

# INNOVATE RECONCILIATION ACTION PLAN

DECEMBER 2022 – DECEMBER 2024



Cover artwork:

**Jedda**

Yorta Yorta people

*4 Animals, Totem & Tucka, 2021*

The snake represents change, the fish is food, and the kangaroo is clothes and food.  
The turtle is my totem.

**Acknowledgement**

The Victorian Ombudsman pays respect to First Nations custodians of Country throughout Victoria. This respect is extended to their Elders past, present and emerging. We acknowledge their sovereignty was never ceded.

**Accessibility**

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## Message from the Victorian Ombudsman

I am pleased to present the Ombudsman's second Innovate RAP, reflecting my office's ongoing commitment to reconciliation with the First Peoples of Australia. I said in our first RAP this was a journey, and we are far from reaching a destination. But we have made a start. Awareness within the Ombudsman's Office is high, and the commitment of staff is real.



We have been greatly assisted by members of our Indigenous Cadet program, and by the Indigenous representatives on our Working Group. They have made a huge contribution to our understanding of the issues, the practical barriers we need to overcome, and how to keep our aspirations measurable and real, and I thank them for all they have done and I hope will continue to do.

The Victorian Ombudsman provides a free, fair and independent service to all people in Victoria. While the public's awareness of the office is increasing, much more needs to be done to ensure Aboriginal and Torres Strait Islander peoples know how we can help them resolve their complaints with State and local government entities. Increasing that outreach, and seeking to ensure they have confidence in us to handle their complaint fairly, is a key plank in our plan.

Every one of my staff also needs to undertake a reconciliation journey – other elements in our plan are directed to improving understanding and ensuring we are sensitive to cultural issues.

This is not, and will never be, an exercise in 'ticking the box' of a reconciliation plan, but working out how we can make a practical difference, for each of my staff individually and for all of us as an office. It is a long but vital journey for all Australians, and it continues.

Deborah Glass OBE  
**Ombudsman**



## Message from Reconciliation Australia CEO

Reconciliation Australia commends the Victorian Ombudsman on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).



Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for the Victorian Ombudsman to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, the Victorian Ombudsman will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Victorian Ombudsman is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals the Victorian Ombudsman's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations to the Victorian Ombudsman on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer

**Reconciliation Australia**



## The Victorian Ombudsman Acknowledgement of Country

The Victorian Ombudsman acknowledges Aboriginal people as the Traditional Custodians of the land throughout Victoria and acknowledges and pays respect to their Elders, past and present. We acknowledge their sovereignty was never ceded.

The Victorian Ombudsman (VO) further:

- Recognises the distinctive relationship that Aboriginal and Torres Strait Islander people have with local land and waters;
- Regrets past injustices experienced by Australia's Aboriginal and Torres Strait Islander communities including confiscation of traditional lands, and the implementation of policies which had the effect of extinguishing cultural practices, language and culture;
- Supports people of Victoria and Australia working together for the development of a formal instrument of reconciliation; supports Treaty and Yoo-rrook (truth-telling) Commission processes as vital to progressing reconciliation;
- Acknowledges the right of the First Nations peoples of Australia to live according to their own values and customs, subject to Australian law, and is committed to respecting Indigenous sacred sites and significant places;
- Acknowledges the value, significance, diversity and strength of Aboriginal and Torres Strait Islander cultures to the heritage of all Australians, and is committed to working with Aboriginal and Torres Strait Islander people to research local stories and sites of cultural significance, assisting them to record and present their histories;
- Records its appreciation of the initiatives already undertaken by Aboriginal and Torres Strait Islander and non-Indigenous people in assisting the Victorian Ombudsman and the community to understand and appreciate heritage and culture; and
- Commits to consultation on matters of mutual concern with any legitimately constituted group representing Aboriginal and Torres Strait Islander cultures and heritage.



## Our vision for reconciliation

The Victorian Ombudsman's vision for reconciliation is for Aboriginal and Torres Strait Islander people **to trust us** with their complaint and for Aboriginal and Torres Strait Islander organisations **to partner with us** to help facilitate First Nations complaint resolutions.

### How to achieve our vision for reconciliation

We will engage with, learn from, and embed cultures and knowledges of Aboriginal and Torres Strait Islander peoples, communities and organisations so that:

- Complaints from Aboriginal and Torres Strait Islander peoples are at all times handled in a culturally appropriate way;
- Aboriginal and Torres Strait Islander organisations seek to partner with us because we have developed respectful and mutually beneficial relationships with them;
- Learning opportunities for our staff, both to assist them in their work and on their personal reconciliation journey, are created and can be realised.

### Three pillars of success in achieving our vision for reconciliation

We will know that we have succeeded when VO is the organisation where Aboriginal and Torres Strait Islander peoples feel culturally safe and are treated with dignity and respect – as complainants, as staff members and as engagement partners.

Our success in achieving our reconciliation vision will be measured:

**For Aboriginal and Torres Strait Islander Complainants** through the number of complaints we receive from Aboriginal and Torres Strait Islander peoples



**For Aboriginal and Torres Strait Islander Staff** through employment attraction, retention and promotion opportunities

**For Aboriginal and Torres Strait Islander organisations** through engagement partnership opportunities to build trust with Aboriginal and Torres Strait Islander peoples who have a complaint about a Victorian public organisation.



## Measuring Success

We recognise that reconciliation is an ambitious goal, the journey to reconciliation is a cycle of continuous learning, reflecting and reviewing. As such, our RAP will be reviewed annually to ensure relevance and to respond to the changing needs of the Aboriginal and Torres Strait Islander complainants, Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander VO-partnering organisations.



## Our business

The Victorian Ombudsman is an independent officer of the Victorian Parliament. The purpose of the office is to ensure fairness for all Victorians in their dealings with the public sector and to improve public administration. We do not advocate for members of the public or authorities. We form opinions based on evidence and operate in accordance with the *Ombudsman Act 1973*.

Our day-to-day work involves taking complaints from the public about administrative action by state government departments, bodies established by legislation (e.g., WorkSafe, VicRoads) and local councils (and some private organisations acting on behalf of those bodies), making enquiries and resolving complaints informally where possible, and investigating when needed, and making recommendations for change by examining systemic problems in public administration.

The Victorian Ombudsman has state-wide jurisdiction operating from one office in Naarm, Melbourne CBD. Our organisation currently employs 124 people, two of whom (2%) identify as Aboriginal and/or Torres Strait Islander people. In addition to the usual recruitment processes to encourage greater participation by Aboriginal and Torres Strait Islander peoples, our office conducts an annual recruitment process to attract First Nations cadets with the intention to creating training opportunities that can be converted into ongoing employment.

## Our Reconciliation Action Plan

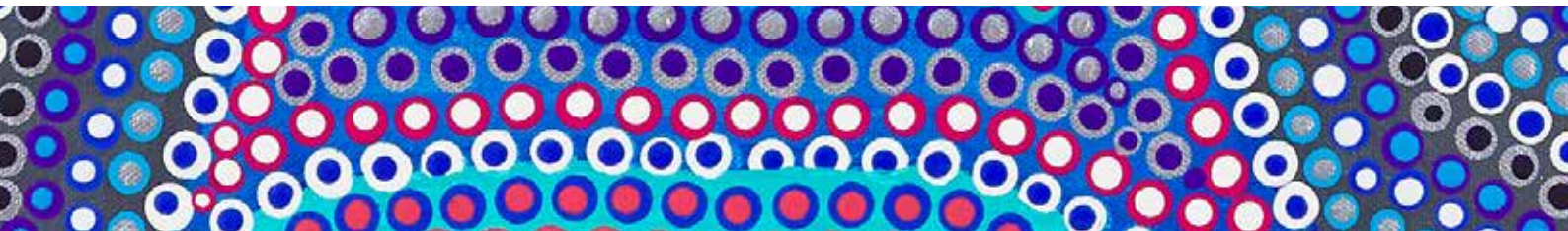
The Victorian Ombudsman aims to engage with, learn from, and embed cultures and knowledges of Aboriginal and Torres Strait Islander peoples, communities and organisations in all aspects of our organisation.

The development of our second RAP recognises and formalises our commitment to engage with Victorian Aboriginal and Torres Strait Islander peoples and converts existing goodwill in the office into action.

## Reconciliation Action Plan Governance

We have formed a working group to develop and implement our RAP. The group is chaired by the Ombudsman and includes staff and external Aboriginal and Torres Strait Islander representatives. The aim of the working group is to:

- advise on the planning, development and implementation of the RAP
- provide guidance to plan community engagement to achieve reconciliation goals and outcomes







- champion awareness raising activities within Aboriginal and Torres Strait Islander communities in Victoria
- provide endorsement at key stages of development and implementation of the RAP
- assist with tracking progress, evaluating and reporting on the RAP.

The working group includes:

- Ombudsman (Chair) - RAP Champion
- Chief Operating Officer
- Director, People and Culture
- Complaints handling staff
- Engagement Officer
- Independent First Nations representative – First Nations Policy Officer – City of Port Phillip
- Independent First Nations representative – First Nations Arts Officer – City of Port Phillip

## Reflect Reconciliation Action Plan

In 2019-20, we finalised actions in our Reflect Reconciliation Action Plan, adopted in 2017. We began developing this, Innovate RAP, focusing on

strengthening relationships with Aboriginal and Torres Strait Islander peoples, and engaging staff and stakeholders in reconciliation.

As part of that development work, in late 2020 and in 2021 we:

- Established a Reconciliation Action Plan Working Group outlined above.
- Shared with staff guides for engagement and consultation with First Nations peoples and for Acknowledgement of Country and Custodians.
- Collaborated with the Victorian Aboriginal Community Controlled Health Organisation to create accessible and culturally-safe brochures and posters encouraging Aboriginal and Torres Strait Islander peoples to use our complaint services.
- Continued our staff cultural training and awareness program, including:
  - organising an online talk by Gumbaynggirr educator and researcher, Lilly Brown on critical cultural competency and racial literacy
  - providing additional cultural safety and awareness workshops

- investing in online Core Cultural Learning: Aboriginal and Torres Strait Islander Australian Foundation course via AIATSIS, which all Ombudsman staff have been encouraged to complete since it was introduced to the office in late 2020, and making the SBS Inclusion program, also accessible to all staff online
- acknowledging Aboriginal and Torres Strait Islander dates of significance in our internal communications and through our social media platforms: Reconciliation Week, Sorry Day and NAIDOC Week.

In 2016 we sought and received permission from Boon Wurrung and Wemba Wemba Elder, Aunty Fay Stewart-Muir to give each room an indigenous name using the Boon Wurrung language. As part of RAP Innovate development, we organised revised signage to display the pronunciation and English translation of indigenous meeting room names.



# RELATIONSHIPS

Victorian Ombudsman recognises that respectful, reciprocal relationships between our organisation and Aboriginal and Torres Strait Islander communities, organisations and individuals are foundational to a meaningful reconciliation journey.

We are committed to developing relationships with Aboriginal and Torres Strait Islander state-wide and community-controlled organisations to guide future reconciliation initiatives. Specifically, this includes partnering with human rights and social justice focused Aboriginal and Torres Strait Islander organisations to reach out to Aboriginal and Torres Strait Islander peoples and encourage them to use VO complaints and conciliation services.

Action	Deliverable	Timeline	Responsibility
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Support and actively encourage staff to participate in at least one internal external event for NRW week each year.	27 May - 3 June (annually)	Director, People & Culture
	Register all NRW events via Reconciliation Australia's NRW website.	May (annually)	RAP Working Group Secretariat
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June (annually)	Head, Communications and Media
	Organise at least one NRW event each year.	27 May - 3 June (annually)	Manager, Engagement, Education and Prevention
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May (annually)	Director, People and Culture
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations	Meet with relevant local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement e.g. Koori Justice Unit.	June 2023	Manager, Engagement, Education & Prevention
	Continue active participation in key First Nations access to justice forums e.g. Victorian Aboriginal Justice Agreement Forum.	December 2024	Manager, Engagement, Education & Prevention
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	Manager, Engagement, Education & Prevention



Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	December 2023 December 2024	Manager, Engagement, Education & Prevention
	Communicate the RAP and our commitment to reconciliation to all internal and external stakeholders.	December 2023 December 2024	Head, Communications and Media
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2024	Manager, Engagement, Education & Prevention
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2024	Director, People & Culture
Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2023	Director, People & Culture
	Develop, implement and communicate an anti-discrimination policy for our organisation.	July 2023	Director, People & Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on the VO anti-discrimination policy.	July 2023	Manager, Engagement, Education & Prevention
	Source suitable training provider to deliver training to senior leaders on the effects of racism.	December 2023 December 2024	Director, People & Culture



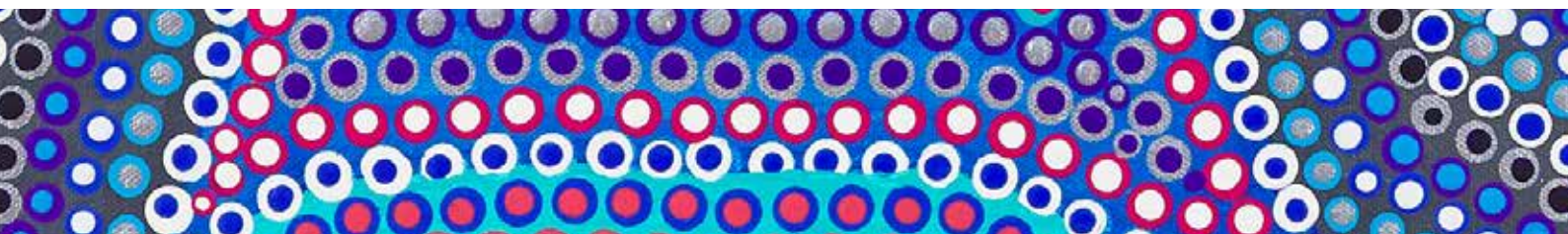


# RESPECT

Victorian Ombudsman is committed to embedding respect for Aboriginal and Torres Strait Islander communities and individuals as a core business value. This includes recognising Traditional Custodians of Country our business operates within, facilitating regular opportunities for staff to learn about First Nations knowledge and lived experiences, and thinking critically about how these experiences are shaped by historic and contemporary interactions with Australian systems of government.

We recognise our understanding and informed action responding to these experiences is an ongoing practice and imperative to establishing trust with the First Nations communities we serve and First Nations organisations we would like to partner with.

Action	Deliverable	Timeline	Responsibility
Engage employees in continuous learning opportunities to increase understanding and respect of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within VO.	July 2023 July 2024	Director, People & Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	April 2023 April 2024	Director, People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander cultural strategy for VO staff, facilitating regular education opportunities across diverse modes of delivery e.g., group workshops, self-paced online learning.	July 2023 July 2024	Director, People & Culture
	Provide opportunities for RAP Working Group members, P&C staff and other key leadership staff to participate in formal and structured cultural learning.	July 2023 July 2024	Director, People & Culture



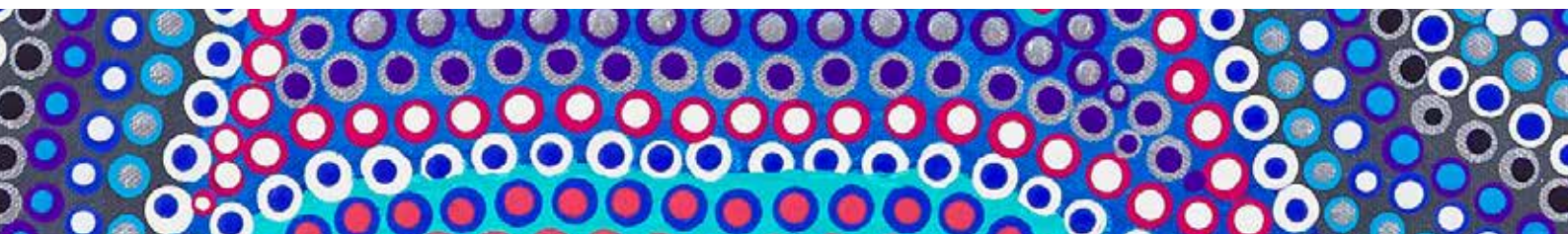


Action	Deliverable	Timeline	Responsibility
Investigate opportunities to increase cultural safety and appropriateness of our materials, programs and services	Undertake a cultural safety survey within our organisation.	July 2023	Director, People & Culture
	Develop VO culturally appropriate documents, develop an outreach plan to promote the materials, including the website and social media.	December 2023 December 2024	Head Communications and Media
	Review potential barriers for Aboriginal and Torres Strait Islander people engaging VO services by applying a cultural safety lens and remedy where possible.	December 2023 December 2024	Director, Complaints
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, including Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	Ensure relevant Traditional Custodians of Country and their Elders are acknowledged at commencement of all formal meetings/events.	December 2022 December 2023 December 2024	Ombudsman
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2022 December 2023 December 2024	RAP Working Group Secretariat
	Increase staff understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgement of Country by providing information and training.	December 2022 December 2023 December 2024	Director, People & Culture
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	December 2022 December 2023 December 2024	Manager, Engagement, Education & Prevention





Action	Deliverable	Timeline	Responsibility
	Include Acknowledgement of Country in all Victorian Ombudsman public reports.	December 2022 December 2023 December 2024	Head, Communications and Media
	Consider additional naming or renaming meeting rooms using Wurundjeri or Boon Wurrung language, in consultation with Traditional Owners.	December 2022 December 2023 December 2024	Manager, Engagement, Education & Prevention
Recognise the importance of Treaty and Truth telling within VO as a means of healing for Aboriginal and Torres Strait Islander people	Organise a guest speaker to talk to staff about truth telling and the Yoo-rrook Commission.	July 2023	Manager, Engagement, Education & Prevention
	Organise a guest speaker to talk to staff about "Treaty" and the First Peoples assembly.	July 2024	Manager, Engagement, Education & Prevention
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event.	First week in July (annually)	RAP Working Group Secretariat
	Review HR policies and procedures and VPS EBA 2020 provisions (and any successor EBA), to ensure there are no barriers to staff participating in NAIDOC Week.	June 2023 June 2024	Director, People & Culture
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week and other key cultural dates, in alignment with VPS EBA 2020 (and any successor EBA) Cultural Leave provisions.	First week in July (annually)	Ombudsman





Action	Deliverable	Timeline	Responsibility
	Promote and provide opportunities for all staff to participate in NAIDOC Week activities.	First week in July (annually)	Ombudsman
	Proactively engage with local NAIDOC Week Committee and seek ways to participate in community NAIDOC events, as appropriate.	First week in July (annually)	RAP Working Group Secretariat



# OPPORTUNITIES

Victorian Ombudsman endeavours to include First Nations representation throughout our organisation's supplier diversity, employment outcomes and engagement strategies. Specifically, we are committed to providing a culturally inclusive workplace and recognise the opportunity to create sustainable opportunities; to build capacity in staff and provide economic opportunities to Aboriginal and Torres Strait Islander peoples and organisations, for an equitable future.

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within VO, inclusive of recruitment, retention and professional development	Expand the membership of VO's governance and oversight committee	December 2024	Chief Operating Officer
	Audit and Risk Management Committee - to include an external member who is an Aboriginal and/or Torres Strait Islander leader.		
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2023 December 2024	Director, People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	December 2023 December 2024	Director, People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2023 December 2024	Director, People & Culture
	Expand the existing Indigenous cadetship scheme to include all Victorian universities, with the view to recruit: <ul style="list-style-type: none"> <li>Indigenous cadetship scheme: three students per annum.</li> <li>Indigenous graduate recruitment: two students per annum.</li> </ul>	December 2023 December 2024	Director, People & Culture
Convert 75 per cent of Indigenous cadetship/graduate placements into ongoing positions, subject to satisfactory performance.	December 2023 December 2024	Director, People & Culture VO Leaders	



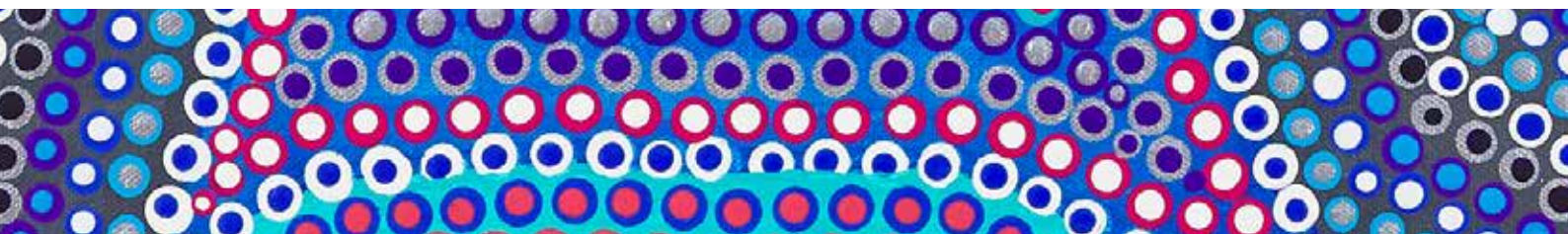


Action	Deliverable	Timeline	Responsibility
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders via eg Koori Mail, National Indigenous Times.	December 2023 December 2024	Director, People & Culture
	Review recruitment and other applicable HR policies and procedures to remove any barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2023	Director, People & Culture
	Provide Aboriginal and Torres Strait Islander staff and supervisors of Aboriginal and Torres Strait Islander staff with access to culturally appropriate mentoring.	December 2023 December 2024	Director, People & Culture
Investigate opportunities to increase complaints from Aboriginal and Torres Strait Islander peoples	Identify and engage with two VO-jurisdiction Aboriginal and Torres Strait Islander organisations, focused on increasing First Nations complainant numbers.	June 2023	Manager, Engagement, Education & Prevention
	Record complainant Aboriginal and/or Torres Strait Islander status to monitor trends in issues and First Nations complainant numbers.	December 2024	Director, Complaints
	Track complaints and investigations data to monitor any increase in complaints from Aboriginal and Torres Strait Islander complainants.	December 2023 December 2024	Head of Governance, Risk & Reporting
	Include Aboriginal and/or Torres Strait Islander complainants data as it relates to VO's complaints and investigations work in community engagement planning and annual reporting.	December 2023 December 2024	Head of Governance, Risk & Reporting





Action	Deliverable	Timeline	Responsibility
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within VO	Investigate Supply Nation membership.	December 2023	Chief Procurement Officer
	Investigate Kinaway membership.	December 2023	Chief Procurement Officer
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2024	Chief Procurement Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2024	Chief Procurement Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2024	Chief Procurement Officer
	Ensure Aboriginal and Torres Strait Islander procured businesses by Council are registered with Supply Nation and/or Kinaway.	December 2023	Chief Procurement Officer
	Review and update VO Social Procurement Framework to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2023	Chief Procurement Officer
	Commit to a one per cent Aboriginal business (as per the Victorian Government definition of an Aboriginal business) procurement target over the next three years.	July 2023 July 2024	Chief Procurement Officer

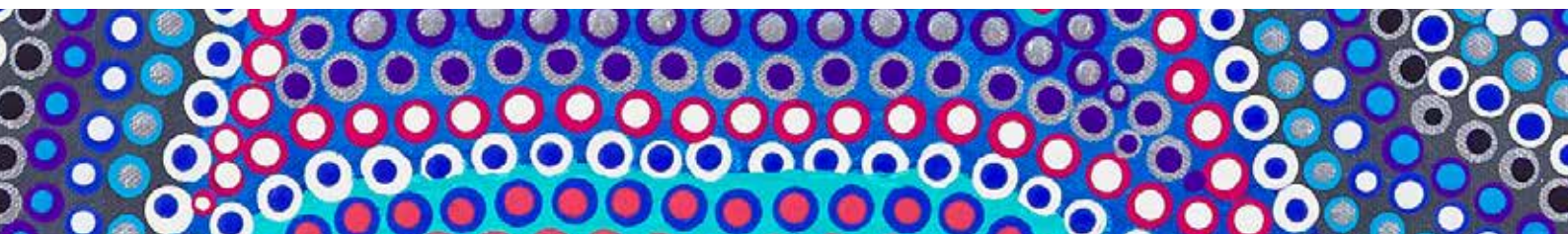


# GOVERNANCE, TRACKING PROCESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive the governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Q1 - Mar 2023 & 24 Q2 - Jul 2023 & 24 Q3 - Sep 2023 & 24 Q4 - Dec 2023 & 24	Chief Operating Officer
	Review and apply Terms of Reference for the RWG.	July 2023 July 2024	RAP Working Group Secretary
	Meet at least four times per year to drive and monitor RAP implementation.	Q1 - Mar 2023 & 24 Q2 - Jul 2023 & 24 Q3 - Sep 2023 & 24 Q4 - Dec 2023 & 24	RAP Working Group Secretary
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	March 2023	Chief Operating Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2023	Head of Governance, Risk & Reporting
	Maintain an internal RAP Champion from senior management.	Q1 - Mar 2023 & 24 Q2 - Jul 2023 & 24 Q3 - Sep 2023 & 24 Q4 - Dec 2023 & 24	Ombudsman
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Q1 - Mar 2023 & 24 Q2 - July	Ombudsman



Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	July 2023 July 2024	RAP Working Group Secretary
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023 August 2024	RAP Working Group Secretary
	Report RAP progress to all staff and senior leaders quarterly.	Q1 - Mar 2023 & 24 Q2 - Jul 2023 & 24 Q3 - Sep 2023 & 24 Q4 - Dec 2023 & 24	Ombudsman
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2024	RAP Working Group Secretary
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023 September 2024	RAP Working Group Secretary
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Working Group Secretary
	Publicly report our RAP achievements, challenges and learnings as part of the VO's annual report.	October 2023 October 2024	Head, Governance, Risk and Reporting





Action	Deliverable	Timeline	Responsibility
Continue our reconciliation journey by developing our next RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	December 2024	RAP Working Group Secretary
	Send draft RAP to Reconciliation Australia for review and feedback.	December 2024	RAP Working Group Secretary
	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2024	RAP Working Group Secretary

**Contact details for public enquiries:**

Email: <[vocomms@ombudsman.vic.gov.au](mailto:vocomms@ombudsman.vic.gov.au)>

Phone number: 1800 806 314



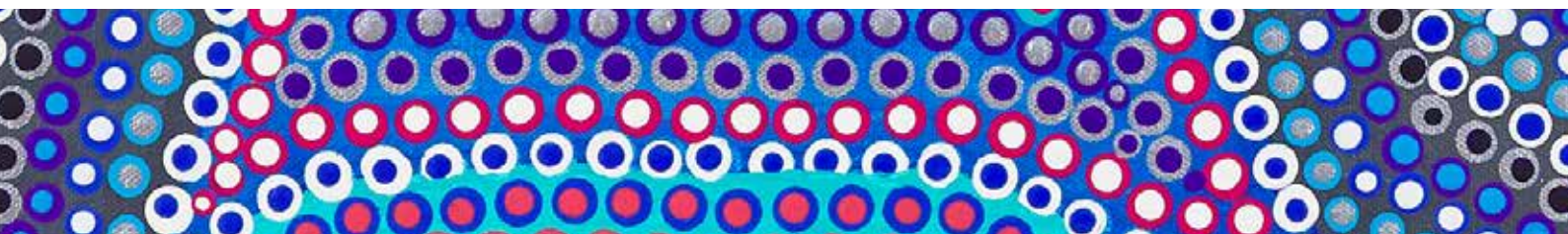


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