



**REFLECT:**  
**RECONCILIATION  
ACTION PLAN**

August 2022- December 2023





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## ART STATEMENT

### How do you make an image of Reconciliation?

Reconciliation is a living, breathing, process of sharing and valuing the traditions and cultural learnings as they are applied today. The body of images used in our RAP is based on cultural workshops and events we have supported to keep traditions of making and knowledge transfer accessible to young people in our region.

The images that appear though the document of dancing, young women's weaving, and the young men's wooden artefact making workshop are examples of reconciling old crafts with young people. The weaving and artefacts tell the current chapter of crafts that connect back to pre-colonial Australia. We use them here as a visual thread through the document to keep the reader aware of the importance of continuity, learning and hope for the future.

Our front cover features Bree, one of our Youth and Family Mentors and former Campbell Page customer. She attended our Youth Centre and participated in our school based career planning for Aboriginal students.

We felt that Bree was the perfect person to represent our Reconciliation Action Plan, not only because of her achievements within the community but also to recognise that if we invest in our young people, we can create more meaningful opportunities and open doors that are too often locked.

# A MESSAGE FROM OUR CEO



**NATALIE TURMINE**  
CHIEF EXECUTIVE OFFICER  
CAMPBELL PAGE

## As CEO of Campbell Page, I acknowledge the Traditional Owners and Custodians of the lands on which we live and work, I pay respect to Elders past, present and emerging.

Each time I think about Acknowledgment of Country, my reflections inspire me to learn more and understand the work we need to do, to truly be respectful of the traditional owners of this land, their country, culture, hopes and dreams. That is why we are formally committing to reconciliation, and I am confident in leading Campbell Page through the process of creating and implementing our Reflect Reconciliation Action Plan (RAP).

Our RAP is about learning, listening, respect, acknowledgement and strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples. We believe reconciliation is of benefit to all Australians and we are committed to be playing our part in making sure we do our best to create culturally safe environments. We hope our genuine efforts to create opportunities to work collaboratively with communities will earn the trust of Elders, knowledge holders and leaders so we can make sure our programs and services are relevant and meaningful.

Since our establishment in 1985, Campbell Page has been a champion for people from all walks of life. We believe in the potential of every person and understand reconciliation is essential to do this well for Aboriginal and Torres Strait Islander people and communities.

There are four key areas of focus in our Reconciliation Action Plan:

1. We commit to strengthening relationships that bring value to Aboriginal and Torres Strait Islander peoples. We believe that this will help us change the way we work to become more collaborative and collective in our thinking and decision-making.

2. We will deliberately create avenues for sharing and listening so that we can build respect and understanding of Aboriginal and Torres Strait Islander people's histories, cultures, rights and knowledge. This will help us to value and understand that the places we live and work hold great meaning to our Aboriginal and Torres Strait team members and their communities.
3. We're committed to finding and creating opportunities so that more Aboriginal and Torres Strait Islander people want to work with Campbell Page and our sphere of influence can deliver even more benefit.
4. And we're committed to creating structures, policies, processes and practices that support all dimensions of reconciliation. We know that our governance must support our ambitions if we are to achieve the change we hope for.

This is an important journey that we're embarking on and one that certainly doesn't stop with the preparation of this plan. This is merely the beginning of our reconciliation journey together and I'm excited to continue to expand our organisational knowledge and each of our team's understanding of Aboriginal and Torres Strait Islander people's history and experiences, their important roles as custodians of land and culture and to embrace these as they guide our story into the future.

I am delighted that our RAP has the opportunity to showcase images and celebrates young Aboriginal people experiencing and learning their culture from Elders and knowledge-holders as they become strong in their culture and confident in their identity. It is also a reflection of the journey that we as an organisation are on, to learn from Aboriginal culture and Elders as we embrace and embed their identity firmly within Campbell Page.

Natalie Turmine  
Chief Executive Officer



# MESSAGE FROM RECONCILIATION AUSTRALIA



**KAREN MUNDINE**  
CHIEF EXECUTIVE OFFICER  
RECONCILIATION AUSTRALIA

**Reconciliation Australia welcomes Campbell Page to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Campbell Page 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 Campbell Page 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 Campbell Page, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.





Cultural exchange at our Mogo Aboriginal Preschool during the launch of their book entitled 'Our Barlings Beach Cultural Day'



## WHO WE ARE...

**We're a not-for-profit organisation whose purpose is to prepare people for work, engage local communities and to create, capture and connect people to jobs**

Since 1985 we've been helping people thrive by getting a job (and keeping it). That's why we deliver a constantly evolving range of community, employment and commercial services from over 80 locations across Queensland, New South Wales, Victoria and South Australia. We currently employ 304 people, 17 of which identify as Aboriginal or Torres Strait Islander people. We have a full-time equivalent workforce of 273, made up from 222 full-time, 71 part-time employees.

## HOW WE HELP...

- Family programs supporting health, wellbeing, mediation, education and employment for parents, children and community;
- Youth services including Aboriginal and Torres Strait Islander cultural learning, career planning, school and community engagement, wellbeing and support;
- Employment services such as Disability Employment Services, jobactive and ParentsNext;
- Developing social enterprises like EcoCrews, which provides paid jobs with accredited training to locals in the Eurobodalla and Bega Valley, to complete critical environmental projects.
- Youth homelessness support including prevention, outreach and crisis residential care;
- Mogo Aboriginal Preschool combining a deep cultural understanding and celebration of our country alongside a high-quality curriculum.
- Local ethical labour hire, Recruitflex, specialising in Aged and Community Care workers for local business along the Far South Coast, NSW.

# OUR RAP JOURNEY



Bega high school students following their dance performance for the Native Bush Tucker and Art program developed in partnership with Campbell Page, Bega high school and local community.

Traditional dance taught by Shaquille Aldridge - Campbell Page Youth & Family Mentor.



## OUR RAP WILL GIVE US TOOLS FOR A MORE AUTHENTIC AND CONCERTED APPROACH

Since our beginnings, Campbell Page made a difference by delivering social resources in our communities including youth centres, crisis accommodation, Employment Services, social work, and mentoring. These are all services we are proud to provide, helping individuals, families, and communities of all cultural backgrounds.

Where we identify need in Aboriginal and Torres Strait Islander Communities, we are guided by Aboriginal staff members to create and provide sensitive and relevant programs. Currently, our Community Services programs have a 50% Aboriginal and Torres Strait Islander participation rate, and we have several Aboriginal and Torres Strait Islander -specific initiatives.

However, we know that assistance, opportunities, support, partnering, listening and helping are not reconciliation – they are planks in the platform, or ingredients in a recipe for something greater. Now is the time for us to hold up and consider those parts and use them to build something more – a plan that allows us as a whole Organisation to contribute to reconciliation.

Our approach requires greater consistency as parts of our Organisation are very solid, working to reconcile cultures and influence communities in all stages of program design and implementation. Other parts still require foundational work to integrate our best practices.

To foster reconciliation across our whole Organisation and sphere of influence we have a very simple plan - adequate resourcing. Our RAP will give us tools for a more authentic and concerted approach. Specifically we will continue our work with specialist Aboriginal cultural advisors such as Callaghan Cultural Consultancy.

We will also build on and establish new relationships with local Aboriginal organisations, communities and individuals to support our commitment to codesign our services.

## LISTENING, LEARNING & MOVING FORWARD TOGETHER

We continue to learn lessons from Aboriginal staff and our programs we have delivered including: the Community Development Program (CDP) on Palm Island; New Careers for Aboriginal People (NCAP) program on the South Coast; our Mogo Aboriginal Preschool; and providing Indigenous Mentors in Employment Services.

All of these opportunities and consultation with our Aboriginal staff members have helped us to develop specific good practices. For example, we endeavour to create Culturally Safe spaces where we provide community activities, we have an Indigenous Community of Practice for Youth workers and we have recruiting guidelines.

However, similarly to the support we offer to the community, we know these are not reconciliation but valuable steps along the journey.

From our CEO through to interns in our Social Enterprise EcoCrews, we will develop systems that lead everyone in the Organisation to actively contribute to reconciliation.

An important part of this is the co-design of resources facilitated by our Reconciliation Working Group (RWG) that will bring together voices in our sphere of influence - the wealth of knowledge from our Indigenous partners, Aboriginal and Torres Strait Islander staff members and our diverse staff.

This way, everyone in Campbell Page will have easy access to relevant materials and be able to consult the RWG as a point of contact for matters of Cultural Safety and reconciliation.

We will use the skills of our Project Management Office, People and Culture, and Marketing Departments to help with the introduction of these initiatives across the business.





Artwork created by Indigenous students at Bega highschool supported by Campbell Page Youth workers.

## OUR INTERNAL INITIATIVES

**At Campbell Page we have always engaged with Indigenous Communities and organisations where we work. Currently we have a range of partnerships and activities spread over our various programs that focus on engaging with Indigenous communities.**

**Internally we listen to Aboriginal and Torres Strait Islander staff and have developed actions that foster Cultural Competency and Safety for our staff and participants.**

**An important part of our Reconciliation Action Plan will be formally embedding how we listen to Aboriginal and Torres Strait Islander staff and knowledge holders from our sphere of influence in programs and procedures across the whole organisation.**

### CULTURAL SAFETY

Our Community Services team has been working with Paul Callaghan of Callaghan Cultural Consultancy since 2017. The work commenced with a Cultural Competency Assessment and the development of our Aboriginal Cultural Capability Framework.

This framework and Paul's mentoring has strategically guided our practice, training and project development since.

Our current work with Paul is focused on assessing the impact of this framework and setting strategic goals for the next 5 years. An important outcome is the design of processes that ensure Culturally Safe facilitation for our Aboriginal and Torres Strait Islander team and our wider team to ensure optimum opportunities for safe learning, sharing, dreaming and co-design.

### ACKNOWLEDGMENT OF COUNTRY

Our standard procedure is that all meetings are started with an Acknowledgement of Country or Welcome to Country as appropriate. We have a poster that is displayed at our offices and on our website. The text is included in our email signature.

### CULTURAL COMPETENCY

Our onboarding induction includes materials addressing Cultural Competency. We deliver Cultural Immersion Training for key influencers within the Organisation. Employees in our Natural Resource Management Social Enterprise undertake Cultural briefings from local Indigenous knowledge holders.

### CONSULTATION WITH INDIGENOUS KNOWLEDGE HOLDERS

Inclusion of Aboriginal and Torres Strait Islander staff in designing Service Delivery Models for Community Services and Employment Services programs.

Consultation of Aboriginal and Torres Strait Islander customers in relevant programs on Cultural Safety and service delivery.

An Indigenous Community of Practice within our Youth and Families team. This group provides Cultural Support to one another and identifies emerging needs within the local communities and are encouraged to develop delivery responses.

This Community of Practice also help us amplify Aboriginal and Torres Strait Islander perspectives to the broader Organisation. This is currently being modified to include other community-facing Aboriginal and Torres Strait Islander staff with plans to create a similar forum for all Aboriginal and Torres Strait Islander staff.

## OUR EXTERNAL INITIATIVES

**To support our Aboriginal and Torres Strait Islander communities we offer a range of services by partnering with Aboriginal and Torres Strait Islander organisations or by developing our own programs.**

- Partnering with Katungul Aboriginal Medical Service since 2007 to co-design and deliver health and wellbeing programs.
- Partnering with Warrigal Employment (Illawarra Aboriginal Corporation) to support Aboriginal clients commence and complete vocational training in the Bega Valley and Eurobodalla since 2021. The Barranggirra Mentor Program operates from our premises in the Bega Valley.
- Mentoring and support for Indigenous jobseekers in the jobactive program in the Illawarra and Shoalhaven. We offer small group activities and one-on-one support for jobseekers at all stages of their employment journey.
- Employment Services outreach within the Wreck Bay Community delivers access to Employment Services appointments and advice from Employment Consultants and Indigenous Mentors.
- Our Workforce Solutions Employment Brokers regularly work with employers to place Aboriginal and Torres Strait Islander candidates. In 2021, 122 Aboriginal and Torres Strait Islander people were helped into brokered positions.
- We have operated the Mogo Aboriginal Preschool on behalf of the community since 2009. We continue to partner with Mogo Local Aboriginal Land Council and the Mogo Aboriginal community to build Indigenous Cultural delivery, practice and learning into the curriculum.
- The Dhurga language Program at the Preschool is being delivered with the help and support of Mogo Local Aboriginal Land Council, local Elders and knowledge holders. It extends to the SWAY (Sounds, Words, Aboriginal Language and Yarning) speech pathology program being delivered remotely by Royal Far West and our on-site Educators.
- The Preschool team are part of a Community of Practice for Aboriginal Preschools, led by the University of Wollongong and funded by philanthropic organisation, CAGES. In addition, we have separate fortnightly mentoring meetings with the University to fully understand the preschool's challenges and to target their support to achieve better outcomes for Aboriginal children.
- Key members of the Community Services team have been trained to deliver the Westermann Aboriginal Symptom Checklist for Youth (WASC-Y) aged 13-17 years, a psychometrically validated psychological test developed specifically for Aboriginal Australian Youth. It identifies Aboriginal Youth at risk of depression, suicidal behaviours, drug and alcohol use, impulsivity, anxiety with Cultural resilience as a moderator of risk.
- In the Eurobodalla we have offered the Reconnect program for Aboriginal and Torres Strait Islander people (Boonjaga Munggurra) since 2002. In the Bega Valley we offer the same program to the general population, it has a 50% Aboriginal and Torres Strait Islander participation rate. We have provided these services (or equivalent) since 2010.

# RELATIONSHIPS



Campbell Page Youth Workers  
Brianna Heland (front cover)  
and Molly Reynolds.

# RELATIONSHIPS

At the heart of reconciliation is the relationship between the broader Australian community and Aboriginal and Torres Strait Islander peoples. To achieve reconciliation, we need to develop strong relationships built on trust and respect, that are free of racism.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<b>Collect and order information about Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</b>  Resource existing staff to engage with and find common purpose with Aboriginal and Torres Strait Islander stakeholders and organisations.	Review: September 2022, December 2022, March 2023, December 2023	Research & Policy Officer
	<b>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>  By the end of 2022 we will develop guidelines for our staff that engage in partnership activities.  We will also develop our Monitoring and Evaluation framework to assess effectiveness of RAP implementation on our programs.	December 2022	Head of Community Services
2. Build relationships through celebrating National Reconciliation Week (NRW).	<b>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</b>	April 2023	RWG Secretary
	<b>Develop a communications protocol for all staff to be used for circulating reconciliation material.</b>	April 2023	Head of People & Culture
	<b>RAP Working Group members to participate in an external NRW event.</b>	27 May - 3 June 2023	RWG Secretary
	<b>Offer support to community organisations for NRW events from our resources, experience, and staffing.</b>	May 2023	RWG Secretary
	<b>Ensure our senior staff is further assisted to engage with NRW activities where they are located by allocating resources to research and inform them of options in a timely manner.</b>	27 May - 3 June 2023	RWG Secretary
	<b>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</b>	27 May - 3 June 2023	RWG Secretary

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	<b>Communicate our commitment to reconciliation to all staff.</b>	July 2022	CEO
	<b>Identify external stakeholders that our Organisation can engage with on our reconciliation journey.</b>	December 2022	RWG Secretary
	<b>Developing a calendar of significant dates staff will be informed about including:</b>  <ul style="list-style-type: none"> <li>• NRW</li> <li>• NAIDOC</li> <li>• Sorry Day</li> <li>• National Day of Mourning</li> </ul>	January 2023	RWG Secretary
	<b>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</b>	December 2022	RWG Secretary
4. Promote positive race relations through anti-discrimination strategies.	<b>Research best practice and policies in areas of race relations and anti-discrimination.</b>	December 2022	CEO
	<b>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</b>	December 2022	Head of People & Culture
	<b>Apply the review of policy and practice developed directly above to our current policies.</b>	December 2022	Head of People & Culture





Dancers at a cultural exchange at a youth and family event on Walbunja land

# RESPECT

Understanding of Aboriginal and Torres Strait Islander cultures, rights and experiences underpins progress toward all five dimensions of reconciliation. Without respect for Aboriginal and Torres Strait Islander ways of doing things, respectful relationships cannot be built. Without pride in Aboriginal and Torres Strait Islander cultures and heritage, we cannot foster a shared national identity. Without understanding the wrongs of the past, we cannot ensure these wrongs are never repeated.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through Cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our Organisation.	September 2023	RWG Secretary
	Conduct a review of Cultural learning needs within our Organisation.	December 2022	Reconciliation Champion
	Extend the use the Callaghan Cultural Consulting Aboriginal Cultural Competency Assessment Tool (or similar) across the whole business.	December 2022	Reconciliation Champion
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing Cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our Organisation's operational area.	June 2023	RWG Secretary
	Increase staff's understanding of the purpose and significance behind Cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2022	CEO
	Develop and release to all staff an Acknowledgement of Country Guide.	December 2022	CEO
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	RWG Secretary
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2023	RWG Secretary
	Collect information from the RWG secretariat to share NAIDOC Week news and stories during the week to all staff.	July 2023	RWG Secretary
	RAP Working Group to participate in an external NAIDOC Week event.	July 2023	RWG Secretary



Book launch at Mogo Aboriginal Preschool.



## OPPORTUNITIES

Equal participation in a range of life opportunities is crucial for the well-being of all peoples, including Aboriginal and Torres Strait Islander peoples.

ACTION	DELIVERABLE	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.	September 2023	Head of People & Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2022	Head of People & Culture
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.	September 2023	CFO
	Investigate Supply Nation membership.	July 2023	RWG Secretary

# GOVERNANCE

Making us accountable for continuing the Reconciliation Action Plan process to ourselves and the wider community.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	August 2022	CEO
	Draft Terms of Reference for the RWG.	August 2022	Project Support Manager
	Strengthen Aboriginal and Torres Strait Islander representation on the RWG.	June 2023	CEO assisted by Senior Indigenous member of RWG
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2022	Project Support Manager
	Appoint a senior leader to champion our RAP internally	August 2022	CEO
	Engage senior leaders in the delivery of RAP commitments.	August 2022	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2022	Project Support Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023	RWG Secretary
	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	RWG Secretary
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	August 2023	RWG Secretary
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2023	RWG Secretary



Artworks and Yarning circle at Mogo Aboriginal Preschool.



Artwork created by Indigenous students at Bega highschool supported by Campbell Page Youth workers.

## RAP WORKING GROUP

We gather to uphold good governance and progress the five dimensions of Reconciliation: Race Relations, Equity and Equality, Intuitional integrity, Unity and Historical Acceptance.



**NATALIE TURMINE**  
 CHEIF EXECUTIVE OFFICER  
 LIVING ON DARKINJUNG COUNTRY  
 AND WORKING ON DARKINJUNG  
 AND EORA LANDS



**ANNE HODGE**  
 HEAD OF COMMUNITY SERVICES  
 LIVING AND WORKING  
 ON THAUJA COUNTRY



**JANINE HUTTON**  
 PROGRAM MANAGER- INDIGENOUS,  
 YOUTH & FAMILY. LIVING ON  
 WALBUNJA COUNTRY, WORKING  
 ACROSS THE YUIN NATION



**DENNIS SCOTT**  
 OPERATIONS MANAGER-  
 INDIGENOUS, YOUTH & FAMILY  
 YUIN & GOMORI MAN



**DR ROBERT GUTH**  
 RESEARCH & POLICY OFFICER  
 LIVING AND WORKING ON  
 WALBUNJA LAND



**TRACEY BALAZ**  
 MANAGER PROJECT SUPPORT  
 LIVING AND WORKING ON  
 THARAWAL LAND



**ALISON CARR**  
 BUSINESS PARTNER  
 LIVING AND WORKING ON  
 DHARAWAL LAND

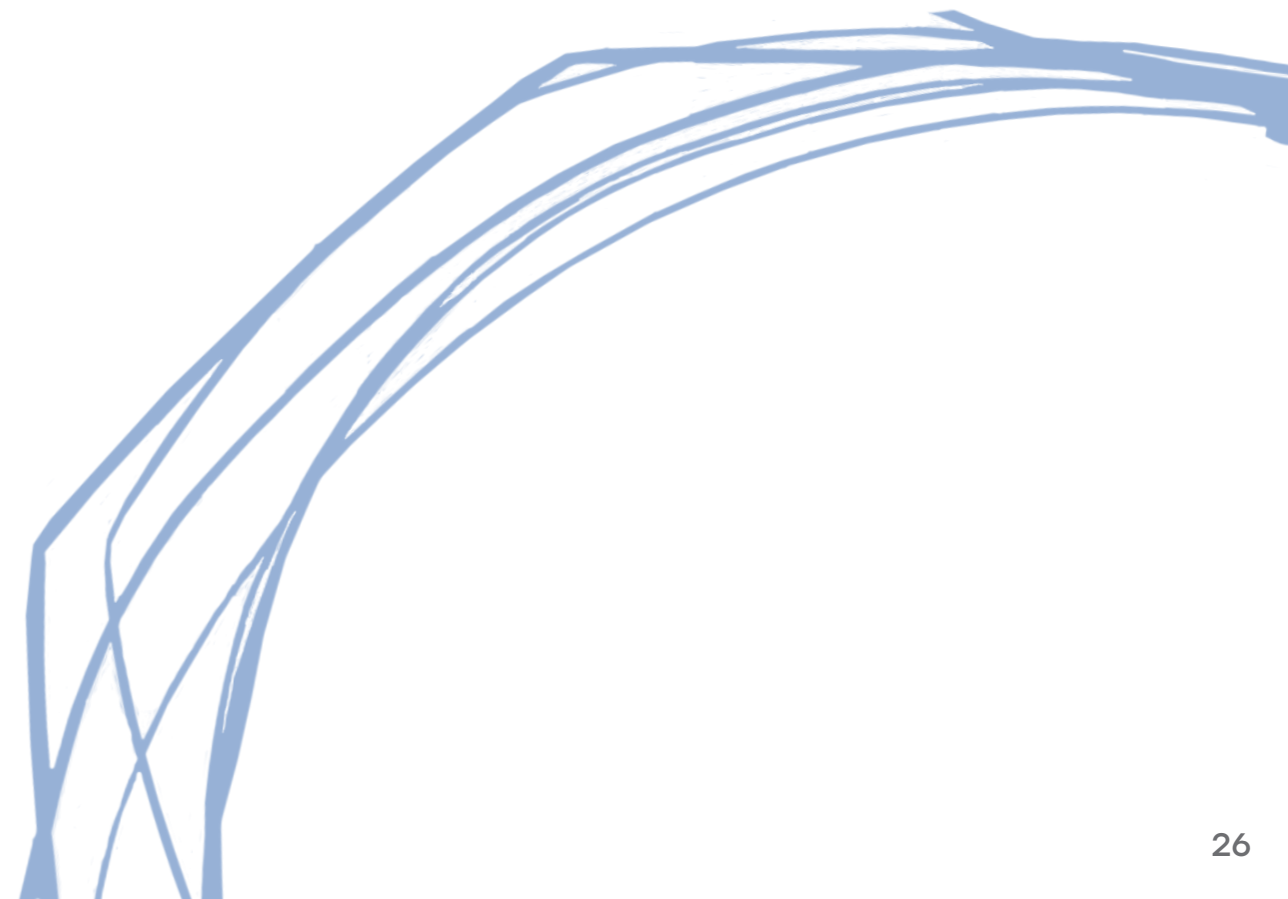
## TALK TO US

To talk to us, or provide feedback on our Reconciliation Action Plan please reach out to Dr Robert Guth - Reconciliation Working Group Secretary (Policy and Research officer).

### YOU CAN DO THIS BY:

phone: 02 44 118 470

email: [robert.guth@campbellpage.org.au](mailto:robert.guth@campbellpage.org.au)





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