

Mingu Gadhaba, 'Beginning Together'

Koori Inclusion Action Plan

Department of Justice



The Victorian Department of Justice acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the land. The department also acknowledges and pays respect to their Elders, past and present.

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Foreword

I'm proud to present *Mingu Gadhaba: Beginning Together*, the Department of Justice's Koori Inclusion Action Plan.

The dialogue generated across the department in the crafting of the *Mingu Gadhaba: Beginning Together* has not only informed the development of this plan, it has been a learning journey in itself. The plan is the result of comprehensive consultation and genuine collaboration between Koori and non-Koori staff, throughout divisions and regions. It has engaged staff at all levels to consider what it means to have a workplace in which inclusion and reconciliation is a shared responsibility.

At Justice, the development of this plan has been an opportunity to build on our strong foundation of inclusive policies, partnerships and programs such as the *Victorian Aboriginal Justice Agreement* and our Koori Employment Strategy. *Mingu Gadhaba: Beginning Together* also presents us with an opportunity to share best practice across the portfolio and to focus our efforts on how we can embed inclusion in a systemic and sustainable manner, in order to deliver tangible outcomes to the Koori community.

This plan responds to the Victorian Government's four guiding principles of: Aspirations, Accountability, Engagement and Inclusiveness, and Partnership – a whole of community approach. Throughout the life of the plan, the department has committed to meeting the challenges of embedding inclusion throughout our systems and processes. We are also committed to ensuring we have evidence to show we are improving service delivery for our Koori clients, and to actively look for opportunities for service improvement. Our ongoing work to strengthen Koori employment and economic participation will also complement the development of an Indigenous economic participation strategy for Victoria. And as always, overarching all these efforts will be the need to continue strengthening and building partnerships with the Koori community.



This focus on partnership, as well as on measureable outcomes, make this plan a crucial point of collaboration between the department and the community. And this partnership theme applies within the department, too – the core vision outlined in this plan could not exist without the knowledge and expertise of staff and stakeholders throughout Victoria's regions.

I would like to thank staff from every division and region across the department who contributed to the development of this Action Plan. I look forward to the journey of learning and implementing systemic change together.

A handwritten signature in black ink, appearing to read 'Penny Armytage'.

Penny Armytage
Secretary

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Executive summary

Mingu Gadhaba: Beginning Together was developed in accordance with the Victorian Government Aboriginal Inclusion Framework, which is a tool to assist government departments in becoming more inclusive of Aboriginal perspectives in the design and delivery of policies and programs, so that Aboriginal Victorians will experience increased access to, participation in and effectiveness of positive services.

Our objective is to improve performance across four key areas:

- **Systemic Koori Inclusion** - how we will implement organisational change to create a shared responsibility for Koori outcomes;
- **Data and Service Improvement** - how we will make evidence-based decisions to create increasingly culturally responsive programs and services;
- **Koori Employment and Economic Participation** - how we will support economic participation through employment and procurement;
- **Communication, Engagement and Partnerships** - how we will increase Koori community knowledge of and engagement with justice services.

Mingu Gadhaba: Beginning Together contains 35 actions and forms part of the Koori Inclusion Action Plan (Action Plan) Project. The project so far has delivered 17 divisional and regional action plans resulting in hundreds of new inclusion activities. Work will commence with statutory authorities and justice agencies in phase two, to champion Koori inclusion across the breadth of the justice portfolio.

Mingu Gadhaba: Beginning Together signals the start of a new journey that the department and the Koori community are beginning together. Our structures, behaviours, culture and values will reflect our respect for the Koori community, the Traditional Owners of the land upon which we now all live and work as Victorians.



Introduction

‘A socially inclusive society is defined as one where all people feel valued, their differences are respected, and their basic needs are met so they can live in dignity.’¹

Mingu Gadhaba: Beginning Together, the Department of Justice’s Action Plan, aims to improve access, participation and effectiveness of justice programs and services to Koories, in order to deliver improved outcomes to the Victorian Koori community. *Mingu Gadhaba: Beginning Together* is a demonstration of the department’s commitment to collaborating with Koori stakeholders, supporting Koori economic participation, and investing in organisational change to systemically embed Koori outcomes as a shared responsibility.

Whole of government commitment

On 24 March 2011 in a speech to mark National Close the Gap Day, the Premier, Ted Baillieu outlined the Victorian Government’s policy intentions in relation to Aboriginal affairs including four guiding principles:

- Aspirations
- Accountability
- Engagement and Inclusiveness
- Partnership - a whole of community approach

The Premier stated that government departments would be required to develop and implement Departmental Action Plans demonstrating how access, participation and effectiveness of programs and services could be improved for Aboriginal Victorians. *Mingu Gadhaba: Beginning Together* has been developed in accordance with the Victorian Government Aboriginal Inclusion Framework, a tool that has been created to frame the review and reform of current practices in relation to how departments do business with, and deliver services to Aboriginal people, families and communities, in order to overcome systemic exclusion. The framework identifies several areas of action and focus, and these are reflected within *Mingu Gadhaba: Beginning Together*.

The actions within *Mingu Gadhaba: Beginning Together* will strengthen the department’s contribution to strategic areas for action under the Victorian Indigenous Affairs Framework.

Development model

Mingu Gadhaba: Beginning Together was developed in early 2012 as part of a whole-of-department collaborative process with internal and external Koori stakeholders. 30 workshops, aimed to foster collaboration, were facilitated across central and regional offices leading to the development of 17 comprehensive divisional and regional Action Plans. Hundreds of staff across the department actively contributed to these plans.

The divisional and regional action plans are tailored to specific work environments and are responsive to the needs of local communities. Each division and region has an Action Plan champion or working group taking the lead in Koori inclusion.

Mingu Gadhaba: Beginning Together is the whole of department Action Plan and acts as a thematic summary of the divisional and regional action plans. The development model of collaboration between Koori and non-Koori staff and stakeholders which recognises inclusion as a shared responsibility, has set the tone for the implementation of this Action Plan.

Project governance

Across government, the Secretaries’ Leadership Group on Aboriginal Affairs will oversee the development and implementation of departmental Action Plans.

The Steering Committee for the Justice Action Plan Project is chaired by Carolyn Gale, Executive Director, Community Operations and Strategy, and membership is comprised of Executive Directors, Regional Directors and their delegates.

Key stakeholders are the Regional Aboriginal Justice Advisory Committee (RAJAC) Chairpersons, and Executive Officers, the Koori Employment Reference Group, the Koori Staff Network, the Aboriginal Justice Forum (AJF) and the Koori Caucus.

¹ Victorian Government Aboriginal Inclusion Framework, 2011.

Scope

Mingu Gadhaba: Beginning Together is an ongoing Action Plan that will be reviewed annually. It is an umbrella document that encompasses targeted Koori policies, programs and services as well as having a strong focus on mainstream functions of the department, and achieving systemic Koori inclusion.

The development of *Mingu Gadhaba: Beginning Together* is phase one of the Action Plan Project. Once the department has embedded the cultural change objective of the project, the focus will shift to statutory authorities and justice agencies. We will work with these agencies to collaboratively build their capacity and strengthen partnership networks to deliver a culturally inclusive and responsive justice service system.

Building on existing strengths

The department has a strong foundation of inclusive policies, partnerships and programs such as our Koori Employment Strategy and the *Victorian Aboriginal Justice Agreement*. The department is a leader in Koori employment and engaging with the Koori community through structures such as the Aboriginal Justice Forum, Regional Aboriginal Justice Advisory Committees and Local Aboriginal Justice Action Committees. *Mingu Gadhaba: Beginning Together* builds on those strengths and partnerships.

Koori Employment Strategy

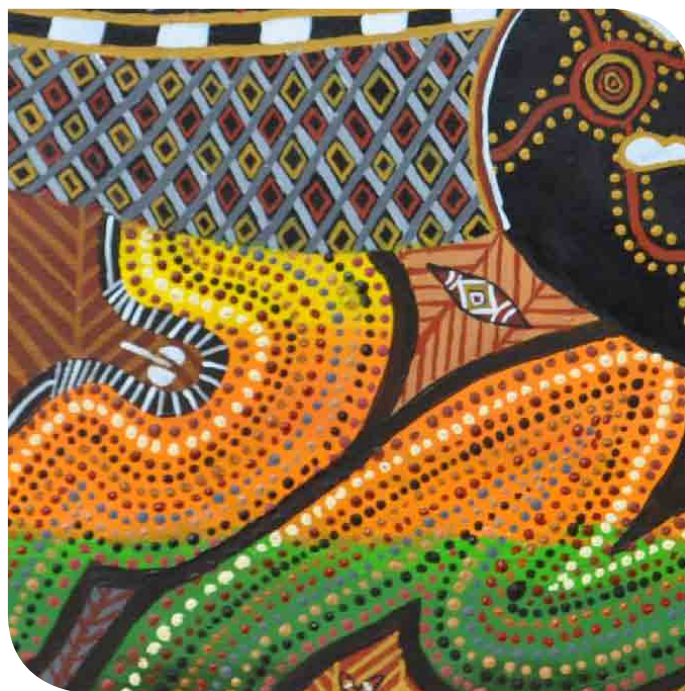
The department has a comprehensive Koori Employment Strategy 2011-2015 and prides itself on its commitment and achievements in increasing Koori employment across all divisions and business units. The department recognises the importance of diversity in the workplace and the value that Koories bring to the Justice Portfolio.

The department's Koori Employment Strategy has a range of initiatives, which focus on:

- active promotion of employment and training opportunities
- supporting career pathways and retention of staff
- developing a Koori friendly workplace
- being an employer of choice.

Over 100 Koories now work in the department in a range of diverse roles including management, policy development, projects, administration and direct service delivery in both Melbourne and regional Victoria.

In addition to the current employment, professional development and retention initiatives, a number of new programs have been developed. These include the Koori Prison Officer Recruitment program, Koori Graduate Recruitment and Career Development Scheme as well as an in-house Koori Cultural Awareness Training Program delivered by the department's Koori cultural awareness training officer.



As of April 2012, the department's Koori workforce represented 1.78 per cent of the department. Building further on its success, the department has set a stretch target of employing Koories to 2.5 per cent of the department's workforce by 2015. The department is committed to continuing to grow, develop and retain its Koori workforce by creating a workplace that is inclusive and inviting to the community.

Aboriginal Justice Agreement

The Victorian Aboriginal Justice Agreement (AJA) is a partnership between the Victorian Government and the Koori community, which has been operating since 2000. The aim of the AJA is to achieve improved Koori justice outcomes by:

- establishing initiatives that deliver accessible justice services
- building infrastructure to help reduce Koori over-representation in the criminal justice system
- maximising participation of the Koori community in the design, development, delivery and implementation of all justice policies and programs that impact on Koories.

The AJA was developed as a Victorian Government response to minimise Koori over-representation in the criminal justice system in accordance with the recommendations of the final report of the *Royal Commission into Aboriginal Deaths In Custody* (1991). The AJA is delivered via a multi-layered structure of partnerships between the Victorian Government and the Koori community, coordinated by the Koori Justice Unit.

The AJF is the peak, statewide coordinating body responsible for overseeing the development, implementation and direction of the AJA. On a regional level, the RAJAC network facilitates the regional implementation of the AJA. A Local Aboriginal Justice Action Committee (LAJAC) network has also been established, to increase participation and ownership of local Koori communities, to offer local solutions to local justice issues.

Nine RAJACs have been established by the department throughout Victoria, each of which is serviced by a full-time Executive Officer who manages the day-to-day activities and planning requirements for the committee and reports to their respective regional director. RAJAC executive officers are based in the regional Justice offices, supporting the Justice regional model to improve government service delivery and accessibility to meet the needs of Victoria's diverse and growing Koori community.

Hunting Kangaroos

Bradley Brown, GunaiKurnai man





Bradley has experimented with the traditional GunaiKurnai artform of line patterns and contrasted this with other techniques such as dots and bold colours to celebrate the diversity in our human and physical landscape. This painting depicts an Aboriginal narrative about strength, hunting and gathering resources to share with the community. The footprints, arrows and circles symbolise the community unified on a journey together.

"Kangaroos are prominent figures in Aboriginal culture and art; they were hunted for food, to craft bones into hunting tools and fur for clothing. 'Hunting Kangaroos' depicts a story about Aboriginal men making and using traditional tools to hunt and gather Kangaroo for their community. The colours in the background represent the diverse landscape of their hunting grounds, the dots are the journey they took to find the Kangaroo and the line work, the spears they carried. This painting shows the strength and ability of the Aboriginal people and our connection to country." *Bradley Brown*

'Mingu Gadhaba' comes from the Taungurung language and means 'Beginning Together'.

The Taungurung language and GunaiKurnai art featured in this Action Plan are representations of Victorian Koori culture and reflect the sentiment of the department's Action Plan. We embrace diversity, and are beginning a journey together, to deliver better outcomes to the Koori community today and into the future.

Systemic Koori Inclusion

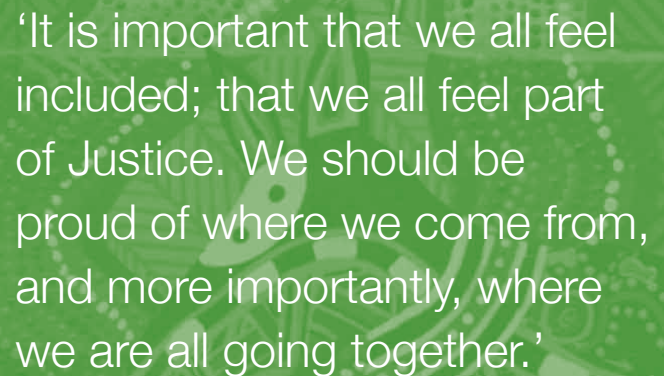
Action Area 1

Why is it important?

One of the key themes from the consultations with the Koori community informing the Victorian Government Aboriginal Inclusion Framework was the need for inclusion to be embedded in government process in order for it to provide inclusive, consistent and accessible services to the Koori community. The department recognises that in order to reach a point where our organisation collectively embraces Koori outcomes as a shared responsibility, inclusion needs to be systemically embedded within our core business processes. When Koori outcomes increasingly become core business for the department, we will then be in a position to achieve sustainable change leading to better justice outcomes for the community.

Where are the opportunities for growth?

By connecting the divisional and regional action plans with their respective business plans, and staff performance development plans, there is real opportunity to achieve systemic Koori inclusion. The divisional and regional plans are comprehensive and span across all program areas. The department is committed to actively strengthening the inclusion of Koori culture throughout the organisation, and recognises the need to include Koori voices in the design, development, implementation and evaluation of policies and programs that directly or indirectly affect the Koori community.



‘It is important that we all feel included; that we all feel part of Justice. We should be proud of where we come from, and more importantly, where we are all going together.’

Nial Finegan, Executive Director,
Regional and Executive Services.

What will we do?	What will success look like?	Who will be responsible?	When will this be achieved?
<p>The Koori Inclusion Action Plan is embedded in organisational structures such as:</p> <ul style="list-style-type: none"> • all business plans • responsibility for actions are included in relevant staff performance development plans • the departmental risk register 	<ul style="list-style-type: none"> • Systemic inclusion will be evidenced through embedding inclusion within our existing business structures; • The Koori Inclusion Action Plan has been added to the Business Planning Toolkit. 	<p>Executive Directors, Regional Directors, Business Unit Directors and Chief Executive Officer's of all Courts and Tribunals</p>	<p>To feature in the 2012-13 business plan and PDP cycle.</p> <p>This process will be ongoing.</p>
<p>The Koori Inclusion Action Plan is a standing agenda item at each regional executive meeting. Regional actions are continually addressed and solutions and corresponding activities are discussed collaboratively amongst the executive team.</p>	<ul style="list-style-type: none"> • Active implementation of regional action plans; • Shared responsibility for Koori outcomes across program areas. 	<p>Regional Directors and Program Managers</p>	<p>July 2012.</p> <p>This process will be ongoing.</p>
<p>The Department will provide key decision makers in the process for making appointments to boards and committees within the justice portfolio with advice on initiatives and approaches to increase Koori representation.</p>	<ul style="list-style-type: none"> • There will be an increase in Koori representation on justice portfolio boards and committees. 	<p>Director, Executive Services, Regional and Executive Services.</p>	<p>June 2013.</p>
<p>Encourage consideration of Koori impact through all evaluation processes with the view of continual improvement in meeting the needs of the Victorian Koori community.</p>	<ul style="list-style-type: none"> • The department's evaluation guide provides prompts to consider system impact on Koories in programs and services evaluated; • Evaluation findings are used to implement strategies and initiatives to improve access, participation and efficacy of programs and services to Koories. 	<p>Director, Planning Performance and Projects Unit, Strategic Projects and Planning</p>	<p>Evaluation Guide launched July 2012.</p>
<p>Provide a detailed implementation report on the Koori Inclusion Action Plan for the Departmental Annual Report and the Victorian Indigenous Affairs Framework.</p>	<ul style="list-style-type: none"> • Completion of internal and external reporting requirements. 	<p>Koori Justice Unit, Community Operations and Strategy</p>	<p>In accordance with reporting timelines.</p>

Data and Service Improvement

Action Area 2

Why is it important?

'Understanding the experiences of exclusion and how it impacts on the lives of Aboriginal people, their families and communities is central to improving government systems and services'². It is important for the department to continue to work with the Koori community to establish an understanding of the enablers and barriers to access and participation in programs and services. The department is committed to the Victorian Government Aboriginal affairs principle of accountability and the notion that we must all be accountable for delivering services that meet the needs of communities.

Where are the opportunities for growth?

The department has an opportunity to increase our understanding of access, participation and effectiveness of program and service delivery to Koories. In particular, we recognise an opportunity to create more cohesive and holistic service access points such as justice service centres, courts and corrections. The department aims to make more efficient use of our resources and strengthen working relationships in order to provide effective coordination of service delivery, and ultimately improved outcomes.

'All Victorians deserve access to high quality, efficient and effective services that work. We are committed to improved justice outcomes for the Koori community through delivering increasingly culturally inclusive and responsive programs and services.'

Carolyn Gale, Executive Director,
Community Operations and Strategy.

² Victorian Government Aboriginal Inclusion Framework, 2011

What will we do?	What will success look like?	Who will be responsible?	When will this be achieved?
<p>Justice service centres and Courts and Tribunals are 'Koori-friendly' environments</p> <p>This can be achieved by:</p> <ul style="list-style-type: none"> display of Aboriginal and Torres Strait Islander flags; an Acknowledgment of Traditional Owners plaque; Aboriginal artworks; naming meeting rooms with Aboriginal language words, or in honour of significant Aboriginal people; front desk staff have participated in cultural awareness training; Aboriginal clients are encouraged to identify, and are given the opportunity to provide feedback on how effective and inclusive the service has been; effective coordination of service delivery is provided; clients receive relevant referrals, are connected to the services they require, and there is a focus on outcomes. 	<ul style="list-style-type: none"> Justice service centres and all Courts and Tribunals will be increasingly Koori-friendly; Client satisfaction surveys and Koori staff surveys are used to measure progress of inclusiveness; There will be greater service coordination; There will be an increased Koori uptake of support services such as Consumer Affairs Victoria, Dispute Settlement Centre, Victims Services, Family Violence Courts Division and Courts Integrated Service Program. 	<p>Regional Directors and all Courts and Tribunals Chief Executive Officers</p>	<p>Initial assessment of inclusiveness to be established by August 2012. Implementation with the view of continual improvement will be ongoing.</p>
<p>Increase relevant Koori data collection with the view of increasing access, participation and effectiveness of programs and services to Koories.</p> <p>This can be achieved by:</p> <ul style="list-style-type: none"> conducting client satisfaction surveys; conducting staff surveys; record Koori participation in justice services; considering how longitudinal data can be collected to assess the effectiveness of justice services and map outcomes. 	<ul style="list-style-type: none"> Client satisfaction and staff surveys are used to celebrate strategies that work, and put strategies in place where necessary to deliver services to the Koori community and Koori staff more effectively; Each region will be able to show Koori participation in the services it offers; Regions and relevant central office business units will work collaboratively to scope where the opportunities are to better measure program and service outcomes for Koories. 	<p>Regional Directors, Business Unit Directors Manager, Koori Employment Team</p>	<p>Ongoing.</p>

What will we do?	What will success look like?	Who will be responsible?	When will this be achieved?
Corrections Victoria will ensure that program development that affects Koori offenders and/or prisoners will continue to be evidence-based through forecasting, research and data analysis that facilitates timely advice to government.	<ul style="list-style-type: none"> Stronger evidence-based policy decisions will improve service delivery in accountability and transparency. 	Director, Policy and Strategy, Corrections Victoria	Ongoing.
Prisons to report on the attendance rates of Koori prisoners in education, training, general programs and work programs. Participation data will be used to regularly assess the effectiveness and relevance of programs offered in prisons.	<ul style="list-style-type: none"> Regional directors, and their respective prison general managers, will record Koori participation rates in prison initiatives, and use this information to inform engagement techniques, and the types of programs that are offered; Koori prisoners will have access to effective, relevant and responsive programs and services within prison. 	Regional Directors Prison General Managers	Reporting to commence in July 2012.
Corrections Victoria will enhance the offender program assessment in order to better address the needs of Koori offenders and prisoners. Program assessments will be more culturally responsive. This will ensure the participation of Koori offenders and prisoners in rehabilitation programs is better targeted to their needs.	<ul style="list-style-type: none"> A more responsive assessment process will result in improved participation and completion of offender rehabilitation programs by Koori offenders and prisoners. 	Deputy Commissioner, Offender Management, Corrections Victoria	Commence July 2012.
Corrections Victoria will build its capacity to deliver rehabilitation programs to Koori offenders under a 'cultural wrap around' model. This model includes: <ul style="list-style-type: none"> an allied health cultural advisor to deliver this support; Koori-sensitive program delivery guidelines. The 'cultural wrap around' model will result in Koori offenders receiving more responsive and inclusive program delivery.	<ul style="list-style-type: none"> Improved program delivery will increase access to and participation in offender rehabilitation programs. 	Deputy Commissioner, Offender Management, Corrections Victoria	Commence July 2012.

What will we do?	What will success look like?	Who will be responsible?	When will this be achieved?
Investigate the options within all Courts and Tribunals to improve the collection of Koori data (employees and service users) to ensure meaningful baseline data exists to support the formation of targeted strategies and initiatives. Stronger data will inform evidence-based future planning decisions.	<ul style="list-style-type: none"> Options for improving data collection agreed. Courts and Tribunals Service delivery decisions will be informed by improved data collection. 	<ul style="list-style-type: none"> Chief Executive Officers' of Courts and Tribunals Manager Koori Programs and Initiatives Team 	Commence July 2012.
Data collected from Gambler's Help agencies and Victorian Aboriginal Health Service identifies the number of Koori service users. Baseline data will provide an understanding of the extent to which the Koories access Gambler's Help services.	<ul style="list-style-type: none"> Koori access data will be provided to the Data and Evaluation Team within Gaming and Racing Division for regular review of access to gambling services by the Koori community. 	Manager, Data and Evaluation, Gaming and Racing	Ongoing.
The department will continue to improve the efficiency of its service delivery in relation to problem gambling. Gaming and Racing Division will consult with Koori community members to gain further insight and understanding into their experience with gambling and surrounding issues.	<ul style="list-style-type: none"> Information from the consultation will translate to key messages to be conveyed through campaigns and improved service delivery. 	Director, Problem Gambling Strategy, Gaming and Racing	Ongoing.
Consumer Affairs Victoria will explore the potential to situate a Koori tenancy worker in Mildura to: <ul style="list-style-type: none"> assist with tenancy application requirements; assist Koori households with maintaining tenancy agreements; develop payment plans for rent; assist with Victorian Civil and Administrative Tribunal tenancy matters; educate landlords and tenants on their rights and responsibilities. 	<ul style="list-style-type: none"> The appointment of a Koori tenancy worker 	Executive Director, Consumer Affairs Victoria	June 2013.

What will we do?	What will success look like?	Who will be responsible?	When will this be achieved?
<p>Koori clients to have access to a targeted Koori mediation service, including trained Koori mediators.</p> <p>Koori Dispute Assessment Officers will also be recruited.</p> <p>These services have the potential to reduce conflict and lateral violence in the Koori community.</p>	<ul style="list-style-type: none"> • There will be increased uptake of Dispute Settlement Centre Victoria Koori-specific services; • There will be a consolidated pool of Koori mediators. 	<p>Dispute Settlement Centre Victoria, Strategic Policy and Legislation</p>	<p>December 2012 (subject to Budget and Expenditure Review Committee bid).</p>
<p>The Koori community will have access to lateral violence workshops.</p> <p>The workshops are intended to build awareness and strategies for dealing with lateral violence.</p>	<ul style="list-style-type: none"> • Delivery of workshops. 	<p>Dispute Settlement Centre Victoria, Strategic Policy and Legislation</p>	<p>Ongoing.</p>



Koori Employment and Economic Participation

Action Area 3

Why is it important?

The department has a strong Koori Employment Strategy and a demonstrated ability to attract, retain and grow Koori employees. It is important that we use this foundation to consider how we can share our expertise to support Koori employment in other justice agencies and contribute to the Victorian Government priority of Koori economic participation and development. It is clear from a wide range of income, investment and labour force indicators that the gap in economic outcomes between Koori and non-Koories is significant.³

Where are the opportunities for growth?

In response to the Victorian Aboriginal Public Sector Employment and Career Development Action Plan, *Kareeta Yirramboi*, the department has made a commitment to employing Koories to 2.5 per cent of our workforce by November 2015. Part of continuing to successfully attract, retain and grow our Koori workforce is dependent on providing a culturally safe workplace. The department has appointed a Koori Cultural Awareness Training Officer to build our capacity as an organisation to support Koori employment and Koori economic participation.

‘The Koori staff in our department contribute to greater cultural understanding for all. This is a department that values Koori employment and this Action Plan will extend us even further in our efforts to support Koori economic participation.’

Antoinette Gentile, Acting Director,
Koori Justice Unit.

What will we do?	What will success look like?	Who will be responsible?	When will this be achieved?
<p>Conduct Koori Cultural Awareness Training for departmental staff and all Courts and Tribunals staff:</p> <ul style="list-style-type: none"> engage Koori Elders, respected persons and community members in the development and delivery of Koori Cultural Awareness Training; where possible, conduct Koori Cultural Awareness training at Koori community centres such as Bunjilaka and the Koori Heritage Trust rather than hiring other facilities. 	<ul style="list-style-type: none"> 25 per cent of all staff will have completed Koori Cultural Awareness Training by December 2013; Certificate IV in Government (Court Services) will have a Koori cultural awareness component. 100 per cent of new registrars will have completed this by 2014; Departmental staff will have increased ability to effectively engage and work with Koori staff and the broader Koori community. 	<p>Koori Cultural Training Officer, Learning and Development;</p> <p>Chief Executive Officers of all Courts and Tribunals</p>	<p>Program to run from 2012-13.</p>
<p>Conduct a Koori staff inclusion survey to establish baseline data that measures Koori staff perceptions of the department's cultural inclusiveness and responsiveness.</p> <p>Where a trend emerges that requires action, relevant policies, programs and procedures will be put in place to meet the needs of Koori staff.</p>	<ul style="list-style-type: none"> Survey conducted in April 2012; Baseline data established and targets set June 2012; Survey to be conducted with the view of measuring change every 6 months. 	<p>Manager Koori Employment Team, Regional and Executive Services</p>	<p>Survey to be conducted, with assessment of frequency to ensure maximum participation.</p>
<p>Attract, retain and grow Koori employees.</p> <p>This can be achieved by:</p> <ul style="list-style-type: none"> collaboration with Koori Engagement Support Officers (KESOs) to provide work experience opportunities to Koori students and promote Justice as an employer of choice; mentoring programs; succession planning; professional development; secondment and shadowing opportunities; quality Performance Development Plans. 	<ul style="list-style-type: none"> By December 2015 2.5 per cent of the Department's workforce will identify as Aboriginal and/or Torres Strait Islander; We will have an increased Koori employee retention rate; We will have an increased proportion of Koori employees in non-identified roles; We will have an increased proportion of Koori employees in positions at a Victorian Public Service Grade 5 or above. 	<p>Executive Directors, Regional Directors, and managers of Koori staff</p>	<p>Koori Employment Strategy 2011-2015.</p>
<p>Koori Court Officers and/or other courts administration staff to fill non-identified roles.</p>	<ul style="list-style-type: none"> Increased intake of Koori Court Officers, and other Koori staff, into the Certificate IV in Government (Courts Services). This qualification and experience increases opportunities to progress into non-identified and higher grade positions. There will be an increased proportion of Koori employees in non-identified roles, and higher grade positions within the Courts division 	<p>Manager, Organisational Change and Development Magistrates' Court</p>	<p>Commence July 2012.</p>

What will we do?	What will success look like?	Who will be responsible?	When will this be achieved?
<p>In line with the Victorian Government's priority to improve Koori economic development and participation, the department will actively consider this priority through all purchasing processes.</p>	<ul style="list-style-type: none"> • Provide checklist in the Procurement Toolbox to prompt consideration of how we can support Koori economic participation; • Update Procurement Process Report templates to include reference to Koori inclusion activities; • Update value for money documentation to include consideration of Koori businesses and minority suppliers; • Update iProcurement to identify Koori business that are members of the Australian Indigenous Minority Supplier Council and the Victorian Indigenous Business Network; • Conduct awareness sessions during Contract Manager Forums regarding the exemption policy and Koori inclusion; • Use Procurement Yammer to build greater awareness of possibilities for Koori procurement; • Investigate clauses for tender documentation that can encourage provisions for Koori inclusion and employment from suppliers - this could apply to both goods and services and capital; • Develop a communications strategy to deliver updated messages of how we can support Koori economic participation throughout purchasing processes and provide guidance to undertake this. 	<p>Accredited Purchasing Unit, Strategic Projects and Planning</p>	<p>December 2012.</p>

What will we do?	What will success look like?	Who will be responsible?	When will this be achieved?
<p>Regional offices will support Koori economic development and participation through procurement.</p> <p>This can be achieved by:</p> <ul style="list-style-type: none"> • promoting the use of the Victorian Indigenous Business Directory; • utilising Koori facilitators, Koori venue hire for meetings and functions, and understanding procurement processes with regards to select tender and minority suppliers. 	<ul style="list-style-type: none"> • The Victorian Indigenous Business Directory will be promoted through regional offices; • Regions will have the details of local and state-wide Koori businesses • Where relevant, meetings are held at Koori venues and/or facilitated by Koori consultants. 	<p>Regional Directors and Finance Managers</p>	<p>Local Koori supplier lists developed by July 2012.</p> <p>Procurement processes are ongoing.</p>
<p>Built Environment and Business Sustainability Unit will request that construction project tenderers consider in their response to the tender brief, the following:</p> <p><i>The Builder will endeavour to employ Indigenous workers to assist in the delivery of the Works, for the duration of the Works, for Private Public Partnerships projects.</i></p> <p><i>For standard delivered major projects, where relevant to local Indigenous issues:</i></p> <ul style="list-style-type: none"> • Consultants where relevant will endeavour to demonstrate that the design of building structures, materials, form and substance respond appropriately and in a culturally significant way, and • Builders where relevant will endeavour to demonstrate an understanding of local issues and provide methods by which the employment of local Indigenous staff can be optimised. 	<ul style="list-style-type: none"> • Construction projects managed by the department will support Koori economic participation and development; • The design of new justice building structures will reflect Koori culture where appropriate; • The requirements will be included in departmental tender documentation. 	<p>Director, Built Environment and Business Sustainability, Strategic Projects and Planning</p>	<p>Commence July 2012.</p>

Communication, Engagement and Partnerships

Action Area 4

Why is it important?

Our communication and engagement with the Koori community, directly impacts on our ability to deliver effective services. By engaging Koories and forming collaborative partnerships, we are able to create a deeper understanding of how to effectively respond to the community's needs. The department actively supports the Victorian Government Aboriginal affairs principle of engagement and inclusiveness; acknowledging that Closing the Gap can only be achieved through a partnership built on genuine engagement with Aboriginal people across this state.

Where are the opportunities for growth?

Evidence suggests that place-based and 'joined-up' service provision improves efficiencies, reduces duplication and delivers better outcomes. We have an opportunity to invest in localised communication and engagement through the development of regional Koori communication strategies. The department will combine our collective experience in forming partnerships and effectively communicating with the community, to improve Koori community knowledge of, and access to justice services which we are committed to delivering in a more coordinated manner.

'The Department of Justice is proud to step up and continue its key role in improving practical outcomes for Victoria's Koori communities. This Action Plan will light the path for better representation of Koori people in the department's communication with Victorians on a range of important issues across media, campaigns, partnerships and online.'

Simon Troeth, Director,
Strategic Communication

What will we do?	What will success look like?	Who will be responsible?	When will this be achieved?
The department will target the Koori community in communications for mainstream programs and services. This can occur through creating Koori specific communication products, or by targeting the distribution of communication products to Aboriginal community controlled organisations, peak bodies and the Aboriginal Justice Forum.	<ul style="list-style-type: none"> The department will create culturally inclusive communication products; The Koori community will have access to clear information about justice programs and services; There will be increased awareness of community safety initiatives and positive support services. 	Director, Strategic Communications, Regional and Executive Services	Commence July 2012.
Each region will have a localised Koori Communications Strategy.	<ul style="list-style-type: none"> All regional staff will have access to a localised Koori Communication Strategy and contribute to increased engagement with the Koori community; Greater engagement is intended to result in increased uptake of justice services. 	Regional Directors	Strategies finalised by September 2012. Implementation is ongoing.
Regions to use outreach as a method for engagement with the Koori community. This can be achieved by: <ul style="list-style-type: none"> at least one designated Koori event with the Justice Bus in each region per annum; Sheriff's fine days and regular visits to local Aboriginal co-operatives; Actively promoting and 'demystifying' justice programs and services through visits to the co-operatives, participating in community events, and presenting key information at RAJAC meetings. 	<ul style="list-style-type: none"> Justice services are actively promoted to the Koori community through outreach. In turn, there will be greater knowledge within the community of what services are available; Regions will record information about how and when they engage with the Koori community. 	Regional Directors	Ongoing.
Create avenues for Koori youth consultation and engagement with justice programs and services. This is particularly important given the young and rapidly growing Koori population in Victoria, to build positive relationships between the department and Koori youth, and to promote the department as an employer of choice.	Regions will establish a youth consultative mechanism such as: <ul style="list-style-type: none"> a Young RAJAC or a youth representative on the existing RAJAC or a regional youth committee in consultation with the Victorian Indigenous Youth Advisory Council. 	Regional Directors	Consultation mechanism confirmed by July 2012. Implementation is ongoing.

What will we do?	What will success look like?	Who will be responsible?	When will this be achieved?
Courts and Tribunals will build stronger relationships with Koori community.	<ul style="list-style-type: none"> • All Magistrates' Courts will have mapped and created partnerships; • Supreme Court of Victoria will develop a community engagement strategy that includes forming strong relationships with Koori Elders and Indigenous Lawyers, particularly in regional locations; • County Court of Victoria will provide opportunities for young Koori people in Shepparton to undertake work experience in the court; • Victorian Civil and Administrative Tribunal will consult with the Koori community through RAJAC's on the development of legislative or policy change; • Coroners Court of Victoria will include Koori representation in publications, and provide links to Koori support services on their website. 	Chief Executive Officers of all Courts and Tribunals	Commence July 2012
Police and Emergency Services Division will develop formal and ongoing partnerships with internal and external Koori stakeholders, Koori community organisations, and justice agencies to deliver improved outcomes to the community through collaboration.	<ul style="list-style-type: none"> • Relevant policy or program development will include consultation with Koori stakeholders; • Police and Emergency Management Division will champion Koori inclusion to relevant justice agencies and emergency services; • Consideration of Koori perspectives will be reflected in Community Surveys, After Action Reviews and Quick Look Reviews. 	Executive Director, Police and Emergency Management, and Emergency Services Commissioner	Commence July 2012.
Engage with the Koori community to increase the awareness of emergency management and community safety through dialogue and information sharing. The department will draw on Koori community's environmental intelligence with regards to avoiding fire and flood danger areas.	<ul style="list-style-type: none"> • The department will strengthen its relationships with the Koori community in relation to safety and emergency management. • Where required the department will work to improve the responsiveness of council planning guidelines and emergency management procedures; 	Executive Director, Police and Emergency Management, and Emergency Services Commissioner	Commence July 2012. Implementation is ongoing.

What will we do?	What will success look like?	Who will be responsible?	When will this be achieved?
<p>Consumer Affairs Victoria (CAV) will commit to continued involvement in high level Koori consultation and planning across all planning areas;</p> <p>The Victorian Aboriginal Legal Service is a long standing member of the Working Together Forum. The Working Together Forum is the key mechanism through which CAV involves community and consumer groups in high level consultation and planning.</p> <p>The Executive Director, CAV convenes quarterly meetings to:</p> <ul style="list-style-type: none"> • identify emerging issues affecting vulnerable and disadvantaged consumers; • canvas ways to work together to ensure all Victorians share in a fair deal. <p>The Minister for Consumer Affairs participates in one meeting per year.</p>	<ul style="list-style-type: none"> • Ongoing invitation to Koori representatives 	Executive Director, Consumer Affairs Victoria	Ongoing.
<p>Under the National Indigenous Consumer Strategy, Consumer Affairs Victoria (CAV) is committed to:</p> <ul style="list-style-type: none"> • promoting basic consumer rights recognised by the United Nations for Indigenous people in Australia; • improving market outcomes for Indigenous consumers; • ensuring Indigenous consumers have equal access to CAV's services; • involvement in high level consultation and planning across all priority areas. 	<ul style="list-style-type: none"> • CAV to report annually on the implementation of the strategy and its objectives to the Ministerial Council on Consumer Affairs; • An extract of that report to be provided to the Koori Inclusion Action Plan central coordination point. 	Executive Director, Consumer Affairs Victoria	Ongoing.

What will we do?	What will success look like?	Who will be responsible?	When will this be achieved?
The Sheriff of Victoria, will continue to feature on Koori radio station, 3KND, to discuss and provide information on the enforcement of warrants by sheriff's officers as they affect Koori Victorians.	<ul style="list-style-type: none"> Regular radio appearances will take place; The Koori community will have targeted access to clear information about fines and the enforcement of warrants. 	Director, Infringement Management and Enforcement Services.	Ongoing.
The Native Title Unit will produce an information sheet providing advice on when to engage with Traditional Owners. This information will be distributed to internal and external stakeholders and justice agencies. This resource will assist justice staff to confidently engage with the Koori community.	<ul style="list-style-type: none"> Distribution of the resource will help to build greater awareness of cultural processes and provide a context for recognition of Traditional Owners in Victoria for agencies and beyond. 	Director, Native Title Unit, Strategic Policy and Legislation	July 2012.

Next steps

Implementation of *Mingu Gadhaba: Beginning Together* will commence in July 2012.

Progress in implementation will be reported to the Action Plan Steering Committee and the Justice Executive Committee on a quarterly basis. Divisions and regions will provide a comprehensive report on their action plans annually and a mid-cycle review of activities in the form of case studies and 'good news stories'. These achievements and related evidence will be shared and promoted through relevant publications from Strategic Communications Branch and the Koori Justice Unit. Progress on the Action Plan Project will also be included in the departmental Annual Report, and reported, via the Secretary, to the Secretaries' Leadership Group on Aboriginal Affairs and the Aboriginal Affairs Taskforce, for inclusion in the Victorian Indigenous Affairs Framework. This information will also be regularly conveyed to the Aboriginal Justice Forum, the Koori Caucus and the department's Koori Staff Network.

Mingu Gadhaba: Beginning Together signals the direction of a new journey that the department and the Koori community are beginning together. Our structures, behaviours, culture and values will reflect our respect for Koori people, the Traditional Owners of the land upon which we now all live and work as a Victorian community.

