



Reflect Reconciliation Action Plan

Advancing reconciliation through relationships,
respect and opportunities

January 2023 – June 2024



Acknowledgement of Country

IBAC acknowledges the Traditional Custodians of the various lands on which we work, and pays our respect to Elders past, present and emerging. We recognise and celebrate the diversity of Aboriginal peoples and their ongoing culture and connections to the lands and waters of Victoria.

Accessibility

If you need this information in an accessible format, telephone **1300 735 135** or email: communications@ibac.vic.gov.au

This document can also be found on our website www.ibac.vic.gov.au

Alternatively, contact the National Relay Service on **133 677** (www.relayservice.com.au).

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Cover Artwork:



‘Coming Together’

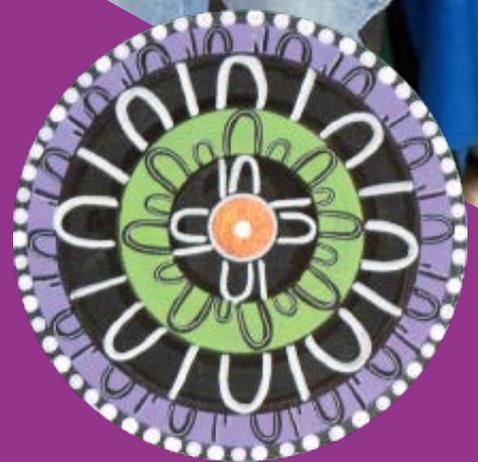
Heather Kennedy

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We are committed to developing our understanding of Aboriginal and Torres Strait Islander languages and cultures and listening to their stories.



Photography:

— Marlo Baragwanath, CEO, IBAC.

Credit: IBAC. Featuring (from left to right) Marlo Baragwanath, Uncle AJ Williams-Tchen and Auntie Heather Kennedy.

CEO message



Marlo Baragwanath
Chief Executive Officer
IBAC

The Independent Broad-based Anti-corruption Commission’s (IBAC) vision is for a public sector and police that acts with integrity for all Victorians.

IBAC recognises the challenges faced by people making a complaint to IBAC, whether these challenges arise from social, economic, or cultural factors, or the perennial challenge of speaking out.

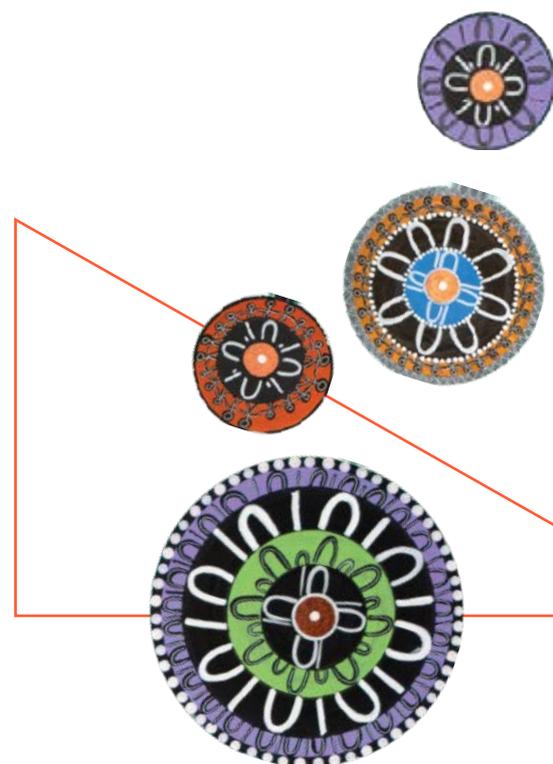
We believe that an important step in developing our connection with the Aboriginal and Torres Strait Islander communities is to build a culturally safe and respectful environment within IBAC to support Aboriginal and Torres Strait Islander people to come forward with their complaints about public sector corruption and police misconduct.

We are committed to supporting, developing and creating a culturally safe workplace for our employees who identify as Aboriginal and/or Torres Strait Islander people to ensure they thrive at work.

We recognise our journey to reconciliation will take time and requires a sustained effort and commitment by all to earn the trust and respect of these communities.

We are committed to developing our understanding of Aboriginal and Torres Strait Islander languages and cultures and listening to their stories.

We are excited to commence our reconciliation journey and look forward to establishing strong partnerships with Aboriginal and Torres Strait Islander communities.





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**This Reflect RAP
enables IBAC
to deepen its
understanding of its
sphere of influence and
the unique contribution
it can make to lead
progress...**



Reconciliation Australia CEO statement



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia welcomes the Independent Broad-based Anti-Corruption Commission (IBAC) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

IBAC joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and

opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables IBAC to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations to The Independent Broad-based Anti-Corruption Commission (IBAC), welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



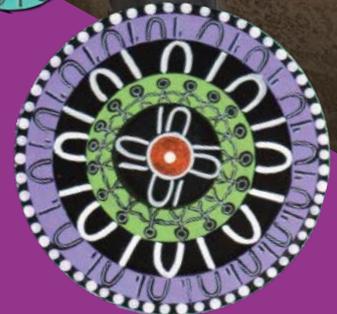


RAP Artwork 'Coming Together'

Auntie Heather Kennedy's artwork 'Coming Together' features on the cover and throughout IBAC's Reflect Reconciliation Action Plan.

Auntie Heather says the artwork aims to show the organisation and community coming together in understanding and connection, the journey towards which IBAC is starting on with this plan. Regarded as the spirit creator of the Kulin nations, the eagle 'Bunjil' is featured centrally to evoke protection of the community and integrity.

Auntie Heather is a Trawalway Plermiernier Bunurong artist based in Victoria. Her art is inspired by her journey and family connections, including stories and memories of what has been passed from her Elders.



Photography:

Credit: IBAC. Featuring Auntie Heather Kennedy presenting her artwork to IBAC during NAIDOC Week 2022.

Our business

The Independent Broad-based Anti-corruption Commission (IBAC) is Victoria's agency responsible for preventing and exposing public sector corruption and police misconduct. Our office is located in Melbourne and our jurisdiction covers the Victorian state and local government, police, parliament and the judiciary.

As Victoria's anti-corruption agency, IBAC:

- > receives complaints and notifications of public sector corruption and police misconduct
- > investigates and exposes serious corruption and police misconduct
- > informs the public sector, police and the community about risks and impacts of corruption and police misconduct, and ways it can be prevented.

We have powers to effectively investigate public sector corruption and police misconduct. IBAC prioritises investigations into allegations of serious or systemic corruption and misconduct and may hold public examinations.

As a result of our investigations, we may:

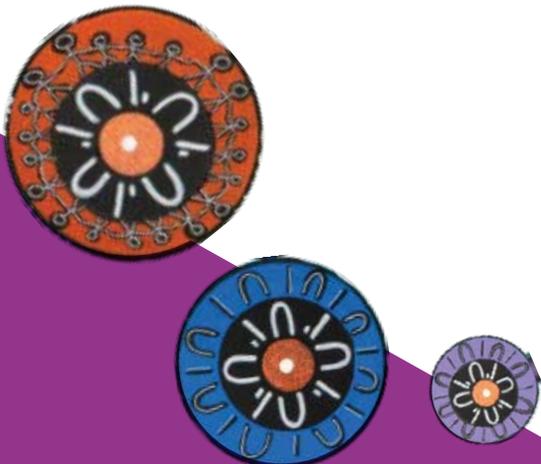
- > bring criminal proceedings or refer matters to the Office of Public Prosecutions
- > make recommendations aimed at preventing further potential corruption
- > publish reports and prevention resources.

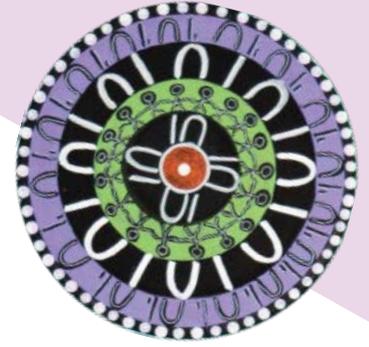
Together with our key partners across the state's integrity system, IBAC also designs, delivers and evaluates a comprehensive range of prevention initiatives to:

- > empower individuals to identify and report corruption
- > support organisations to build effective corruption and misconduct controls
- > strengthen societal norms to create a strong and lasting anti-corruption culture.

IBAC is independent of the government of the day, while accountable to Victorians through the State Parliament. IBAC will always take its obligations, especially in the exercise of its significant powers, seriously.

Currently our organisation employs 250 employees, of which two employees identify as Aboriginal and/or Torres Strait Islander people. We will work within this RAP to determine culturally appropriate ways to attract, recruit and develop career advancement opportunities for prospective and current Aboriginal and Torres Strait Islander employees.





Our RAP

The Reflect RAP is our commitment to beginning our journey towards reconciliation. As part of this commitment, we recently launched our Focus Communities Strategy 2021-23. The strategy focuses on how IBAC interacts with three identified communities including the Aboriginal and Torres Strait Islander communities to ensure IBAC is accessible, accountable and engaged.

IBAC established a Reconciliation Action Plan (RAP) Committee made up of IBAC staff and Aboriginal community Elders who were responsible for developing this Reflect RAP. The committee includes:

- > **Marlo Baragwanath**, Executive Sponsor and CEO,
- > **Madonna O'Brien**, People Culture & Capability project lead
- > **Skye Sampson**, Aboriginal employee representative
- > **Alex Doran**, Manager Communication
- > **Uncle AJ Williams-Tchen** of Girraway Ganyi Consultancy who helped facilitate committee meetings and guide RAP development
- > **Auntie Heather Kennedy**, external committee member and artist commissioned to develop IBAC RAP artwork
- > **Auntie Leanne Sumner**, external committee member

As part of our RAP actions a separate RAP implementation working group (RIWG) will be established to track and deliver on the actions. The RIWG reports into the Diversity and Inclusion (D&I) working group and is supported through IBAC's inaugural D&I Statement and Roadmap. Our RAP champion is Peter Morris (Executive Director Operations and D&I Executive sponsor) who will drive and champion internal engagement and awareness of the RAP.

In 2022-23 budget was approved to support the development of the RAP and participation in cultural activities and events.

IBAC will work to ensure we develop a better understanding and appreciation of Aboriginal and Torres Strait Islander Governance. We acknowledge that Aboriginal and Torres Strait Islander communities have always had their own form of governance that we must respect and understand. This knowledge and understanding is important for our employees due to the implications that traditions, cultural identity, responsibilities within the community and duties may impact upon our employees and clients who identify as Aboriginal and/or Torres Strait Islander people.

In 2020 we introduced Cultural Awareness training to our Operations and Prevention and Communications Divisions. The program was run through Koori Heritage trust and aimed to build Aboriginal cultural competency by developing greater knowledge and appreciation for Aboriginal cultural traditions and a stronger understanding of how to respectfully engage with community members.

To show our respect to the Wurundjeri people of the Kulin Nation as the Traditional Custodians of the land on which our office is located we recently developed and have started to introduce an Acknowledgement of Country to use at meetings.

Following the inception of the D&I working group, IBAC has begun celebrating NAIDOC week, by promoting NAIDOC week events to our staff and encouraging participation and attendance. During the COVID-19 pandemic in 2021, we arranged for employees to attend a socially-distanced walk through the Bunjalaka Aboriginal Cultural Centre's Indigenous gardens at Museum Victoria to discover the plants and waterways of the Aboriginal people of south-eastern Australia and the traditional uses of native plants. In 2022, NAIDOC week celebrations were hosted by external RAP consultant Uncle AJ Williams-Tchen. Our event commenced with a warm Welcome to Country from Wurundjeri Elder, Auntie Joy Wandin, followed by a panel discussion with RAP development committee members, Bunurong Elder Auntie Heather Kennedy, Gunditjmarra Elder Auntie Leanne Sumner and Skye Sampson. The event concluded with the unveiling of our Reconciliation artwork which now hangs proudly in our reception.

Photo of country:
St Kilda Pier, Victoria /
Boon Wurrung Country
Credit: Katharina

Glossary of terms

Reconciliation Ambassadors:

Appointed IBAC team members who actively support and advance reconciliation within their sphere of influence, providing updates on progress at internal meetings and contributing to the development of IBAC wide communications on key reconciliation initiatives.

Aboriginal and Torres Strait Islander Governance:

The structures, systems and processes an Aboriginal or Torres Strait Islander communities use to make decisions, engage in economic and social activities, and define the roles and responsibilities of leaders.

Reconciliation Implementation Working Group:

An internal working group consisting of Reconciliation Ambassadors, who are responsible for reporting on the progress of reconciliation activities to the Project Governance Committee. Will consist of representation from all divisions.





Photo of country:
Bunjil Geoglyph, You Yangs, Victoria /
Wadawurrung Country
Credit: Peter Virag



Our action plan: Relationships

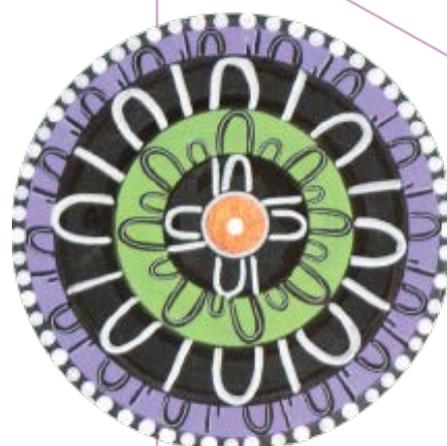
We will build trust and improve our connection with Aboriginal and Torres Strait Islander communities by listening openly and by acknowledging the impact that treatment of Aboriginal and Torres Strait Islander people has had on creating a sense of mistrust in Government and Police. We will establish local connections with Aboriginal and Torres Strait Islander communities and build the capability of our staff to enable more culturally sensitive and supportive interactions. IBAC employees will receive opportunities to hear from members of Aboriginal and Torres Strait Islander communities in impactful and interactive ways to gain a more personal understanding of their obligations as an IBAC employee to Aboriginal and Torres Strait Islander colleagues and clients.

Relationships

Action	Deliverables	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	> Identify and maintain a resource list of Aboriginal and Torres Strait Islander stakeholders and organisations across Victoria and within our sphere of practice and influence.	April 2023	Director Communication and Engagement (DCE)
	> Research best practice principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2024	Director Prevention, Policy & Research (DPPR)
	> Identify and establish working relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	Executive Director Prevention & Communication
2. Build relationships through celebrating National Reconciliation Week (NRW)	> Promote Reconciliation Australia's National Reconciliation Week (NRW) resources and other reconciliation materials to IBAC staff	May 2023	DCE, Director People Culture & Capability (DPCC)
	> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May – 3 June 2023	Diversity and Inclusion (D&I) Executive Sponsor
	> RIWG members to participate in an external NRW event.	27 May – 3 June 2023	D&I Executive Sponsor

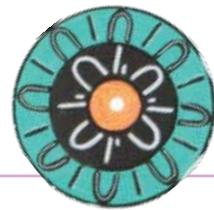
Relationships

Action	Deliverables	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	> Communicate our commitment to reconciliation to internal and external stakeholders through our website.	June 2023	DCE
	> Identify the external stakeholders that our organisation can engage with on our reconciliation journey.	March 2024	D&I Executive Sponsor
	> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2023	DCE
	> Identify key Aboriginal and/or Torres Strait Islander events and professional development activities that IBAC staff can attend to increase IBACs support and commitment towards reconciliation.	May 2023	DPCC
	> Identify and appoint Reconciliation Ambassadors, who will actively seek opportunities to advance reconciliation within their spheres of influence.	February 2023	D&I Executive Sponsor
4. Promote positive race relations through anti-discrimination practices.	> Research best practice and policies in areas of race relations and anti-discriminatory practices.	March 2024	DPPR
	> Conduct a review of PC&C policies and procedures to identify existing anti-discrimination provisions, and future needs	June 2024	DPCC





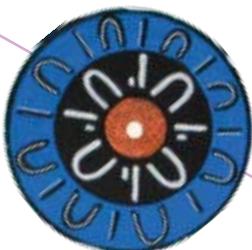
Our action plan: Respect

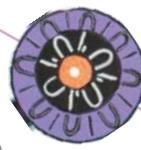
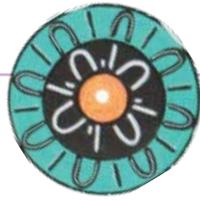


IBAC will continuously seek ways to improve our connection with Aboriginal and Torres Strait Islander communities. This will be achieved through ensuring we adhere to appropriate acknowledgements, and through educating ourselves about sensitivities that may impact on our staff, colleagues and any people we interact with through our operational or corporate work. IBAC will work to find a balance between our statutory obligations and creating a culturally safe space for employees and the Aboriginal and Torres Strait Islander people who interact with our staff and office. Through our interactions we aim to build a safe and respectful environment by valuing diverse backgrounds and treating all members of the community with dignity. As an organisation we commit to learn more about the history of the Aboriginal and Torres Strait Islander peoples, including through education, listening and engaging in open conversations so as to become more welcoming and inclusive for all Aboriginal and Torres Strait Islander people.

Respect

Action	Deliverables	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	> Develop a value proposition for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, governance, knowledge and rights within IBAC.	December 2023	DPCC, DCE
	> Identify all the Aboriginal language groups across Victoria and IBAC's jurisdiction.	March 2023	DCE
	> Investigate potential to invite Aboriginal and Torres Strait Islander community speakers to share knowledge and understanding of Aboriginal languages across Victoria to IBAC staff	April 2023	DPCC
	> Develop a cultural learning resource for staff that showcases the diversity of Aboriginal language groups across Victoria.	December 2023	DPCC
	> Investigate opportunities to increase awareness of Aboriginal and Torres Strait Islander cultures among IBAC staff through the implementation of resources, tools, professional development, projects, programs and events.	December 2023	DPCC





Respect

Action	Deliverables	Timeline	Responsibility
5. (cont.)	> Conduct a review/or audit of cultural learning needs of staff at IBAC, which will inform employee training and resources.	October 2023	DPCC
	> Following the review/audit of cultural learning needs of staff, develop a cultural training framework for various roles and business areas to develop their knowledge of Aboriginal and Torres Strait Islander cultures and contemporary issues. Consider how employees build their knowledge over time by providing opportunities to undertake additional learning.	December 2023	DPCC
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	> Develop an internal resource to assist team members to understand who the local Traditional Owners or Custodians of the lands and waters are within IBAC's operational and funding areas.	April 2023	DCE
	> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, by inviting Aboriginal and Torres Strait Islander stakeholders and community members to share their knowledge with IBAC officers.	July 2023	DPCC, DCE
	> Include a meaningful and sincerely written/verbal Acknowledgement of Country at the beginning of all internal meetings, meetings with external stakeholders or IBAC events.	February 2023	D&I Executive Sponsor
	> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	July 2023	DCE
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	> Raise awareness and share information amongst all IBAC staff of the meaning and significance of NAIDOC Week.	July 2023	D&I Executive Sponsor
	> Promote external NAIDOC events in local areas across Victoria to staff and encourage participation.	July 2023	DPCC
	> Ensure RIWG members participate in at least one external NAIDOC Week event.	July 2023	DPCC
	> Support Aboriginal and Torres Strait Islander employees to attend an external NAIDOC event.	June 2023	DPCC



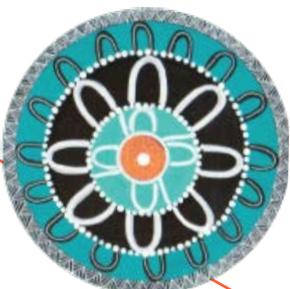
Our action plan: Opportunities



IBAC will seek out opportunities to connect, engage and recruit Aboriginal and Torres Strait Islander peoples within our organisation to foster an organisation that benefits from the diversity of perspectives in our workforce and becomes an employer of choice for Aboriginal and Torres Strait Islander people.

Opportunities

Action	Deliverables	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2023	DPCC
	> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Dec 2023	DPCC
	> Develop an Aboriginal and Torres Strait Islander Employment Framework, to attract, retain and develop career advancement opportunities for prospective and current Aboriginal and/or Torres Strait Islander employees.	September 2023	DPCC
	> Seek opportunities to increase the number of Aboriginal and/or Torres Strait Islander employees at IBAC by at least one over the next 12 months.	December 2023	DPCC
	> Provide Aboriginal and/or Torres Strait Islander employees with an opportunity to have input into a draft Aboriginal and Torres Strait Islander Employment Framework	August 2023	DPCC
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2023	Director Finance and Procurement (DFP)
	> Investigate Supply Nation membership.	May 2023	DFP
	> Review IBAC's existing Procurement Framework to ensure continued alignment with the Victorian Government's Social Procurement Framework (including engagement with indigenous businesses).	December 2023	DFP
	> Make the Procurement framework accessible on the IBAC website and create a page with a simplified procurement overview to assist suppliers, including Aboriginal and Torres Strait Islander businesses, understand the procurement process and respond to requests for quotations.	December 2023	DFP
	> Promote Social Procurement and engagement of Aboriginal and Torres Strait Islander business	December 2023	DFP



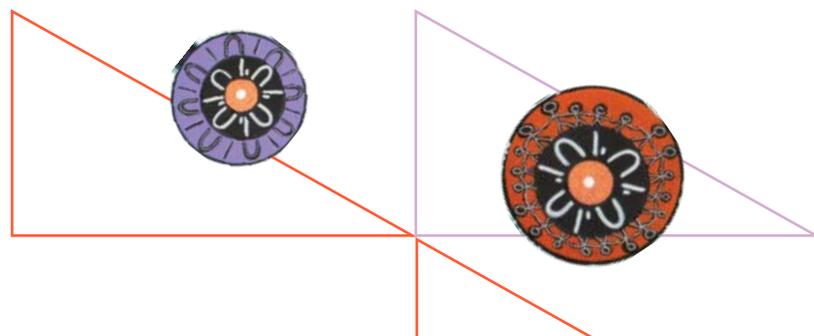


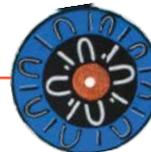
Our action plan: Governance and Tracking

To enable the progress of our reconciliation journey IBAC is committed to applying and maintaining robust governance structures. These structures provide the transparency for the funding, recording, tracking and reporting of our actions and activities.

Governance and Tracking

Action	Deliverables	Timeline	Responsibility
10. Establish and maintain an effective Reconciliation Implementation Working Group (RIWG) to drive governance of the Reconciliation Action Plan.	> Form and maintain a RIWG to govern the RAP implementation and ensure representation from all Divisions.	March 2023	D&I Executive Sponsor
	> Draft a Terms of Reference for the RIWG.	January 2023	D&I Executive Sponsor
	> Ensure Aboriginal and/or Torres Strait Islander representation on the RIWG.	March 2023	D&I Executive Sponsor
11. Provide appropriate support for effective implementation of Reconciliation Action Plan commitments.	> Define and allocate resources including securing adequate funding to successfully implement the Reconciliation Action Plan.	May 2023	DPCC, DFP
	> Engage senior leaders in the delivery of RAP commitments.	Feb 2023	D&I Executive Sponsor
	> Define appropriate systems and capability to track, measure and report on Reconciliation Action Plan commitments.	February 2023	D&I Executive Sponsor
12. Structure internal communication mechanisms to ensure reporting and compliance of the RAP.	> Ensure Reconciliation is an agenda item at every appropriate IBAC meeting where issues surrounding Aboriginal and Torres Strait Islander communities are relevant.	June 2023	D&I Executive Sponsor
	> Appoint Reconciliation Ambassadors to provide updates at appropriate and relevant internal meetings and business unit meetings on the progress of the RAP, including drafting updates for internal newsletters or publications.	February 2023	D&I Executive Sponsor





Governance and Tracking

Action	Deliverables	Timeline	Responsibility
13. Build accountability and transparency through reporting Reconciliation Action Plan achievements, challenges and learnings, both internally and externally.	> Complete and submit the annual Reconciliation Action Plan Impact Measurement Questionnaire to Reconciliation Australia.	Sept 2023	DPCC
14. Continue our reconciliation journey by developing our second Reconciliation Action Plan.	> Register via Reconciliation Australia's website to begin developing our next Reconciliation Action Plan.	February 2024	DPCC



Contact us

Photo of country:
Halls Gap, Victoria / Budja
Budja, Djub Wurrung Country
Credit: FiledIMAGE

Delwen Granville
Director – People, Culture & Capability.
(03) 8635 6104
Delwen.Granville@ibac.vic.gov.au



**RECONCILIATION
ACTION PLAN**

REFLECT

www.reconciliation.org.au



Girraway Ganyi

CONSULTANCY

www.girrawayganyi.com.au



**Strengthening
Victoria's Integrity**

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