



RECONCILIATION
ACTION PLAN

INNOVATE

ANROWS

AUSTRALIA'S NATIONAL RESEARCH
ORGANISATION FOR WOMEN'S SAFETY

to Reduce Violence against Women & their Children

RECONCILIATION ACTION PLAN
2016-2017

ANROWS RAP Working Group

Jessica Gregory
Heather Nancarrow
Shirley Slann
Victoria Hovane
Kay Benham
Jen Novak

Acknowledgement of Country

ANROWS acknowledges the traditional owners of the land across Australia on which we work and live. We pay our respects to Aboriginal and Torres Strait Islander elders past, present and future; and we value Aboriginal and Torres Strait Islander history, culture and knowledge.

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Innovate Reconciliation Action Plan for Jan 2016- Dec 2017

Foreword from Chair and CEO

ANROWS's Board and staff recognise the intersections of multiple inequalities in the lives of Aboriginal and Torres Strait Islander peoples and the contributions of these intersecting inequalities to the high levels of violence against Aboriginal and Torres Strait Islander women and their children.

Achieving Reconciliation Australia's vision of a reconciled, just and equitable Australia depends on organisations like ours, and individuals like us, addressing these inequalities through our daily actions. It also depends on genuine respect for Aboriginal and Torres Strait Islander cultures and knowledge which we value and embrace. Our actions will be informed by these principles and acknowledgement of the strength, resilience and innovation of Aboriginal and Torres Strait Islander peoples across Australia.

ANROWS's Jan 2016-Dec 2017 Reconciliation Action Plan gives our organisation strategic direction to guide, monitor and report on our actions towards reconciliation. We look forward to maintaining strong and enduring relationships with Aboriginal and Torres Strait Islander peoples, communities, organisations and colleagues; and to building future reconciliation action plans from what we learn along the way.

Message from Shirley Slann, ANROWS Aboriginal Board Director and member of ANROWS's RAP working group

As an Aboriginal ANROWS Board Director, it is an honour and a privilege to support ANROWS Reconciliation Action Plan.

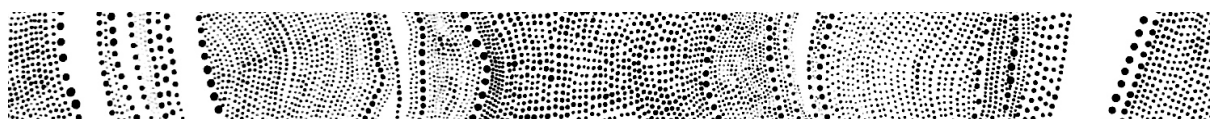
I acknowledge all Elders past and present and pay my respect to the Traditional Owners of this land.

There are a number of issues that impact on Aboriginal and Torres Strait Islander peoples' wellbeing. However, the over representation in domestic and family violence incidents throughout Australia is a concern. Aboriginal and Torres Strait Islander peoples are over represented in the criminal justice system as well as among victims and perpetrators of domestic and family violence.

ANROWS will endeavour to build relationships with Aboriginal and Torres Strait Islander Australians and other Australians and build bridges and bridge gaps and make sure that Aboriginal and Torres Strait Islander peoples are counted and recognised and that their voices are being heard in research with positive outcomes in addressing inequality and building relationships.

Message from Dr Victoria Hovane, ANROWS Aboriginal Board Director and member of ANROWS's RAP working group

I begin my message by consciously leaving on the shelf, the story of the negative legacy that profound colonial patriarchal violence has given us the impacts of



which are captured in the statistics of overwhelming trauma, disadvantage and violence in our families and communities.

Indeed, there is a different reality in many of our communities, a different story which needs to be told, one of strength, resilience, innovation and leadership which is rarely acknowledged. To remedy this in one small way, I acknowledge here, the efforts of the many Aboriginal and Torres Strait Islander peoples who have worked tirelessly over many years in a range of efforts to improve safety in our communities.

A critical part of this other story is the positive legacy left to us by our ancestors, our Law and Culture, which has so much to offer us; so many lessons for how we as First Nations Peoples of this country can care for each other, our families and communities in a good way which helps to keep us strong in our identities and strong in culture.

I commend ANROWS for its openness and willingness to work in a respectful way with these realities for Aboriginal and Torres Strait Islander peoples, researchers, families and communities. I also commend ANROWS on the leadership it has demonstrated with respect to its pursuit of innovative ways of embedding within its Research Agendas, the organisation, its Board, staff, policies and practices, a deep respect for Aboriginal and Torres Strait Islander peoples and cultures.

The present Reconciliation Action Plan provides an example of this leadership and innovation. I am proud to support it and look forward to continuing to work with ANROWS on developing a culturally intelligent evidence base on how we can effectively address family and sexual violence in our families and communities.

Our vision for reconciliation

ANROWS envisions tangible evidence of our organisation's contribution to achieving a reconciled, just and equitable Australia.

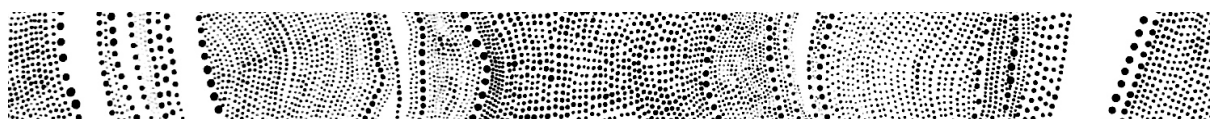
Aboriginal and Torres Strait Islander peoples, cultures and knowledge will be central to our work practices and leadership role. Our work will be characterised by respect for the histories, cultures and aspirations of Aboriginal and Torres Strait Islander peoples across Australia.

Our business

Formerly the National Centre of Excellence to Reduce Violence against Women and their Children, ANROWS was officially launched at Parliament House, Canberra by Minister for Social Services, Kevin Andrews on 16 May 2014.

In its report, *Time for Action*, the National Council to Reduce Violence against Women and their Children proposed the establishment of a national research organisation dedicated to building evidence to address violence against women and their children in Australia (2008-2009).

ANROWS is funded by the Commonwealth and state and territory governments to provide a rigorous evidence base for the implementation of the *National Plan to Reduce Violence against Women and their Children 2010-2022*. Our mission is to deliver relevant and translatable research evidence which drives federal and state policy and practice, leading to a reduction in the levels of violence against women and their children. ANROWS has been given a critically important leadership role to increase knowledge about violence and about strategies, policies, programs and services that are effective in



reducing various forms of violence and in assisting those women and their children who are affected by such violence.

ANROWS's primary activities are to design, initiate, commission and disseminate research; some research projects are conducted in-house but the majority are undertaken by external university-based researchers. The ANROWS Research Program 2014-2016 (Part 1) comprises 20 research projects with a total value of \$3.5M. Eleven of the 20 research projects involve research partnerships between academics and practitioners/advocates.

ANROWS is committed to commissioning research focused on Aboriginal and Torres Strait Islander peoples, and relevant to services for Aboriginal and Torres Strait Islander peoples. We commit to employing Aboriginal and Torres Strait Islander peoples as researchers, or as part of research teams, wherever possible.

Within its leadership role, ANROWS seeks to influence the way research is taken up by policy and practice. ANROWS advocates for evidence-based policy and practice through regular engagement with policy-makers and practitioners. ANROWS has established mechanisms for collaboration and translating evidence to policy and practice, including:

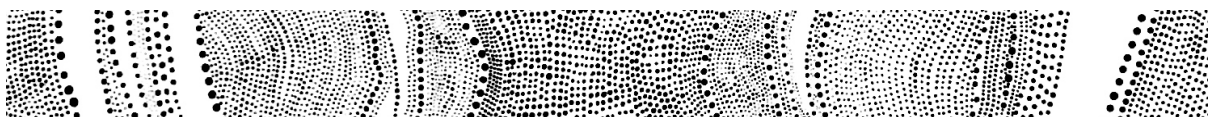
- a 30-member Practitioner Engagement Group, whose 2015-16 membership includes five Aboriginal women with practice expertise on violence against women in First Nation Australian communities;
- a network of senior officials from all jurisdictions, whom ANROWS meets with via a quarterly teleconference;
- a Networking Database for researchers, policy-makers, practitioners and community members to connect directly with each other;
- relationships with commonwealth, state and territory ministers to jointly promote evidence on topics of priority within their jurisdictions;
- relationships with Aboriginal and Torres Strait Islander research services and organisations such as *HealthInfoNet* and the National Indigenous Research and Knowledges Network; and
- targeted communication channels such as our fortnightly publication *ANROWS Notepad*, and information sharing via our website and on social media.

In achieving effective research usage in policy and practice, ANROWS aims to have a positive effect on the outcomes for Aboriginal and Torres Strait Islander communities.

ANROWS currently employs fourteen¹ people and is governed by a Board of 10 Directors. Although ANROWS aspires to employ Aboriginal and Torres Strait Islander peoples and has sought to do so through various recruitment strategies, none of its current staff identify as being an Aboriginal and or Torres Strait Islander person.

Two Independent Directors of the ANROWS Board are Aboriginal women. They are Vickie Hovane and Shirley Slann. ANROWS commits to ongoing, and continuously improved, recruitment processes in its endeavours to ensure Aboriginal and Torres Strait Islander peoples are employed at ANROWS.

¹ As of 1 January 16.



Our RAP

ANROWS has developed a RAP to declare its commitment to reconciliation with Aboriginal and Torres Strait Islander Australians and to guide its actions towards achieving reconciliation.

Strategies to address the over-representation of Aboriginal and Torres Strait Islander peoples as victims and perpetrators of family violence require cultural responses working in authentic partnership with Aboriginal and Torres Strait Islander peoples. In recognising where the perspectives of Aboriginal and Torres Strait Islander peoples are central to ANROWS's knowledge production, knowledge translation and exchange and leadership functions, ANROWS can help overcome the harmful effects of colonisation and contribute to a significant reduction in violence against Aboriginal and Torres Strait Islander women and their children. ANROWS's Jan 2016-Dec 2017 RAP outlines practical actions to work towards achieving these aims over the next two years.

ANROWS's research grants approach facilitated successful collaborations with Aboriginal and Torres Strait peoples and communities in the ANROWS Research Program 2014-16 (Part 1). For example:

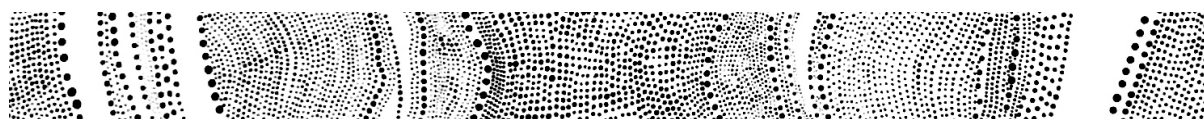
- The Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) will complete a state of knowledge report 3.2 for ANROWS on existing knowledge, practice and responses to violence against women in Australian Indigenous communities.
- Ms June Oscar, CEO of the Marninwarntikura Women's Resource Centre is a research partner on project 4.3, which will analyse how government interagency processes can engage with, and include Aboriginal and Torres Strait Islander peoples in partnerships to resolve domestic and family violence and sexual assault, including through community-led committees.
- Ms Andrea Mason, Coordinator at the Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council Family and Domestic Violence Service, is a research partner on project 3.3, which examines good practice and innovative approaches with Aboriginal women experiencing family and domestic violence in remote and regional Australia.

In 2014 ANROWS engaged in a collaboration with Aboriginal woman and artist Christine Blakeney. Christine produced three paintings for ANROWS, which currently hang in ANROWS's main office. The paintings have also been used in the graphic design for ANROWS's fortnightly publication *ANROWS Notepad* and quarterly publication *ANROWS Footprints*.

ANROWS is a relatively new organisation, and the ANROWS team looks forward to continuing to build ongoing relationships with Aboriginal and Torres Strait Islander organisations, communities and Elders. To date, relationships with Aboriginal members of the 2015-16 Practitioner Engagement Group, and Aboriginal and Torres Strait Islander research services and organisations such as *HealthInfoNet* and the *National Indigenous Research and Knowledges Network*, have been useful in providing feedback on ANROWS's strategies and activities and discussing opportunities for future collaboration.

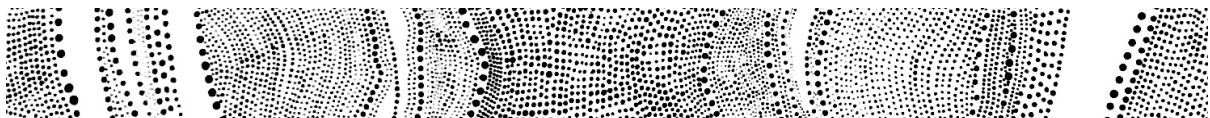
ANROWS RAP working group will be the administering body of the RAP and will work together to monitor and report on RAP implementation. The ANROWS RAP working group comprises the following members:

- Vickie Hovane, Board Director (Aboriginal woman)



- Shirley Slann, Board Director (Aboriginal woman)
- Kay Benham, Board Director
- Heather Nancarrow, CEO
- Jess Gregory, Communications and Media Officer (CMO)
- Jen Novak, Information Management Officer (IMO)

ANROWS's RAP is championed by its Chief Executive Officer, Heather Nancarrow.



Relationships

Relationship actions are focused on developing relationships with Aboriginal and Torres Strait Islander individuals, organisations and communities so that other Australians can learn more about Aboriginal and Torres Strait Islander peoples. These can be at an organisational level but should increasingly also focus on staff and other people within the organisation's realm of influence to develop relationships.

ANROWS aims to encourage and facilitate strong relationships between our Directors and staff, and Aboriginal and Torres Strait Islander organisations, communities and Elders. These relationships help to ensure our work is informed by, and relevant to, perspectives from Aboriginal and Torres Strait Islander peoples. We support inclusive and culturally competent processes in leadership; knowledge production; knowledge translation and exchange; and organisational administration. Our relationships with researchers commissioned for ANROWS research projects, as well as other individuals/organisations we work with, are built on a mutual appreciation of these values and we expect them to be upheld.

Action	Responsibility	Target	Timeline
The RAP Working Group (RWG) to actively monitor RAP development, including implementation of actions, tracking progress and reporting.	ANROWS RAP Working Group Chair	<ul style="list-style-type: none"> RWG oversees the development, endorsement and launch of the RAP. RWG to engage with Reconciliation Australia during the RAP development and implementation phase. Meet at least twice per year to monitor and report on RAP implementation. Develop and implement strategies to ensure the RAP remains vibrant and at the forefront of ANROWS's organisational culture. 	January 2016 December 2015 March, September 2016, 2017 May 2017
Communicate and distribute ANROWS RAP to all staff	CEO and CMO	<ul style="list-style-type: none"> Discuss the RAP at ANROWS staff meetings. Display a downloadable version of the RAP on ANROWS's website. 	March 2016 February 2016
Celebrate NRW by providing opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships	CEO and CMO	<ul style="list-style-type: none"> Organise at least one internal NRW event each year. All NRW events to be registered on the Reconciliation Australia website. Circulate NRW events to ANROWS staff. Message from ANROWS CEO acknowledging NRW to be included in <i>ANROWS Notepad</i> (external fortnightly publication) and on the homepage of ANROWS's website. 	27 th May- 3 rd June, 2016 and 2017

<p>Explore opportunities to develop networks and build strong relationships with Aboriginal and Torres Strait Islander organisations, communities and Elders</p>	<p>Senior Research Officer, Knowledge Translation and Exchange (SRO KTE)</p>	<ul style="list-style-type: none"> • Nominate at least four Aboriginal and Torres Strait Islander practitioners to be a part of ANROWS’s Practitioner Engagement Group (PEG). • Partner with Aboriginal and Torres Strait Islander community Elders to host an event linked ANROWS’s research program that specifically addresses violence against women in Aboriginal and Torres Strait Islander communities. • In consultation with Elders, develop guidelines for engaging with Aboriginal and Torres Strait Islander peoples and communities. • Develop a list of key Aboriginal and Torres Strait Islander communities ANROWS can approach for mutually beneficial opportunities. • Meet with Aboriginal and Torres Strait Islander Elders and/or organisations when visiting jurisdictions. 	<p>June 2016</p> <p>October 2016</p> <p>June 2016</p> <p>June 2017</p>
<p>Strengthen relationships with Aboriginal and Torres Strait Islander peoples and organisations working in research, policy and practice.</p>	<p>CEO and CMO</p>	<ul style="list-style-type: none"> • Establish and maintain a database of Aboriginal and Torres Strait Islander industry professionals. • Develop relationships with Aboriginal and Torres Strait Islander peoples/organisations we have not already contacted. • Encourage First Australian industry professionals to participate in ANROWS’s Networking Database; established to enable researchers, practitioners, policy-makers, community members, and others interested in reducing the impact and incidence of violence against women to connect directly with each other. 	<p>June 2016</p> <p>June 2017</p> <p>May 2017</p>
<p>Build relationships with Aboriginal and Torres Strait Islander media organisations to ensure Aboriginal and Torres Strait Islander peoples are aware of new research, upcoming activities and opportunities.</p>	<p>CMO</p>	<ul style="list-style-type: none"> • Establish relationships with National Indigenous Times, National Indigenous Television (NITV), and SBS’s Message Stick. 	<p>December 2016</p>

Respect

Respect actions focus on ensuring the organisation understands the cultural backgrounds of Aboriginal and Torres Strait Islander staff, customers and other key stakeholders and how this impacts on day to day business operations. This ensures interactions are respectful, products and services are appropriate and relationships are appreciative of diverse views and experiences. In understanding your staff and stakeholders, organisations are able to achieve a greater return on their social investment.

ANROWS is focused on building a culture of learning to ensure Directors, staff, external researchers, partners and associates respect, and have a deep understanding of, Aboriginal and Torres Strait Islander peoples, cultures, land and history. Understanding cultures and histories of Australia's First peoples is important to ANROWS because it helps the organisation, through its community, to produce work in a way that is informed and culturally competent. We aim to encourage the same respect and recognition from our key stakeholders in research, policy and practice. We will continue to incorporate Aboriginal and Torres Strait Islander art and cultures into our physical working spaces, and integrate Aboriginal and Torres Strait Islander peoples' cultural knowledge, histories, perspectives and experiences into our core business activities.

Action	Responsibility	Target	Timeline
Engage employees in understanding the cultural protocols around Acknowledgement of Country and Welcome to Country ceremonies to ensure there is shared meaning	CEO; SRO KTE and CMO	<ul style="list-style-type: none"> Develop, implement and communicate an ANROWS cultural protocol document for Acknowledgement of Country and Welcome to Country. Invite a Traditional Owner to provide a Welcome to Country at significant events including ANROWS public lectures and research launches. Include an Acknowledgement of Country at all other ANROWS events. Acknowledge Traditional Owners of the land at the commencement of internal meetings including all Board meetings. 	February, 2016 June 2017 June 2017 June 2017
Engage employees in cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander peoples' cultures, histories and achievements.	CEO	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander cultural awareness training strategy that caters to the needs of staff throughout the organisation. Provide opportunities for RWG members, RAP Champions, and Board Directors to participate in cultural awareness training. Encourage ANROWS staff to attend local cultural learning events and celebrations organised by Aboriginal and Torres Strait Islander peoples and organisations. Encourage staff to complete the Reconciliation Australia Share Our Pride online tool for basic insight into Aboriginal and Torres Strait Islander peoples history, cultures and achievements 	May 2016 June 2017 June 2017 June 2016

Celebrate and participate in NAIDOC Week events.	Office Manager; CMO	<ul style="list-style-type: none"> • Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. • Inform staff of NAIDOC Week events in the local area; • Suggest a NAIDOC Week event that staff can attend together. 	July 2016, 2017 July 2016, 2017
Create a welcoming work environment by demonstrating respect for Australia's First Peoples.	Office Manager	<ul style="list-style-type: none"> • ANROWS RAP to be included in the staff induction process. • Include an Acknowledgement of Country in all ANROWS staff signature blocks • Display and appropriately acknowledge Aboriginal and/or Torres Strait Islander artwork and stories in ANROWS office/s, which include acknowledgement of artist and story of artwork. • Create an Acknowledgement of Country plaque to display in our office • Purchase Aboriginal and Torres Strait Islander flags to display in our office 	December 2015 February 2016 February 2016 February 2016 February 2016

Opportunities

Opportunity actions aim to drive mutually beneficial opportunities for Aboriginal and Torres Strait Islander individuals, organisations and communities and the RAP organisation, staff and other stakeholders. These could include the sharing of knowledge that might benefit each party, the creation of employment and education opportunities, better servicing of Aboriginal and Torres Strait Islander stakeholders or mutually beneficial business opportunities.

ANROWS recognises the significant social and economic barriers experienced by Australia's First peoples and communities. We believe that every person in the Australian community deserves the opportunity to contribute to, and share equally in, the community's social, cultural and economic development. We are committed to strengthening employment, research and other engagement opportunities for Aboriginal and Torres Strait Islander peoples.

Action	Responsibility	Target	Timeline
Investigate opportunities to increase Aboriginal and Torres Strait Islander employment at ANROWS.	Office Manager	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander employment and retention strategy. Ensure all job advertisements appear in Aboriginal and Torres Strait Islander media Consult with local Elders to develop culturally appropriate guidelines for the recruitment of Aboriginal and Torres Strait Islander peoples. Develop links to external providers of cultural mentoring services especially on retention of Aboriginal and Torres Strait Islander staff 	October 2016 June 2016
Support the professional development of Aboriginal and Torres Strait Islander higher degree research students and early career researchers	CEO; Research Manager; SRO KTE and CMO	<ul style="list-style-type: none"> Promote higher degree research students/early career researchers and their work through the Spotlight (feature article) and <i>inFocus</i> (interview) sections of <i>ANROWS Footprints</i> (quarterly publication) Seek partnerships with universities to promote availability of ANROWS staff to supervise Aboriginal and Torres Strait Islander higher degree research students. Develop supervisory relationships between ANROWS staff and Aboriginal and Torres Strait Islander students. Promote research opportunities to Aboriginal and Torres Strait Islander research students. 	May 2017 May 2017 May 2017 May 2016, 2017
Investigate opportunities to increase ANROWS's supplier diversity.	Office Manager; SRO KTE and CMO	<ul style="list-style-type: none"> Review procurement policies to ensure that there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	March 2016 March 2016 June 2016

		<ul style="list-style-type: none"> • Ensure our preferred supplier lists prioritise suppliers led by Aboriginal and Torres Strait Islander owned businesses. • Investigate becoming a member of Supply Nation • Develop at least one commercial relationship with an Aboriginal and Torres Strait Islander business. 	December 2016
Demonstrate leadership on building evidence from Aboriginal and Torres Strait Islander perspectives.	CEO; ANROWS Board	<ul style="list-style-type: none"> • Explore the possibility of a dedicated First Australian research stream as part of the review of ANROWS's Research Management System. • Identify specific strategies to build evidence from Aboriginal and Torres Strait Islander cultural perspectives, that involve a high level of consultation with First Australian peoples • Ensure ANROWS advisory mechanisms are inclusive of First Australian perspectives, with a minimum of 10% membership by First Australian peoples on any advisory body. 	June 2017 June 2017 June 2017
Ensure research projects are undertaken in a manner appropriate to and with the support of Aboriginal and Torres Strait Islander communities.	Research Manager	<ul style="list-style-type: none"> • ANROWS funded research processes to comply with guidelines for the ethical conduct of research with Aboriginal and Torres Strait Islander peoples • Incorporate guidelines into quality control aspects on research management system. • Engage Aboriginal and Torres Strait Islander individuals and community Elders for guidance when collecting evidence base data on violence against women and their children. • Provide opportunities to involve Aboriginal and Torres Strait Islander peoples and communities in research relating to Australia's First Peoples. • Explore opportunities to support justice reinvestment/Change the Record campaign. 	May 2016 May 2016 May 2017 May 2017
Build and distribute a special collection of resources on domestic, family and sexual violence and responses relevant to Aboriginal and Torres Strait Islander peoples	Information Management Officer (IMO)	<ul style="list-style-type: none"> • Promote ANROWS's resources to Aboriginal and Torres Strait Islander peoples who may have an interest in our work. • Special collection on ANROWS website and updated twice annually. • Update reading list on ANROWS's Resource Database as new literature becomes available. 	January 2016 March, September 2016, 2017

Tracking progress and reporting

Action	Responsibility	Timeline	Target
Monitor ANROWS RAP	ANROWS RAP Working Group Chair	June 2016, May 2017 November 2016, May 2017	<ul style="list-style-type: none"> Monitor progress and implementation of the Jan 2016-Dec 2017 RAP and meet with the working group to address challenges/issues Update Board of Directors on progress of 2016-Dec 2017 RAP.
Report on achievements, challenges and learnings from ANROWS RAP	ANROWS RAP Working Group Chair	September 2016, 2017 November 2016, 2017 December 2016, 2017	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. Report on RAP in ANROWS's Annual Report. Review the learnings and achievements of our Jan 2016-Dec 2017 RAP, and prepare a report for the ANROWS Board of Directors.
Review and refresh ANROWS RAP	ANROWS RAP Working Group Chair ANROWS Board of Directors ANROWS Working Group Chair	January 2017 February 2017 October 2017	<ul style="list-style-type: none"> ANROWS Board of Directors to review report from the RAP Working Group and provide strategic advice for the preparation of a new RAP. Liaise with Reconciliation Australia to draft a new RAP based on learnings and achievements of our Jan 2016-Dec 2017 RAP. Submit draft RAP to Reconciliation Australia for formal endorsement.

Please email enquiries@anrows.org.au for public enquiries about the ANROWS RAP.