



# World Vision Australia 2013 Reconciliation Action Plan Report





# Acknowledgement

In the spirit of reconciliation, World Vision Australia acknowledges and pays respect to the traditional owners and elders, both past and present, of the land on which World Vision Australia's offices and operations are located.

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## Message from Tim Costello, Chief Executive Officer

At World Vision Australia, in 2012, we laid some new plans as part of our Reconciliation Action Plan (RAP). These plans, alongside those of hundreds of other organisations in Australia, form an important part of our national pathway to reconciliation between Indigenous and other Australians.

Since developing our RAP, I've been heartened to watch our nation also lay some important new plans, especially the commitment by both major parties to recognise Indigenous Australians in the Australian Constitution in the next Parliament. This national step is long overdue. It comes 46 years after Australia's most successful referendum, when in 1967 we had over 90 percent of Australians vote 'yes' to recognise Aboriginal and Torres Strait Islander people in the national census.

In May this year, I joined other Australian leaders and citizens at Federation Square in Melbourne to take the first steps on the 'Journey to Recognition' as it headed towards Arnhem Land. I thought of the long journey ahead and the many possible distractions. But as I walked I was reminded of the commitment behind me at World Vision Australia, from our supporters and partners to our board and staff, to make our contribution to reconciliation.

That commitment has also been backed up by other important actions this past year.

We signed a Memorandum of Understanding for a five-year partnership with the Australian Government. This will bring World Vision's experience and expertise in community-driven development into Indigenous development, by building up the capability of both Indigenous communities and Australian Government agencies. This is part of our growing, long-term investment in practical reconciliation, working alongside Indigenous Australians, their families, organisations and communities.

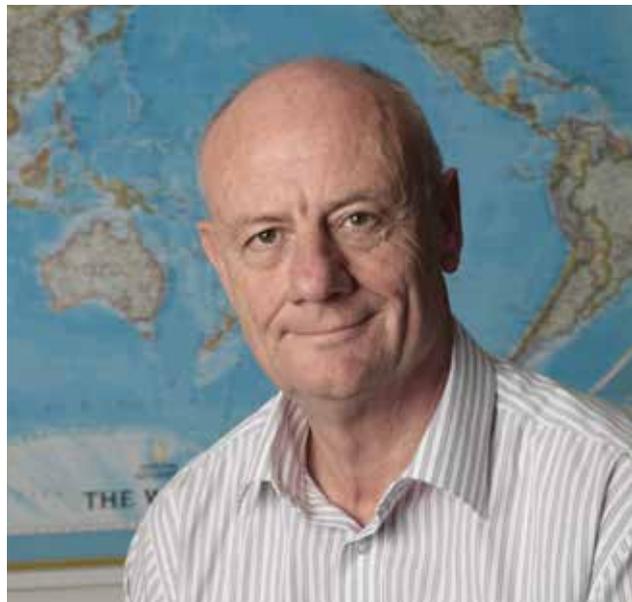
On top of our public support for the 'RECOGNISE' campaign, we also signed up to Supply Nation. This enables us to direct our business, where we can, to small to medium Indigenous businesses, allowing them to integrate into the supply chains of Australian companies.

We have begun to invest in cultural awareness training for our staff, beginning with organisation-wide education events during National Reconciliation Week.

We are developing an Aboriginal and Torres Strait Islander employment strategy, with important steps to attract, recruit and retain Indigenous Australian staff, and I'm delighted we have employed more Indigenous staff this year. I sense we have a lot more to contribute to play our part to increase Indigenous employment equality.

Our reconciliation journey still has a long way to go, but our RAP shows that we are committed to building relationships, building respect and building opportunities. The steps we have taken contribute to a much bigger national reconciliation journey. Whatever distractions and challenges lie ahead, we need to stay focused and deliver on the commitments we have made in our RAP.

I hope and pray, as we continue to implement World Vision Australia's RAP, that our contribution to reconciliation builds and builds, and that when international leaders attend the G20 in Australia in 2014 we can proudly point to the nationwide progress we are making towards practical and lasting reconciliation.



**Tim Costello**

Chief Executive Officer  
World Vision Australia

September 2013

# Our approach to reconciliation

## Our vision

World Vision Australia recognises Aboriginal and Torres Strait Islander people as first Australians and acknowledges past injustices that continue to give rise to present inequality and disadvantage. We recognise that these disadvantages continue to contribute to the unacceptable gap in life expectancy between the Indigenous and non-Indigenous populations. We are committed to addressing Indigenous disadvantage in areas such as early childhood development, governance, economic development and capacity building.

World Vision Australia also recognises that, as well as requiring practical responses, reconciliation is a spiritual process which involves justice, recognition and healing. It is about helping all Australians move forward with a better understanding of the past and how the past affects the lives of Indigenous people today.

## Our work

World Vision Australia believes that wellbeing results from many aspects of human life – physical, emotional, social, spiritual and material. In all our work we pursue transformational development, understanding that change is holistic and continuous. This commits us to seek justice for all people – regardless of their race, religion or political beliefs – to live in dignity, hope and peace.

World Vision Australia, established in 1966, is part of the World Vision International partnership which operates in 100 countries. We are a Christian relief, development and advocacy organisation, dedicated to working with children, families and communities to overcome injustice.

Our work in Australia involves building strong partnerships to see kids growing up happy, healthy and strong in thriving Indigenous Australian communities. With a small program of community-based development projects facilitated across Australia, from the Pilbara in Western Australia, to the remote Warlpiri region of the Northern Territory and across to the heart of Sydney, we are working for positive and lasting change to make this vision a reality. Through our KIDS HOPE AUS. mentoring program, we also support many Australian primary school children, including Indigenous children, to thrive.

World Vision's Australia Program has now been working with Aboriginal and Torres Strait Islander communities since the 1970s. By sharing our development expertise and working through partnerships, we are committed to long-term programs that enable people to live the lives they choose. We support communities to run their own programs. Programs like early childhood care and development, youth leadership development and other culturally appropriate development.

## Relationships

Relationships and trust are instrumental in achieving both effective project outcomes in Indigenous communities and effective results from our business. Relationships take time to develop and nurture. We are committed to long-term relationships with all of the communities that we engage with, both in our projects and within our spheres of influence. We are committed to relationships that are built on collaboration, co-learning and sensitivity to gender, respect and reciprocity.

**Goal: World Vision Australia builds relationships with Indigenous communities to help strengthen our capacity for effective Indigenous development and reconciliation.**

Action	Status	Performance indicator	Progress achieved	Lessons learned
I.1 RAP working group formally established, active and known in World Vision Australia.	Achieved	Working group meets quarterly, commencing October 2012.	Monthly working group established; a successful RAP launched; rotating chair of the working group established to ensure that ownership exists across the whole organisation; and RAP intranet page created.	Communication of working group activities is a key element for World Vision awareness of RAP progress. This is an area that the working group will need to provide more focus on going forward.
I.2 Celebrate National Reconciliation Week by providing opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships.	Achieved	Reconciliation working group.	National Reconciliation Week acknowledged across World Vision Australia, through various forums; World Vision Australia employee poll launched to gauge level of employee interest in Indigenous culture, and number of employees who identify as Aboriginal or Torres strait islander; and a calendar of key events identified.	Completion of the employee poll and involvement in reconciliation week was greatly increased when direct managers and teams were involved, rather than relying solely on cross-organisational communications.
I.3 Active Indigenous Advisory Group.	Not achieved	Indigenous Advisory Group providing advice to improve Australia Program quality and positioning.  Indigenous Advisory Group meetings include agenda item to provide input to development of the RAP.	World Vision Australia Programs team are conducting a review of the role of this group, given the evolution of the Australia Program over the past number of years.	The commitment levels and availability of individuals included in the Indigenous Advisory Group is very important to enable us to leverage their wisdom and experience. It will be important going forward to more clearly determine the role we require of the Indigenous Advisory Group and the mutual benefit that the relationship can provide.
I.4 Relationships identified and scoped with local Indigenous groups, elders, and traditional owners to facilitate capacity building and knowledge exchange.	In progress	World Vision Australia has identified and scoped key relationships with Indigenous community groups, elders, and traditional owners across Australia.	A mapping activity has been completed to establish key existing relationships with Indigenous groups and individuals.	There will need to be a concerted effort in the working group to ensure this mapping remains up-to-date and relevant and that relationship holders connect with one another.

## Relationships:

# Young Mob leaders help develop youth strategy



*Young Mob leader Natasha Thorne presents during Youthchange*

In early 2013, World Vision Australia commissioned a youth strategy process which became known as 'Youthchange'. The objective was to bring together World Vision Australia professionals, partners and, importantly, youth themselves, to develop recommendations for World Vision Australia to take forward in implementing an integrated youth strategy.

For the first time, we heard firsthand the views of youth from our Young Mob Leadership Program, Vision Generation ('VGen', World Vision Australia's youth movement) and other youth in World Vision programs.

The Young Mob Leadership Program supports Aboriginal youth by helping them develop leadership skills through a series of workshops and activities. These programs encourage youth to take on active roles within their community by increasing communication skills such as public speaking, as well as strengthening their culture and relationship to community.

Four Young Mob leaders from Sydney – Mark Thorne, Yulara Frail, Natasha Thorne and Nardu Welsh – were selected to be members of the Youthchange group. They were fully engaged in the Youthchange process from start to finish and took many proactive steps, including conducting a survey of their peers to bring their perspectives to the strategy deliberations.

They also led the group in Acknowledgment of Country ceremonies, spoke openly of their culture with World Vision Australia executives and board members, and made connections with other youth from very diverse areas.

The participation of the Young Mob leaders was inspirational to behold. Their maturity, willingness to share their experiences and receptivity to the views of others was wonderful. They enhanced the discussions by their presence and added to the group's inclusive and respectful ways of working.

The Youthchange process culminated in June 2013 with the finalisation of the youth strategy and delivery of recommendations to the World Vision Australia executive and board. However, the relationship between the Young Mob leaders and World Vision will go on.

In fact, Yulara Frail will be one of only two World Vision Australia youth representatives to attend the World Vision International Triennial Council in Tanzania in November 2013. The 2013 council will be looking at how participation can add value to the child-focused decision-making of World Vision. It will achieve this by having a special focus on child and youth participation through panel discussions and child-led workshops. At the council meetings, Yulara will get the chance to engage with the highest leaders of our global organisation.

Including Young Mob leaders in the Youthchange group was an indispensable part of the strategy development process and has fostered a greater connection between World Vision Australia and Aboriginal youth. It also demonstrated to all participants how the spirit of reconciliation can be embedded in the life of our organisation to encourage respect, mutual growth and learning.



*Tim Costello with workshop participants*

## RELATIONSHIPS:

# Celebrating National Reconciliation Week

This was the first National Reconciliation Week since the launch of our first RAP in November 2012, so it was a great opportunity for us to celebrate the week and demonstrate our commitment to reconciliation. It was also a time to shine a light on our work within Australia, as our focus is so often overseas.

Through our celebration of National Reconciliation Week, we aimed to educate staff and visitors about its importance, history and origins. It was also an opportunity to express our commitment to reconciliation amongst all Australians and our support of the recognition of Indigenous Australians in the Constitution, and inform staff and visitors about the actions they can take to assist the cause. In addition to participation in reconciliation week activities, staff members were encouraged to demonstrate their support for constitutional change by signing the petition on [recognise.org.au](http://recognise.org.au) and writing to their local MPs.

Our weekly staff devotion is part of our holistic ministry to create the space and time for staff to worship and reflect. During reconciliation week, devotions focused on 'saying sorry and Indigenous spirituality', and were led by Grant Paulson, our Faith and Development Advisor in the Australia Program. This gave staff the opportunity to reflect on Australia's journey towards recognition and explore scriptural references to Indigenous people.

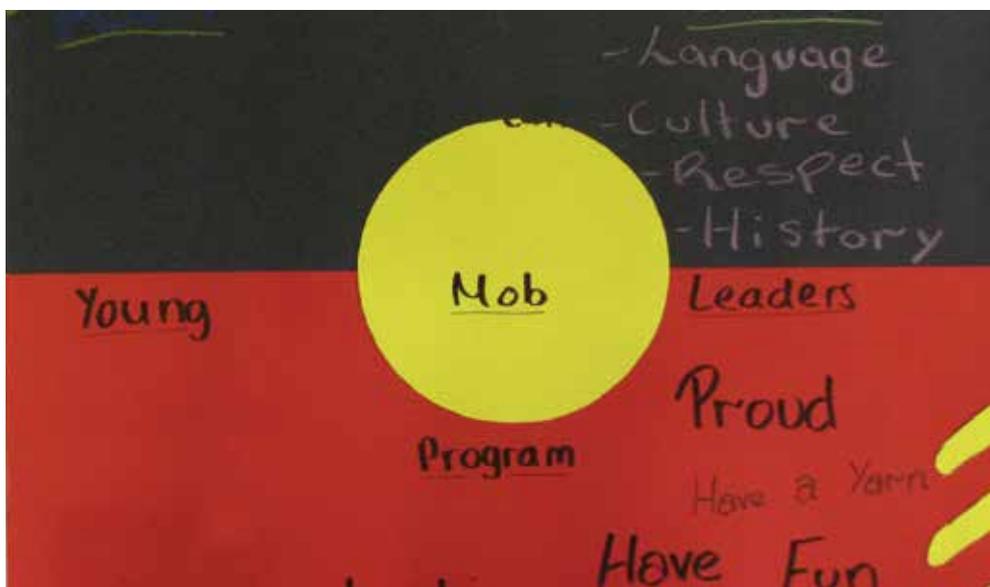
During the week we also launched a short survey to help us gauge staff understanding of Indigenous issues and the

importance they placed on them, as well as providing an opportunity for staff to identify as Aboriginal or Torres Strait Islander. We also introduced the concept and importance of our Indigenous employment strategy and provided an update on its progress.

The creation of a reconciliation week display in the foyer of our head office gave visitors to the building, as well as our own staff, the opportunity to engage and learn. The display featured images and stories of our work with Indigenous communities in Australia as well as information about the history of National Reconciliation Week and the significance of the dates it's built around. It also detailed the actions people could take to support the recognition of Indigenous Australians in the Constitution.

Staff members were given the chance to celebrate Mabo Day by attending a screening of the documentary film *Mabo*. This was a great time for staff to learn more about the historic events that led to the recognition of native title in Australia and reflect on the progress that is still to be made.

Reconciliation week activities and information were publicised via various internal communications media, including an email from our Chief Executive Officer Tim Costello, advertising in news alerts and on our intranet site, posters around the office and a feature in our staff email newsletter "Vision News".



Flag completed in Young Mob Leaders Program workshop with Sydney University. Photo: Michael Anderson/World Vision

## Respect

Recognising the diversity of Indigenous cultures is fundamental. We respect the importance of local and traditional knowledge when working within local contexts. We recognise and respect the profound spiritual connection between the Australian landscape and the ancient cultures of its first peoples. We seek to be respectful of the unique position of Aboriginal and Torres Strait Islander people in our culture and history.

Goal: World Vision Australia demonstrates recognition of, and respect for, Indigenous culture in Australia				
Action	Status	Performance indicator	Progress achieved	Lessons learned
<b>2.1</b> Engage executives and employees in understanding the protocols around Acknowledgement of Country and Welcome to Country ceremonies to ensure a shared meaning behind the ceremonies.	Achieved	Develop, implement and communicate a protocol document.  Acknowledgements given at significant World Vision Australia events, such as devotions, board meetings, Staff Prayer Day, and high-level meetings.	Acknowledgement of Country included at World Vision Australia board meetings, monthly devotions, Staff Prayer Day, and RAP working group meetings. Smoking ceremony included as part of Staff Prayer Day 2012.	Interaction between Christian faith and acknowledgement of other spirituality needs to be considered.
<b>2.2</b> Permanent Acknowledgement of Country on all World Vision Australia buildings.	On track	All World Vision Australia buildings have a form of permanent Acknowledgement of Country.	Research the traditional land owners for each office. Copy of artwork for Burwood office framed and hung in the auditorium.	Great care needs to be taken to ensure the artwork is aligned with the landowners for the region. This has been a time-consuming process.
<b>2.3</b> Communication materials are culturally appropriate, including articles, photos and videos.	Achieved	Policy developed and distributed.	Policy developed and communications staff aware of the policy.	Importance of engaging with the Australia Program team early to enable proper consultation regarding communications issues, such as consents.
<b>2.4</b> Engage employees in cultural learning to increase understanding and appreciation of different cultural backgrounds in order to lay the foundation for other RAP actions.	On track	Initiatives are held by the Australia Program and the RAP working group, and attended by staff.  Approach to cross-cultural training developed.	External cultural training opportunities researched and mapped. Representatives from each World Vision Australia division nominated for Indigenous cultural training.	Difficult to engage staff via large broadcast style training. Need to consider numerous, regular opportunities to create interest, awareness and lessons.
<b>2.5</b> Chief Executive Officer/board actively supports and participates in Indigenous events.	Achieved	Annual review of Chief Executive Officer visibility on Indigenous issues.	During this period, our Chief Executive Officer Tim Costello participated in the following events: <ul style="list-style-type: none"> <li>learning events on Indigenous development organised by the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs;</li> <li>Darwin Church Pastors Conference, August 2012;</li> <li>Shane Howard's concert at Uluru co-presented with the Anungu people, October 2012; and</li> <li>The Journey to Recognition walk, May 2013.</li> </ul> He also wrote a foreword to Anne Forrest Langdon's "Seven Hills", a history of home for Indigenous children in Western Australia.	
<b>2.6</b> Commemorate events such as Sorry Day, NAIDOC Week, and Close the Gap Day.	Achieved	Events are organised and attended by staff and external colleagues.	National Reconciliation Week and NAIDOC Week were acknowledged as part of devotions and additional activities were organised during these periods.	It is important to include a budget for these events to enable successful celebration and acknowledgment.

# Respect: Journey to Recognition walk

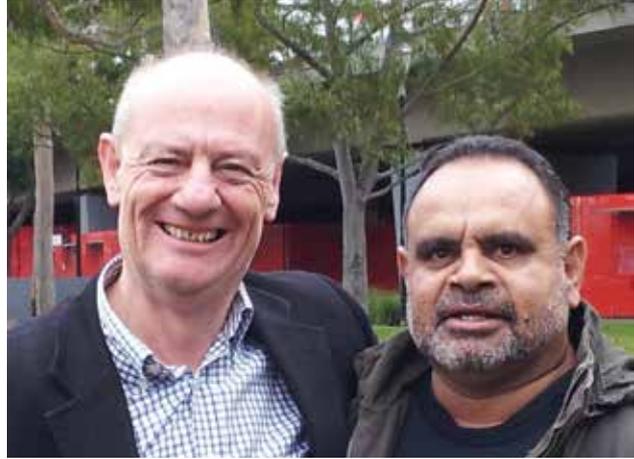
National Reconciliation Week, beginning Sunday, 26 May, saw events nationwide on the theme 'Let's talk recognition'.

Our Chief Executive Officer and some World Vision Australia staff joined many Australians to take the first steps in the Journey to Recognition walk. Indigenous actor and MC Aaron Pederson acknowledged people were there to be part of the journey to "a simple act of humanity" to recognise Indigenous Australians in the Australian Constitution. Political differences were put aside, as Tony Abbott and Jenny Macklin pledged their commitment, while a raft of well-known Aussies and grassroots supporters took the first steps on this historic journey.

Here at World Vision Australia we celebrated and learnt about Indigenous Australian culture.

Staff members were encouraged to fill out a survey coordinated by our RAP working group.

As Indigenous AFL legend Michael Long said: "The journey brings people together ... That's how we're going to make the referendum happen, by everyone playing their role."



*Tim Costello and Michael Long*



*Above: Australians in Melbourne begin the first leg of the Journey to Recognition walk beside and across the Yarra River on 26 May 2013*



*Above: Political leaders, including Jenny Macklin, Tony Abbott, Aiden Ridgeway, Nigel Scullion and Mark Dreyfus, join the Journey to Recognition walk*

## Opportunities

Opportunities must reflect community priorities. We take a strengths-based approach to working with communities and believe that communities must be empowered to define their developmental needs, their problems and their solutions. We encourage a focus on what works, rather than adherence to political, moral and ideological high ground. Opportunities must be responsive and participatory.

<b>Goal: World Vision Australia actively explores opportunities to strengthen reconciliation in Australia</b>				
<b>Action</b>	<b>Status</b>	<b>Performance indicator</b>	<b>Progress achieved</b>	<b>Lessons learned</b>
<b>3.1</b> Implementation of best practice programs in Australia that improve the wellbeing of Aboriginal and Torres Strait Islander people, especially children.	Achieved	Australia Program strategic plan and divisional plans implemented.  Progress report on Indigenous engagement in KIDS HOPE AUS.  Church Relationships team to engage churches and faith-based groups to increase their involvement with Indigenous issues and develop their own RAPs.	The scoping and implementation of numerous projects in Indigenous communities across Australia, including completion of the Community Development and Employment Projects Participatory Monitoring and Evaluation Project with the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs.  Additionally the signing of a Memorandum of Understanding with the Australian Government to work together on system reform.  Plan developed for churches and faith-based groups to increase their involvement with Indigenous issues and develop their own RAPs.	Ongoing evaluation and monitoring of projects and the building of evidence bases is integral to World Vision Australia's work with Indigenous communities.
<b>3.2</b> Investigate the mutually beneficial opportunities that supplier diversity will provide to our organisation.	On track	Review of procurement policies.	Procurement policy has been updated to include a section on diversity and to document the intention to actively consider Indigenous suppliers. The Procurement team has contacted Supply Nation, a non-government organisation promoting Indigenous suppliers throughout Australia. World Vision Australia has agreed to become a member for three years and develop the relationship for mutual benefit.	The discovery of an organisation promoting Indigenous suppliers.
<b>3.3</b> Development of an Indigenous employment strategy.	Achieved	Aboriginal and Torres Strait Islander Employment Strategy developed.	Strategy developed to provide a five-year concept across three phases. The strategy will initially focus on building organisation capability and awareness to enable successful achievements and results. Action items developed for phase one (lasting one year), which will focus on creating a safe environment at World Vision Australia for Aboriginal and Torres Strait Islanders.	Need to ensure involvement of many of our Aboriginal and Torres Strait Islander staff.  Develop a fluid strategy that can be continually changed and improved as lessons are gained.  Create a strategy that focuses on building organisation capability and awareness in order to create a safe environment before focusing on achievements and results.

# Opportunities: Aboriginal and Torres Strait Islander Employment Strategy

The Aboriginal and Torres Strait Islander Employment Strategy is a key action item of our RAP. It aims to create a defined approach to attracting, developing and retaining Aboriginal and Torres Strait Islander staff in order to live out our commitment to reconciliation and our mission as a Christian-based development, relief and advocacy organisation.

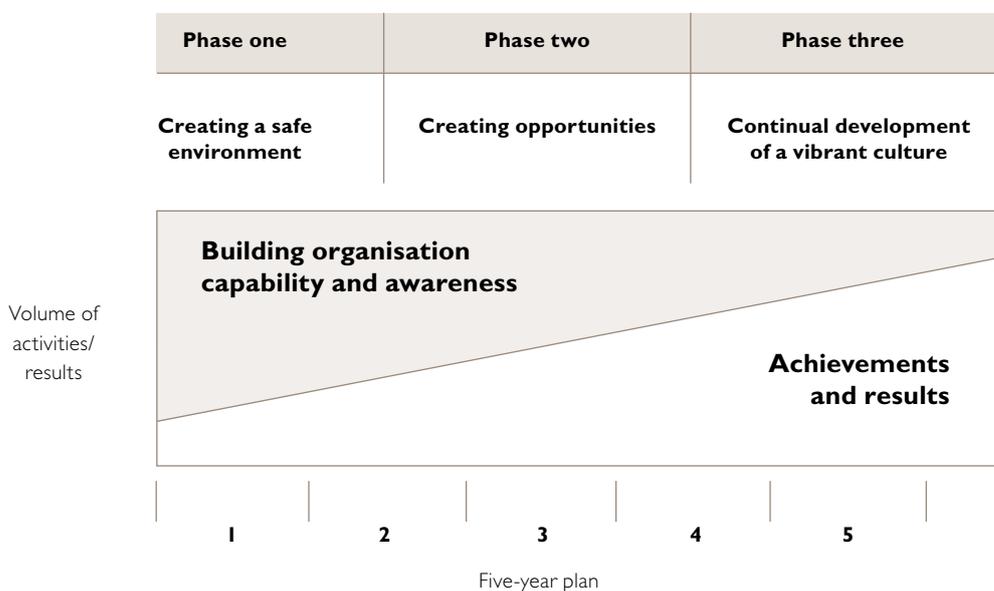
This strategy is designed to be a starting point for World Vision Australia. While we have worked with Aboriginal communities in Australia over the last 30 years to address the causes of poverty, we recognise that as an organisation we are still learning how we can do more internally. The purpose of this strategy, therefore, is to provide a foundation and a framework from which the whole of the organisation can work in order to create a safe environment and opportunities for Aboriginal and Torres Strait Islanders.

The strategy recognises that in order to achieve great results we need to lay strong foundations. Investing time early in the process to build organisation capability and awareness will see achievements and results in the long-term. This will be achieved through the following phases:

**Phase one:** Creating a safe environment

**Phase two:** Creating opportunities

**Phase three:** Continual development of a vibrant culture that supports Aboriginal and Torres Strait Islander employment



In developing success measures for this strategy, it is important to highlight the strategic use of the words 'achievements and results' over other variations like metrics or measures. We do want to attract and retain more Aboriginal and Torres Strait Islander staff. However, we need to look beyond these boundaries to ensure we create opportunities for Aboriginal and Torres Strait Islanders to develop in their careers, regardless of whether this is within or external to World Vision Australia.

For more information please refer to the full strategy document in the Appendix.

# Opportunities: Faith in Reconciliation Toolkit

During the year, World Vision Australia has been working with three church communities in Sydney to build relationships and explore how these churches connect with Indigenous communities. The churches are St Andrews Anglican Roseville, St John's Anglican Mona Vale and Northside Baptist Church in Crows Nest.

St John's is also the only local congregation in the country to have its own RAP. Ryan Wiggins from Reconciliation Australia wanted to understand why so few congregations had taken the time to develop RAPs.

In discussions with the church leadership, it became apparent that reconciliation action plans are business centric and not very accessible for faith communities.

We have decided, therefore, to work with Reconciliation Australia and to consult with churches to develop a way for churches to more readily engage with Indigenous communities in working towards reconciliation.

In April 2013 we facilitated a workshop to discuss the purpose of RAPs with the representatives for the three churches mentioned above, plus Holy Trinity Anglican Church from Baulkham Hills. It became apparent that churches would require a simpler process for engaging in reconciliation activities.

With the lessons gained from this workshop, we have been drafting a Faith in Reconciliation Toolkit.

This toolkit is almost completed and will be presented to these churches for their feedback and adoption in their congregations. The toolkit acknowledges the partnership between World Vision Australia and Reconciliation Australia in drafting the toolkit.

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## Lessons learned

It has been important to explore a much more accessible way for churches to engage with Reconciliation Australia. This approach needs to maintain the rigour of RAPs while being helpful for faith organisations, which are comprised largely of volunteers.

These sorts of relationships take a considerable amount of time to develop. Headway is very slow as we explain the history of contact, the need for reconciliation and the opportunity to build healthy relationships for the future. However, these three churches are committed to doing so and a number of other churches are testing the waters.

With the production of the Faith in Reconciliation Toolkit, I believe we will have a number of other churches in our networks feeling more confident to take on the RAP process. I am also confident that Reconciliation Australia will be able to expand its faith community engagement significantly beyond World Vision Australia's networks. This is a wonderful contribution by World Vision Australia to reconciliation in Australia.

Peter Archer - Advocacy and Church Team, World Vision Australia



Photo: Lucy Aulich/World Vision, taken at a Central Desert Shire crèche

## Tracking progress and reporting

Responsibility for implementing the RAP will be shared across the organisation. The Australia Program and the RAP working group will be responsible for monitoring and guiding implementation of the plan and providing advice to units across the organisation about its implementation.

Action	Status	Performance indicator	Progress achieved	Lessons learned
<b>4.1</b> Monitoring of RAP implementation.	On track	Quarterly monitoring of RAP implementation presented to the executive and board by the RAP working group.  Inclusion of RAP action items in divisional plans.	RAP action items have been included in the 2014 divisional plans. As such there will be monthly oversight of RAP activities through the monthly progress reviews.  The working group also includes monthly monitoring of activities.  Reporting to the board has been annual.	Quarterly reporting not appropriate for the type of long-term changes anticipated by the RAP. Recommend that annual reporting to the executive is more appropriate with bi-annual reporting to Reconciliation Australia and the board.
<b>4.2</b> Report achievements, challenges and lessons learned to Reconciliation Australia for inclusion in the Annual Impact Measurement Report.	On track	RAP progress is reported each year by the RAP working group in the RAP Impact Measurement Questionnaire.	RAP Annual Impact Measurement Report completed and will be provided to Reconciliation Australia along with this report.	It is difficult to see much progress in the type of measures included in the annual impact measurement report in the first year.
<b>4.3</b> 2014 RAP developed.	On track	Board approval of 2014 RAP.	2014 RAP to be presented to the board in September 2013.	Given the long-term nature of the changes anticipated, it is more appropriate to have a two-year timeframe for our action plan going forward.

## World Vision Australia reconciliation week employee poll

During National Reconciliation Week we put together the following poll to survey employee sentiment in relation to a variety of issues. We had an overall response rate of 206 staff – about 40 percent of all World Vision Australia staff, which was fantastic.

Even more importantly, the comments staff included demonstrated an eagerness to be involved in reconciliation activities and some great ideas for the RAP working group. Now it is up to us to harness this enthusiasm for our reconciliation work.

**83 percent of World Vision Australia employees surveyed would like to understand more about Aboriginal and Torres Strait Islander culture**

## Results of the poll

Questions	Yes	No	Unsure	Total
Would you like to understand more about Aboriginal and Torres Strait Islander culture?	172	20	14	206
Do you believe there is prejudice between Aboriginal and Torres Strait Islander people and other Australians in the general community?	184	7	16	207
An important element of our RAP is the development of an Indigenous employment strategy. To start this important work we would like to first understand how many of our current staff identify as Aboriginal or Torres Strait Islander. Do you identify as Aboriginal or Torres Strait Islander?	3	202	2*	207
If a referendum were held today asking the question "should we recognise Aboriginal and Torres Strait Islander people in our constitution", how would you respond?	178	5	21	204
Would you take up new opportunities with World Vision Australia to learn about Aboriginal and Torres Strait Islander culture?	148	21	35	204

\* It is not straight forward

## Some comments from our staff:

*"Thank you for getting it in place, now the important piece is to make it a real and living document for every [World Vision] employee."*

*"I'm not very close to this issue ... but I have trouble coming [to] terms with 'us' forcing our way of life on to 'them'. The very language used in this survey creates an us and them division. They may not want jobs and homes and cars and things that we value. Is that the only option our RAP allows for? Do Aboriginal and Torres Strait Islander people have the right to be left alone and live how they want to live? ... This may not be useful ... this may just be an ignorant rant ... but this is what came up for me while doing this survey."*

*"When I was a teenager I lived in Cairns for a period of time and was the only white person among my Aboriginal and Thursday Islander friends. They embraced me wholeheartedly, without question and I quickly became their sister. I learnt so much about the essence of who these people are but developed a deep sense of shame that they would accept a strange 'Mexican' like myself while my own brethren remained so closed minded and prejudice[d] to the havoc our ancestors caused and any responsibility we have to rectify it. That period of my life left me with a lasting affection for not just that community but for all of our Aboriginal brothers and sisters."*

# World Vision's Australia Program

## Message from Liz Mackinlay, General Manager Australia Program

World Vision, through our Australia Program, is committed to embedding a development approach into Federal Indigenous affairs through the signing of a Memorandum of Understanding between World Vision; the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs, on behalf of the Federal government; and the former Minister of Indigenous Affairs, The Hon Jenny Macklin. World Vision believes that Indigenous people are best placed to determine the development outcomes they value, and we are committed to supporting this in all our efforts.

### Our work with Indigenous communities

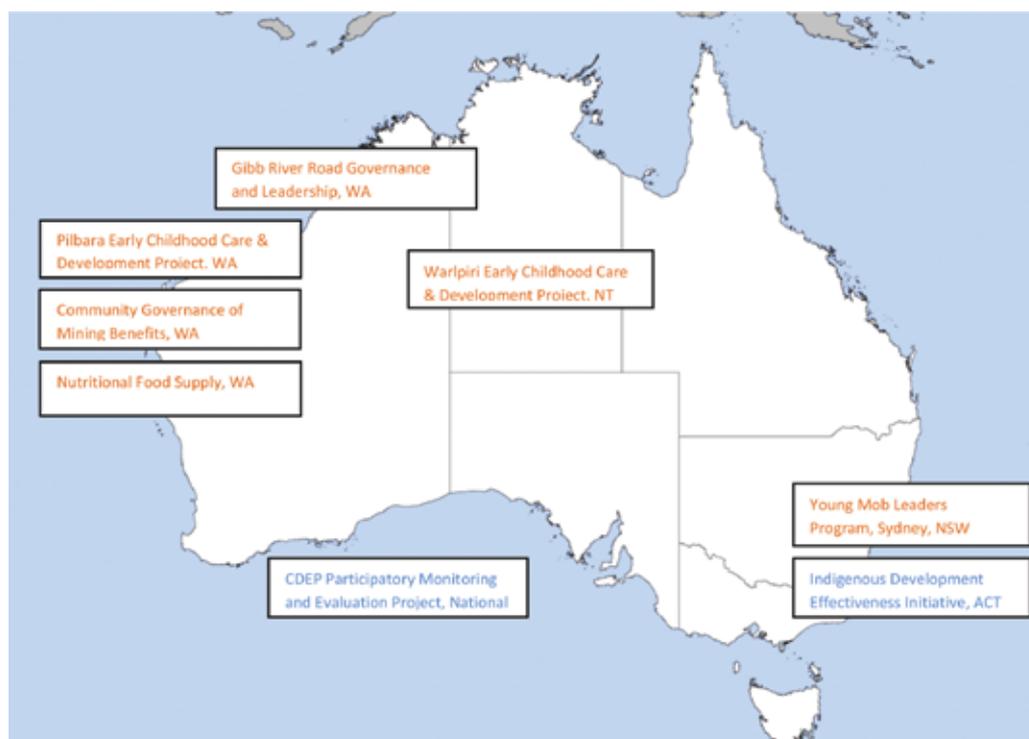
The Australia Program seeks to contribute to positive wellbeing outcomes for children, families and communities by building on our work with communities in Australia and leveraging World Vision's international development expertise in the Indigenous Australian context. It also aims to contribute to building an evidence base.

There is an emerging vision and approach to World Vision Australia's work in Australia. Our Australia Program aims to contribute to establishing a national Indigenous development agenda with Indigenous communities and with governments. The Australia Program seeks to help shape a national narrative to understand, define and call for the conditions required within policy and government systems to support positive change for Indigenous Australians.

In order to have a credible voice in this space, the Australia Program is working alongside Indigenous communities to achieve child wellbeing outcomes in our projects, and aims to contribute and draw on the evidence base for an Indigenous development agenda.

The Australia Program practices a holistic development approach: integrating and leveraging our community-based work, bringing faith and development together; and engaging the broader Australian public and the corporate sector on a journey of change and citizen action.

### Where we work in Australia



*Australia Program  
Projects by state and  
territory, FY2013*

## Our programs

Project	Description
Young Mob Leaders Program	A school curriculum to develop young Indigenous leaders. The project has grown from a public speaking activity into a school curriculum and is now in redesign. World Vision Australia is looking for new partners to take this project into the next phase.
Warlpiri Early Childhood Care and Development	A partnership between World Vision, the Central Land Council and the Warlpiri Education and Training Trust to support Indigenous children and their families to access quality early childhood care and education, information and opportunities. The Warlpiri Education and Training Trust is the major funding partner, contributing money raised through royalties.
Pilbara Early Childhood Care and Development	A partnership between the Martu communities, World Vision Australia and BHP Billiton Iron Ore focused on maternal and child health. World Vision Australia supports Indigenous children and their families to access quality early childhood care and education, information and opportunities.
Leadership, Social and Economic Development Project (Gibb River Road communities, Western Australia)	Funded by the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs to support the Ngallangunda people to identify strengths and design their own community development programs.
Community Governance of Mining Benefits	Working with Karlka Nyiyaparli Aboriginal Corporation and Nyiyaparli traditional owners to look at ways the Nyiyaparli can use the mining benefits for long-term programs that meet community needs.
Community Development Employment Projects Participatory Monitoring and Evaluation Project	Working with five Community Development Employment Projects providers following an invitation by the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs to provide training in participatory monitoring and evaluation. World Vision Australia is strengthening the skills of Community Development Employment Projects providers to create opportunities for work placement and professional development for Indigenous Australians in communities throughout Australia.
Western Desert Nutritional Food Supply Project	The Western Desert Nutritional Food Supply project is a partnership between World Vision and the Martu Trust to improve nutritional food supply in order to improve the health and wellbeing of Martu Communities and their children.
Indigenous Development Effectiveness Initiative	The first initiative under the Memorandum of Understanding on Indigenous Development Effectiveness between World Vision Australia and the Australian Government, which was signed in late 2012. The Indigenous Development Effectiveness Initiative is a strategic initiative to examine, inform and influence government policy and practice and to embed a development approach across the Indigenous Affairs 'system' to enable effective community-driven development with Indigenous Australians.

# Young Mob

## Young Koori leaders strengthened by culture

The Young Mob Leaders Program continues to provide Koori youth in Sydney with opportunities to develop and grow in leadership and life skills.

For the third year running, the annual Young Mob camp brought Aboriginal youth and local elders together for culture, connection and learning. This year it was held in Booderee National Park on the south coast of New South Wales; this area is part of the traditional lands of the Yuin people. Uncle Dave from Campbelltown explains:

**“The camp gives them back their cultural identity. It’s a powerful thing to come back to. This is important for self-esteem.”**

Elders ran bush medicine and bush tucker lessons. They taught spear-making to the boys as part of learning the traditions of men’s leadership roles. The girls too discussed women’s traditional leadership roles, as part of learning the art of weaving and shell-making common to

the south coast region. Everyone came together around the campfire to learn. The Young Mob program has always been about developing youth leadership and public speaking skills. At the camp, youth get the chance to take on more responsibility and step up to demonstrate their leadership skills.

Being called ‘uncle’ or ‘aunty’ is a sign of respect and a way to honour elders in Aboriginal culture. Uncle Dean, who taught the cultural workshops, believes in showing respect to youth in order to teach respect.

It is clear that this approach has a strong impact on the youth. Mark, who got involved in Young Mob through his school, says, “Young Mob, to me, is about being a leader, being a role model, listening, respect and earning respect ... I feel a lot more confident.”

Elders’ personal stories, the importance of making good choices, and conflict resolution skills were also key aspects of the camp. Youth got involved in leadership workshops and celebrated culture with a corroboree\* at the end of camp.

\*A ceremonial meeting of Aboriginal people involving interaction with the Dreamtime through dance, music and costumes.



The Young Mob camp brought Koori youth together with local elders to learn leadership skills and connect with their culture

## Early childhood projects

### Raising up Warlpiri kids

Robyn Lawson is one of a number of inspiring local community members leading efforts to ensure that Indigenous children in the Northern Territory's Warlpiri communities receive early childhood education.

She is a facilitator of the Warlpiri Education and Training Trust Early Childhood Care and Development Project in Lajamanu, which is one of four Warlpiri communities working with World Vision Australia.

As a mum and grandma, Robyn knows how important the playgroups – established as part of this project – are for young children and their carers.

"There are problems when [there is] no playgroup," she says. "[The] child will not settle in [at school] and is really scared. It is really important so a child can feel comfortable and learn properly."

Robyn is also a member of her community's Early Childhood Reference Group, which meets regularly to contribute to the development of local early childhood care activities. Alongside fellow reference group members, she has travelled interstate to see other playgroups in action and gather new ideas.

Motivated to improve her own knowledge and skills, Robyn has recently completed a Certificate III in Children's Services through the Batchelor Institute of Indigenous Tertiary Education.

"I like working ... to raise up children, sharing my skills and knowledge," says Robyn. "I want to see strong families altogether ... better homes, better life, better education, better jobs, to help the people pass it on to their children."



*Inspiring community leader Robyn, with her daughter Margaret and granddaughter Cemiriah. Photo: Bridie Walsh/World Vision*

### Yuendumu women shine at childcare conference

This year, members of the Yuendumu Early Childhood Reference Group proudly presented their childcare story at the Secretariat of National and Indigenous Child Care Conference in Cairns, attended by more than 3,000 delegates.

They explained how they have become a voice for child wellbeing in their community; and how a partnership between the Warlpiri Education and Training Trust, Central Land Council and World Vision is helping their kids to grow up strong and healthy.

The women were joined at the conference by Early Childhood Reference Group members from three other Warlpiri communities involved in the Early Childhood Care and Development project.

Reflecting on the daunting task of presenting in front of so many people, the Yuendumu women said that at first they felt "shame", but that they gained confidence as soon as they started telling their story.

A spokesperson from the Early Childhood Reference group says "we made those people feel proud to listen ... that we are strong ladies [who] can tell our stories about what is happening in our community – especially for little kids through childcare."

Jessica and Mary, facilitators at the Yuendumu playgroup, were among reference group members who presented at the conference. Jessica, aged 21, is the youngest mum in the group and is studying for a Certificate III in Childcare Services. She said the conference was a great opportunity to listen to others and "get more ideas from them ... about childcare, playgroup".

Mary, a grandmother of six, agreed. "It's really important when someone talks about what they do in their community and pass[es] it on to other communities," she added.

Group members were pleased to connect with others at the conference who were also delivering early childhood education in two languages. Playgroup activities at Yuendumu are conducted in both English and Warlpiri – so that the children can learn and retain their local language.

Members of the Yuendumu Early Childhood Reference Group hope to apply some of the ideas they gained from the conference to their childcare and playgroup activities in their community.

"Because we want our kids to be strong, and we want our kids to grow up in education ... we want to support them growing up," says a spokesperson from the Early Childhood Reference Group.

World Vision Australia  
Reconciliation Action Plan  
2013-2015



## Our RAP 2013-2015

Our RAP 2013-15 has been developed by World Vision Australia's RAP working group and was formally endorsed by our board in September 2013.

The RAP working group is represented by staff from all departments to ensure reconciliation is addressed at all levels and in all areas. We recognise the importance of inviting our Indigenous staff to participate in the group or in providing feedback at key steps along the way. With the endorsement of the executive, the RAP working group collaborates with key staff in relevant areas to ensure the RAP is implemented.

This RAP is built around three themes of action proposed by Reconciliation Australia: relationships, respect, and opportunities.

In our first year our goal was to build the right foundations for organisational change. We have commenced this by:

- establishing the RAP working group across the organisation; and
- embedding our reconciliation goals in our business divisional planning process to ensure ongoing commitment across the organisation.

Our goals for our second and third year are to continue to build a culturally safe environment to support reconciliation and to grow our relationships with Indigenous staff, organisations and communities. To recognise the time required to invest in the next stage of our reconciliation journey, the following actions are for a two-year period, from 1 July 2013 to 30 June 2015. We will continue to report on the progress of our RAP annually.

### Relationships

Relationships and trust are instrumental in achieving both effective project outcomes in Indigenous communities and effective results from our business. Relationships take time to develop and nurture. We are committed to long-term relationships with all of the communities that we engage with, both in our projects and within our spheres of influence. We are committed to relationships that are built on collaboration, co-learning and sensitivity to gender, respect and reciprocity.

<b>Goal: World Vision Australia builds relationships with Indigenous communities to help strengthen our capacity for effective Indigenous development and reconciliation</b>			
<b>Action</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Performance indicator</b>
<b>1.1</b> RAP working group active and known in World Vision Australia.	RAP chair	July 2015 (with annual reporting).	Working group meets monthly, commencing October 2012. RAP resources known and available to World Vision Australia staff through inclusion on a World Vision Australia intranet page.
<b>1.2</b> Ensure that Aboriginal and Torres Strait Islander employees are consulted in relation to key activities driven by the RAP working group.	RAP chair	July 2015 (with annual reporting).	Consultation with identified Aboriginal and Torres Strait Islander employees in relation to the Aboriginal and Torres Strait Islander Employment Strategy and organisation-wide events/launches.
<b>1.3</b> Active Indigenous Advisory Group	General Manager Australia Program	Recommendations completed July 2014.	Indigenous Advisory Group to be reviewed, with recommendations arising from the review to be presented to the World Vision Australia board.
<b>1.4</b> Relationships identified and scoped with local Indigenous groups, elders, and traditional owners to facilitate capacity building and knowledge exchange.	RAP chair	July 2015 (with annual update and reporting).	World Vision Australia has identified and scoped key relationships with Indigenous community groups, elders, and traditional owners across Australia and these are to be updated regularly (annually).
<b>1.5</b> Celebrate National Reconciliation Week by providing opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships.	RAP Chair	27th May- 3rd June, 2014	Working group to organise at least one internal event each year to celebrate National Reconciliation Week.

## Respect

Recognising the diversity of Indigenous cultures is fundamental. We respect the importance of local and traditional knowledge when working within local contexts. We recognise and respect the profound spiritual connection between the Australian landscape and the ancient cultures of its first peoples. We seek to be respectful of the unique position of Aboriginal and Torres Strait Islander people in our culture and history.

<b>Goal: World Vision Australia demonstrates recognition of, and respect for, Indigenous culture in Australia</b>			
<b>Action</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Performance indicator</b>
<b>2.1</b> Continue to engage executives and employees in understanding the protocols around Acknowledgement of Country and Welcome to Country ceremonies to ensure a shared meaning behind the ceremonies.	RAP chair	July 2015 (with annual update and reporting).	Develop, implement and communicate a protocol document. Continue to include Acknowledgements of Country at significant World Vision Australia events, such as devotions, board meetings, Staff Prayer Day, and high-level meetings.
<b>2.2</b> Permanent Acknowledgement of Country on all World Vision Australia buildings.	Director of Finance and Corporate Services	December 2013	Complete process so that all World Vision Australia buildings have a form of permanent Acknowledgement of Country.
<b>2.3</b> Communication materials are culturally appropriate, including articles, photos and videos.	RAP chair	December 2013	Policy developed and link included on RAP intranet page.
<b>2.4</b> Engage employees in cultural learning to increase understanding and appreciation of different cultural backgrounds in order to lay the foundation for other RAP actions.	RAP chair	June 2014	Cultural champions identified across the organisation and at least 20 provided the opportunity to attend cultural awareness training.
<b>2.5</b> Chief Executive Officer/board actively supports and participates in Indigenous events.	Development of resource library to support access to cultural learning opportunities.	July 2015 (with annual update and reporting).	Annual review of Chief Executive Officer visibility on Indigenous issues
<b>2.6</b> Commemorate events such as Sorry Day, NAIDOC Week, and Close the Gap Day.	Chief Executive Officer	July 2015 (with annual update and reporting).	Annual review of Chief Executive Officer visibility on Indigenous issues.

## Opportunities

Opportunities must reflect community priorities. We take a strengths-based approach to working with communities and believe that communities must be empowered to define their developmental needs, their problems and their solutions. We encourage a focus on what works, rather than adherence to political, moral and ideological high ground. Opportunities must be responsive and participatory.

<b>Goal: World Vision Australia actively explores opportunities to strengthen reconciliation in Australia</b>			
<b>Action</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Performance indicator</b>
<b>3.1</b> Implementation of best practice programs in Australia that improve the wellbeing of Aboriginal and Torres Strait Islander people, especially children.	General Manager Australia Program and General Manager Advocacy and Church.	July 2015 (with annual update and reporting).	Continue to partner with Indigenous communities in strength-based two-way learning. Progress report on Indigenous engagement in KIDS HOPE AUS. Church Relationships team continue to engage churches and faith-based groups to increase their involvement with Indigenous issues and develop their own RAPs.
<b>3.2</b> Investigate the mutually beneficial opportunities that supplier diversity will provide to our organisation.	Director of Finance and Corporate Services.	July 2015 (with annual update and reporting).	Imbed consideration of Indigenous suppliers in the procurement process, including training of World Vision Australia staff responsible for procurement decisions and documenting reasons for procurement decisions. Continue as a member of Supply Nation and partner with them to provide feedback on range and appropriateness of suppliers for our requirements.
<b>3.3</b> Delivery of phase one of the Aboriginal and Torres Strait Islander Employment Strategy – creating a safe environment.	General Manager People and Culture.	June 2014	All action items included in phase one of the Aboriginal and Torres Strait Islander Employment Strategy delivered.

## Tracking progress and reporting

Responsibility for implementing this RAP will be shared across the organisation. The Australia Program and the RAP working group will be responsible for monitoring and guiding implementation of the plan and providing advice to units across the organisation about its implementation.

Action	Responsibility	Timeline	Performance indicator
<b>4.1</b> Monitoring of RAP implementation.	RAP chair and working group. Director of Finance and Corporate Services through the monthly progress reviews.	July 2015 (with annual update and reporting).	Annual monitoring of RAP implementation presented to the executive and board. Monthly monitoring of RAP action items in divisional plans. Monthly monitoring of activities through the monthly RAP working group meetings.
<b>4.2</b> Report achievements, challenges and lessons learned to Reconciliation Australia for inclusion in the Annual Impact Measurement Report.	RAP chair	July 2015 (with annual update and reporting).	RAP progress is reported each year by the RAP working group in the RAP Impact Measurement Questionnaire.
<b>4.3</b> 2016 RAP developed.	RAP chair	July 2015	Board approval of 2016 RAP.

# APPENDIX 1:

## Aboriginal and Torres Strait Islander Employment Strategy 2013-2018

### Acknowledgement

In the spirit of reconciliation, World Vision Australia acknowledges and pays respect to the traditional owners and elders, both past and present, of the land on which World Vision Australia's offices and operations are located.

### Message from Tim Costello, Chief Executive Officer

Reconciliation is not an event, but a process that takes place over time. It is part of the journey that all Australians are on, and it represents both a challenge and an opportunity for organisations and individuals alike.

World Vision Australia recognises Aboriginal and Torres Strait Islander people as first Australians and acknowledges past injustices that continue to give rise to present inequality and disadvantage. We recognise that these disadvantages continue to contribute to the unacceptable gap in life expectancy between the Indigenous and non-Indigenous populations.

World Vision's Australia Program has been working with Aboriginal and Torres Strait Islander communities since the 1970s. Our focus and commitment to date has been addressing Aboriginal and Torres Strait Islander disadvantage in areas such as early childhood development, governance, economic development and capacity building. Our RAP aims to take this further, ensuring that as a whole organisation we live out our vision, mission and core values in regards to closing the gap between Indigenous and non-Indigenous Australians.

The Aboriginal and Torres Strait Islander Employment Strategy is a key action item of our RAP. It aims to create a defined approach to attracting, developing and retaining Aboriginal and Torres Strait Islander staff in order to live out our commitment to reconciliation and our mission as a Christian-based development, relief and advocacy organisation.

### About World Vision

World Vision is a child-focused, community-based and global Christian organisation serving in response to God's love for all people, especially those who are poor and oppressed, in ways defined by our vision, mission statements and core values. We serve all people regardless of faith. We do not proselytise, use our influence to induce people to convert to Christianity, nor discriminate with regard to people who may participate in our programmes or benefit from our services. We do our work in ways that demonstrate God's love and the gospel of Jesus Christ.

**World Vision Australia vision statement:**

*Our vision for every child, life in all its fullness; our prayer for every heart, the will to make it so.*

**World Vision Australia mission statement:**

*We are a Christian relief, development and advocacy organisation that seeks to transform the lives of children and communities by tackling the causes of poverty.*

**World Vision Australia core values:**

*We are Christian. We are committed to the poor. We value people. We are stewards. We are partners. We are responsive.*

## Overview of strategy

In introducing this Aboriginal and Torres Strait Islander Employment Strategy it is important to highlight the following key points:

- This is a whole of organisation strategy that is not limited to our Australia Program.
- This strategy is aimed at all paid and unpaid (volunteer) staff at World Vision Australia.
- This is a long-term commitment that will take time as it requires a holistic and sustained change in our awareness and proactivity to closing the gap.
- We need to learn as we go and be agile in our approach.
- We need to allow time for consultation with our Aboriginal and Torres Strait Islander staff, communities, partners and other stakeholders.

## Purpose of strategy

This strategy is designed to be a starting point for World Vision Australia. While we have worked with Aboriginal communities in Australia over the last 30 years to address the causes of poverty, we recognise that as an organisation we are still learning how we can do more internally.

The purpose of this strategy, therefore, is to provide a foundation and a framework from which the whole of the organisation can work in order to create a safe environment and opportunities for Aboriginal and Torres Strait Islanders.

While this strategy covers a five-year period, it does not mean we can stop after five years. In addition, it should be stated that this document does not form an organisation policy. On the contrary, this strategy should be viewed as the first step to a continual and ongoing commitment to Aboriginal and Torres Strait Islander employment at World Vision Australia.

It would also be incorrect to predict exactly what we need to do over time to be successful. This strategy should be viewed, therefore, as a fluid and living document, and one that can and should be modified and continually improved based on lessons learned and changes to organisation strategy and direction.

The success of this strategy will lie in individuals and teams across the organisation implementing actions. Therefore this strategy should also be viewed as a framework that will enable others to develop and implement actions of their own in the confidence that they are aligned to an overall organisation direction.

## Our approach

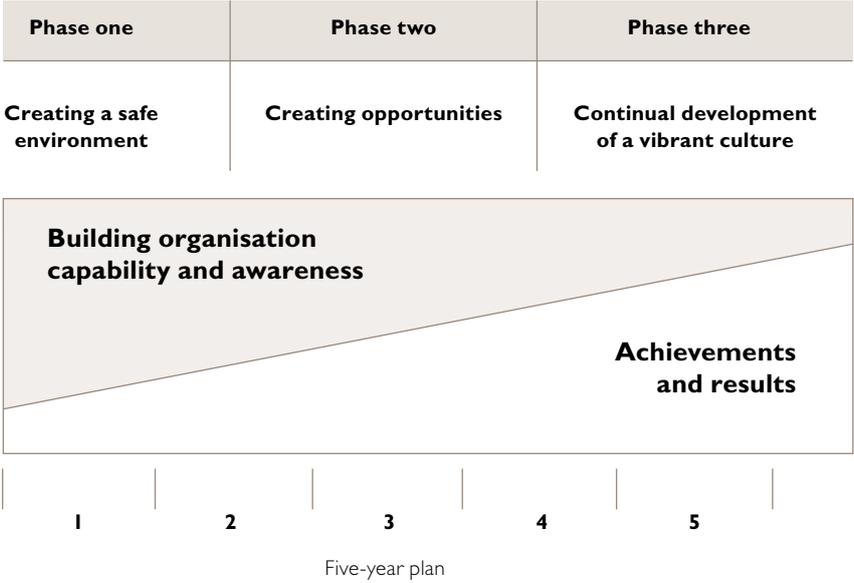
World Vision Australia needs a defined approach to attracting, developing and retaining Aboriginal and Torres Strait Islander staff in order to live out our commitment to reconciliation and our mission as a Christian-based development, relief and advocacy organisation.

This strategy recognises that in order to achieve great achievements and results we need to lay strong foundations. Investing time early in the process to build organisation capability and awareness will see achievements and results in the long-term.

This will be achieved through the following phases:

- Phase one:** Creating a safe environment
- Phase two:** Creating opportunities
- Phase three:** Continual development of a vibrant culture that supports Aboriginal and Torres Strait Islander employment

In developing success measures for this strategy, it is important to highlight the strategic use of the words 'achievements and results' over other variations like metrics or measures. We do want to attract and retain more Aboriginal and Torres Strait Islander staff to World Vision Australia. However, we need to look beyond these boundaries to ensure we create opportunities for Aboriginal and Torres Strait Islanders to develop in their careers, regardless of whether this is within or external to World Vision Australia.



## Phase one

### Creating a safe environment

**DEFINITION:** An environment that is safe for people is one where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience of learning, living and working together with dignity and truly listening.

**VISION -** To build foundations that acknowledge, respect and support cultural differences at all stages in the employee life cycle in order to be seen as a safe environment in which to work by Aboriginal and Torres Strait Islanders.

<p><b>ATTRACT</b></p>	<p>A1. Continue to research what makes a safe environment with Aboriginal and Torres Strait Islander people internally and externally.</p> <p>A2. Create guidelines and a register for having relevant Aboriginal and Torres Strait Islander partners / people on interview panels.</p> <p>A3. Implement standard wording in all job adverts that encourages applications from Aboriginal and Torres Strait Islanders in adverts.</p> <p>A4. Recruitment documentation and processes (eg position descriptions, adverts and applications forms) reviewed by Indigenous staff for cultural appropriateness and recommendations made.</p> <p>A5. Create guidelines for recruiters and hiring managers to assist the development of culturally appropriate recruitment processes.</p> <p>A6. Create guidelines and establish a register for 'recognised' (works with Aboriginal and Torres Strait Islander Australians) and 'identified' (must be filled by an Aboriginal and Torres Strait Islander Australian) positions.</p> <p>A7. Communicate value of Aboriginal and Torres Strait Islander employment to World Vision Australia managers and staff through promotion of the employment strategy.</p>
<p><b>DEVELOP</b></p>	<p>D1. Research and identify external providers who can support Aboriginal and Torres Strait Islanders at World Vision Australia in areas such as training, employee assistance, and development.</p> <p>D2. Identify and create a register of internal and external mentors for Aboriginal and Torres Strait Islander staff.</p> <p>D3. Develop mentor and buddy guidelines with a focus on work readiness, capability and career development.</p> <p>D4. Review and adapt on-boarding toolkits for Aboriginal and Torres Strait Islander employees.</p> <p>D5. Collaborate with Learning and Development around training programs to ensure cultural appropriateness.</p> <p>D6. Identify opportunities and create content for delivering cultural awareness training.</p>
<p><b>RETAIN</b></p>	<p>R1. Integrate culturally specific and appropriate content into exit interview questionnaire.</p> <p>R2. Investigate opportunities to support Aboriginal and Torres Strait Islander staff with cultural leave requirements for sorry business.</p> <p>R3. Promote the co-location of Aboriginal and Torres Strait Islander staff where possible.</p> <p>R4. Create a social forum for Aboriginal and Torres Strait Islander staff to come together.</p> <p>R5. Review human resources systems and policies to ensure they support Aboriginal and Torres Strait Islanders.</p> <p>R6. Identify Aboriginal and Torres Strait Islander speakers for regular staff forums.</p>
<p><b>ACHIEVEMENTS and RESULTS</b></p>	<p>AR1. Implement attract, develop, and retain actions.</p> <p>AR2. Identify baseline measurements.</p> <p>AR3. Define process for ongoing measurement of achievements and results with expected targets.</p> <p>AR4. Develop and approve action items for phase two.</p>

## Phase two

### Creating opportunities

VISION - To create a more knowledgeable, engaged workforce at World Vision Australia, a greater number of Aboriginal and Torres Strait Islander staff and more opportunities for Aboriginal and Torres Strait Islander staff to develop and progress in their careers internally and externally to World Vision Australia.

## Phase three

### Continual development of a vibrant culture

VISION - To be seen as an employer of choice for Aboriginal and Torres Strait Islanders and a leader in Aboriginal and Torres Strait Islander employment as a consequence of the organisation fully embracing this initiative.

## Conclusion

The first steps on any journey are often filled with excitement and trepidation, enthusiasm and anticipation. The development of this Aboriginal and Torres Strait Islander Employment Strategy for World Vision Australia has already presented a huge number of possibilities available to us to make a difference. However, we must balance our excitement and enthusiasm with patience and determination to build foundations for sustained change.

It is hard to predict what the future will look like. Today in Australia we are trying to close the gap through initiatives like this strategy. Therefore we must aim for a future state where the gap has been closed and where we have created an environment and culture that fully embraces, acknowledges and respects Aboriginal and Torres Strait Islander people in the workplace.

Going forward, the Aboriginal and Torres Strait Employment Strategy will be managed by the RAP working group and promoted to the organisation with full executive endorsement.

To the following project team members that have developed this strategy, thanks is given for your time, commitment, efforts and contribution.

**Project Sponsor** – Nathan Callaghan

**Project Manager** – David Marshall

**Aboriginal team members** – Bree Britz, Grant Paulson, Mark Gutchen

**Non-Aboriginal team members** – Claire Benjamin, Leonie Boland, Natalie Wray, Dan Strybosch

