plan and reported on as part of this plan to the Leadership and in the CCYP Annual Report
- We will report progress on implementation of our AIAP at staff forums and through our internal communication channels. These communications will include a focus on sharing effective practices and learning

### Evaluation

We intend to conduct an independent evaluation of the implementation and outcomes from our AIAP. This evaluation will be conducted in the final stages of our current AIAP (in mid- 2019). This timing will allow the findings of the evaluation to inform the development of the next iteration of our AIAP.





# Our Aboriginal Inclusion Actions

## Focus Area 1: Leadership and Governance

**Objective: Leadership creates an environment where Aboriginal inclusion is embedded as core business in all our activities and decisions.**

Through our Leadership Team we aim to ensure that Aboriginal perspectives are heard and considered. The Commissioner for Aboriginal Children and Young People and the Manager Aboriginal Strategy and Policy are members of the CCYP Executive team. As a standing agenda item the Traditional Owners are acknowledged. Each leader reports on activity, findings and future direction as they relate to the Commission's objectives and strategic plan.

Recognising self-determination, the Commission has genuine engagement with Aboriginal stakeholders to learn more, advocate and create opportunities for innovative practice and policy reform. We work with the Koori Youth Council to hear the voice of young Aboriginal people.

The Commission regularly attends over 16 gatherings (ie: forums, workshops, reference groups, advisory groups) that relate to programs, policies, strategies impacting upon Aboriginal children and young people directly and indirectly. These gatherings are published in our Annual Report. The types of themes discussed in these gatherings include; children's rights, legal processes, health, family violence, local community solutions, out of home care, youth justice, education, safety and wellbeing. While this engagement is mostly with the Aboriginal Strategy and Policy team, through this AIAP we plan to create opportunities for staff from across the CCYP to attend events to build networks and increase awareness of issues impacting Aboriginal Victorians and develop capacity in engaging with a broad range of Aboriginal stakeholders.

Outcome	Action	Responsibility	Indicator of Success
Genuine engagement with Aboriginal stakeholders that leads to effective actions	The Leadership Team will increase their participation and engagement with Aboriginal stakeholders by prioritising attendance at relevant Aboriginal forums.	Leadership Team	Number of Aboriginal-specific forums attended  Evidence of actions taken
The AIAP is implemented across the CCYP	Responsibility for AIAP actions are embedded in the Performance Planning Discussions of Leadership Team and staff.	CEO in consultation with Commissioner for Aboriginal Children and Young People (CAC&YP)	Executive meeting minutes reflect AIAP actions



# Focus Area 2: Policy and Research

**Objective: Policy and research contribute to improved outcomes for Aboriginal children and young people.**

Meaningful engagement with Aboriginal people in public policy is essential to change the cumulative and intergenerational impact of past policies. Gary Banks the former chairman of the Productivity Commission said that ‘ the greatest tragedy of failure is failing to learn from it’, however as noted in the Journal of Indigenous Policy (Issue 16) this seems to have been the predominant history of Aboriginal policy and programs.

Ensuring a greater and more specific focus on the potential effects of policy through dialogue with Aboriginal people and review of evidence and research will strengthen CCYPs understanding of policy development and impact for Aboriginal wellbeing. Policy and research influence all aspects of an organisation and CCYP draws on policy and research texts in the development of principles, frameworks, speeches, publications, internal reviews and submissions. Policies signal ideological commitment which is measured through realised policy and the impact that it has.

Outcome	Action	Responsibility	Indicator of Success
Internal policies drive consistent Aboriginal inclusive practices across all operations	Develop an ‘Aboriginal Impact Statement’ and embed as a mandatory requirement in the selection, planning, and evaluation of all new initiatives (including external policy review, research, monitoring, inquiries, reviews, programs and services). The ‘Aboriginal Impact Statement’ will ensure all initiatives consciously consider the needs of Aboriginal children and young people.	CAC&YP	Impact Statement developed, endorsed and implemented
	Develop a policy which identifies CCYP’s Aboriginal stakeholders and the principles and practices for engagement, and include in the CCYP Engagement Plan.	CEO	Policy developed and embedded in CCYP engagement plan
	Complete a review of all internal CCYP policies and programs, using the Aboriginal stakeholder policy and impact statement as a guide, (including internal policies relevant to research, inquiries, reviews, monitoring, policy, programs, services and communications) and ensure they specify when the CCYP will respectfully and effectively engage with Aboriginal stakeholders.	CEO	Review completed
	The review and update of internal policies and programs will focus on: When other units of CCYP will engage with the Commissioner for Aboriginal C & YP and the Aboriginal Strategy and Policy Team and when to engage with the CCYP’s external Aboriginal stakeholders.		



Outcome	Action	Responsibility	Indicator of Success
Reliable and relevant data informs actions that benefit Aboriginal children and young people	<p>Review data collection procedures to ensure the 'Aboriginal Identifier' question is consistently asked and recorded in all data collected and recorded by CCYP.</p> <p>Ensure that any new data systems/tools implemented in CCYP have the capability to appropriately capture and report on Aboriginal clients and activities.</p> <p>Advocate for improved data collection, sharing and reporting by external stakeholders (particularly the Victorian Government) where significant data gaps or data inconsistencies are identified that negatively impact the CCYP's ability to fully undertake its function and responsibilities in relation to Aboriginal children and young people. CCYP is particularly committed to advocating for improved transparency in data and reporting across the Victorian Government, to ensure quality evidence is available to inform decisions that are in the best interests of vulnerable Aboriginal children and young people.</p> <p>Identify opportunities and collect data (both internal and external data) that better demonstrates the impact that CCYP activities are having on Aboriginal children and young people.</p> <p>Internal and external data on Aboriginal children and young people is regularly monitored, trends are identified and action is taken.</p>	CEO	<p>CCYP Procedures reviewed</p> <p>Advocacy for external data collections is captured at Leadership meetings</p>
All our research intentionally considers Aboriginal impacts and outcomes	<p>Aboriginal perspectives will be included in all our research projects, by:</p> <p>Actively seeking potential Aboriginal research partners and requiring an Aboriginal Impact Statement in the selection and planning of all new research projects.</p>	CEO	<p>Evidence of inclusion of Aboriginal perspectives and Aboriginal research partners</p> <p>Aboriginal Impact Statement completed for all new research projects</p>

## Our Aboriginal Inclusion Actions

Outcome	Action	Responsibility	Indicator of Success
Procurement processes reflect the CCYP's commitment to Aboriginal participation	We will review our procurement policies and procedures to ensure they reflect (and, where appropriate, exceed) the Victorian Government's commitment relating to use of Aboriginal owned and controlled organisations and businesses.	CEO	Procurement Policies and Procedures reviewed
	We will actively seek opportunities to procure services from Victorian Aboriginal owned and controlled businesses and organisations, by:		Existing procurement arrangements reviewed
	<ul style="list-style-type: none"> <li>reviewing current procurement arrangements – including our grant agreements with community organisations to deliver services on behalf of the CCYP</li> <li>engaging with Supply Nation to identify Aboriginal businesses and organisations that match our procurement needs</li> <li>promoting the Indigenous Business Directory to all staff</li> </ul>		Met with Supply Nation
	establish an annual minimum target for procurement from Aboriginal owned and controlled organisations and businesses.		Indigenous Business Directory available to all staff  Progress against established target





# Focus Area 3: Programs, Inquiries and Reviews

**Objective: Aboriginal inclusion is a primary consideration in the design, implementation, delivery and evaluation of our programs, services, inquiries and reviews.**

The CCYP will continue to grow the number of Koorie Independent Visitors in all CCYP independent visitor programs (ie: youth justice, residential care and secure welfare) by: actively seeking to appoint more Koorie Independent Visitors; increase the number of times Aboriginal young people in youth justice are visited by a Koorie visitor and by providing regular, culturally supportive debriefing opportunities to Koorie Independent Visitors

The Commissioner for Aboriginal Children and Young people will continue to co-chair and complete Taskforce 1000 to critically reflect on the care plans for all Aboriginal children and young people in out-of-home care in Victoria and identify practice, policy and legislative barriers to improved outcomes. Follow up of actions arising from the Taskforce will be monitored.

We will strengthen our existing practice of involving an Aboriginal person in Child Death Inquiries involving an Aboriginal child and increase knowledge and understanding of Aboriginal perspectives through increased dialogue and reflective practice. We will finalise the inquiries currently underway specifically related to the safety and wellbeing of Aboriginal children; Compliance with the intent of the Aboriginal Child Placement Principle, the Inquiry into Aboriginal Children in Out of Home Care, along with Inquiries relating to individual children. We have also focused attention on Aboriginal children in the Inquiry into Sexual Exploitation in Residential Care. We will monitor recommendations, advocate for innovation and change for Aboriginal children and young people and continue to identify areas in need of inquiry

Outcome	Action	Responsibility	Indicator of Success
Improved participation and outcomes for Aboriginal people in the CCYP's programs and activities	Targets will be developed for Aboriginal participation in each of CCYP's programs and activities. The targets will be based on the proportion of the target group who are Aboriginal.	CEO	Proportional targets developed
	This will include targets for Aboriginal participation in programs/activities such as: Community Integration Program (targets for both participants and community volunteers) Exhibitions Debutante Ball		Proportion of programs and activities meeting their Aboriginal participation targets
	All our programs will record and report on the number and proportion of participants who are Aboriginal.		
	Programs and services not meeting their targets for Aboriginal participation will be evaluated with a specific focus on improving their Aboriginal inclusiveness.		Proportion of programs not meeting their targets that have been reviewed
Aboriginal perspectives are considered in all our programs, services, reviews and inquiries	The 'Aboriginal Impact Statement' as actioned in Policy and Research will be utilised in all program service reviews and inquiries to raise consciousness and enable action of Aboriginal inclusion.	Action in Focus Area 2	

# Focus Area 4: Workplace Diversity

**Objective: Create a culturally-safe and inclusive workplace that positions CCYP as an employer of choice.**

We will continue to increase the visibility of Aboriginal culture throughout the workplace. This may include displaying more Aboriginal art work, Aboriginal and Torres Strait Islander flags, and other visual symbols.

Mechanisms to build relationships between all CCYP staff and Aboriginal stakeholders will be continued and built upon through events, meetings and network opportunities. In addition staff will be given formal opportunities to participate in Cultural learning and development training.

Outcome	Action	Responsibility	Indicator of Success
All staff have knowledge and skills to contribute to positive change for Aboriginal children and young people	Aboriginal Cultural Awareness Training will be developed/ identified that is tailored to the roles and operations of the CCYP. This training will be delivered in a manner that is engaging to the workforce and include information specific to the CCYP's operating context. Training to improve Aboriginal Cultural Awareness will be prioritised in resource allocation.	CEO	Training identified/ developed and resourced
	All staff will complete at least one Aboriginal Cultural Awareness Training session every two years. This requirement will be included as a mandatory component of the Personal Development Discussions of all staff		Attendance at training and impact through level 2 evaluation 6 weeks after attendance
	The Performance Development Discussion template will include a prompt for staff to identify further opportunities to improve their Aboriginal cultural competence. This may include:		Proportion of staff who have completed training in last 2 years
	participating in further training		Completed further training
	working on a project that relates to outcomes for Aboriginal children or young people		Role in project
developing/strengthening relationships with external Aboriginal stakeholders, or		Number of events hosted / promoted	
secondment to an Aboriginal Community Controlled Organisation.			
Engage staff in the acknowledgment and celebration of significant Aboriginal events, including NAIDOC Week, National Reconciliation Week and Aboriginal and Torres Strait Islander Children's Day.			Proportion of staff participating in organising and/or attending an event
Develop resources to support staff in asking the 'Aboriginal Identifier' question.			Aboriginal Identifier resources developed

Outcome	Action	Responsibility	Indicator of Success	
The role of Aboriginal culture is acknowledged and valued in the workplace	Develop a protocol for when Acknowledgement of Country and Welcome to Country will be conducted.	CAC&YP and CEO	Protocol developed and distributed	
	Develop resources to assist staff in conducting an Acknowledgment of Country.		Resources developed and distributed	
	Refresh staff induction processes to include relevant information on CCYP's commitment to Aboriginal inclusiveness, and of the policies and procedures to ensure Aboriginal inclusiveness.		Traditional Owners regularly acknowledged	
			Induction refreshed	
	Develop an Aboriginal Employment Strategy to guide recruitment, retention and development practices across CCYP that are inclusive of Aboriginal people and, at a minimum, align with Victorian government Aboriginal employment plans.		Strategy developed	
	We will immediately implement the following steps which will then be formalised in our Aboriginal Employment and Career Development Strategy:		Advertise all our position vacancies in Koorie media (such as the Koori Mail and National Indigenous Times) Include a statement to the effect that "Aboriginal and Torres Strait Islander people are encouraged to apply" in all of our job advertisements Identify roles for Aboriginal and Torres Strait Islander peoples only ( <i>exempt under the Special Measure Provision, Section 12 (1) of the Equal Opportunity Act 2010</i> )	Proportion of CCYP staff that are Aboriginal
	Our aspiration is for at least 16% of our employees to be Aboriginal, to be equal to the rate at which Aboriginal children and young people are over-represented in child protection services and out of home care. <sup>10</sup>			
	Host an annual event for all CCYP staff and key Aboriginal community stakeholders to come together to discuss and progress initiatives to improve outcomes for Aboriginal children and young people.			

<sup>10</sup> Note: The CCYP is already exceeding the Victorian Government's 1% Aboriginal employment target, with 7.5% of our current employees being Aboriginal. However this is entirely through staff employed in our Aboriginal Strategy and Policy Team, and we are committed to improving Aboriginal employment and retention across the whole CCYP.



# Our Aboriginal Inclusion Actions

## Focus Area 5: Communications

**Objective: To establish internal and external communication practices that increase awareness and commitment to inclusion.**

Our Annual Report acknowledges our commitment to Aboriginal inclusion and reports on progress of implementing our AIAP and our Strategic Plan includes strategies to monitor, analyse and report on services to advocate for the rights of Aboriginal children and young people. We will better utilise our existing media and communications to highlight Aboriginal inclusion.

Outcome	Action	Responsibility	Indicator of Success
All communication materials consider Aboriginal audiences	<p>Our Communications Strategy, Written Style Guide and Visual Style Guide will be reviewed and refreshed to ensure they reflect our commitment to Aboriginal inclusion in all our operations.</p> <p>This refresh will ensure, that:</p> <ul style="list-style-type: none"> <li>the design and content of communication materials reflects that Aboriginal stakeholders are a target audience of all the CCYP's programs, services and operations</li> <li>distribution of communication materials will include mechanisms that are known to be effective in reaching Aboriginal people</li> <li>development of Aboriginal-specific communications materials</li> <li>communications materials will include a culturally appropriate and consistent representation of Aboriginal people and cultures</li> </ul> <p>a key message for communication materials will be to emphasise the CCYP's focus on achieving equal outcomes for all.</p> <p>Our media channels, including our social media channels, will more actively promote our successes in Aboriginal inclusion – including recognition of our programs and services that have successfully engaged.</p>	CEO	Review completed
			Number of articles

Outcome	Action	Responsibility	Indicator of Success
Improved public awareness of Aboriginal issues	A media plan will be developed to support the Commissioners in contributing to the public debate on Aboriginal inclusion. The media plan will include strategies to challenge inaccuracies and biases in media reporting and to promote achievements of Aboriginal children and young people.	CEO	Media plan developed and implemented
	We will actively seek opportunities to amplify the voice of Aboriginal children and young people – with a focus on promoting continuous improvement and innovation in respect of the safety of Aboriginal children		Evidence of activities to capture and amplify voices of Aboriginal children and young people
Recognise contributions to Aboriginal inclusiveness	Promote and select an annual recipient of the CCYP Walda Blow Award presented in Child Protection Week as part of the Robin Clark Awards.	CAC&YP	Award presented
	We will celebrate successes in improving the safety of Aboriginal children and young people in at least one public forum per year. These successes may be by community stakeholders, government stakeholders, our staff or Aboriginal children and young people themselves		Public recognition target achieved





