
Innovate Reconciliation Action Plan

January 2025 – December 2026

VAGO



Acknowledgement of Country

The Victorian Auditor-General's Office (VAGO) acknowledges the Traditional Custodians of the Land throughout Victoria.

We pay our respects to Aboriginal and Torres Strait Islander communities, their continuing cultures, and to Elders past and present.

Artwork: *Yaalingbu, Yirramboi – Nallei Jerring (Today, Tomorrow – Adjoin)*
by Simone Thompson, Wurundjeri/Yorta-Yorta



Statement from Reconciliation Australia CEO



Karen Mundine

Reconciliation Australia commends the Victorian Auditor-General's Office (VAGO) on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Victorian Auditor-General's Office (VAGO) to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

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

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and

collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. VAGO is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations VAGO on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Message from the Auditor-General



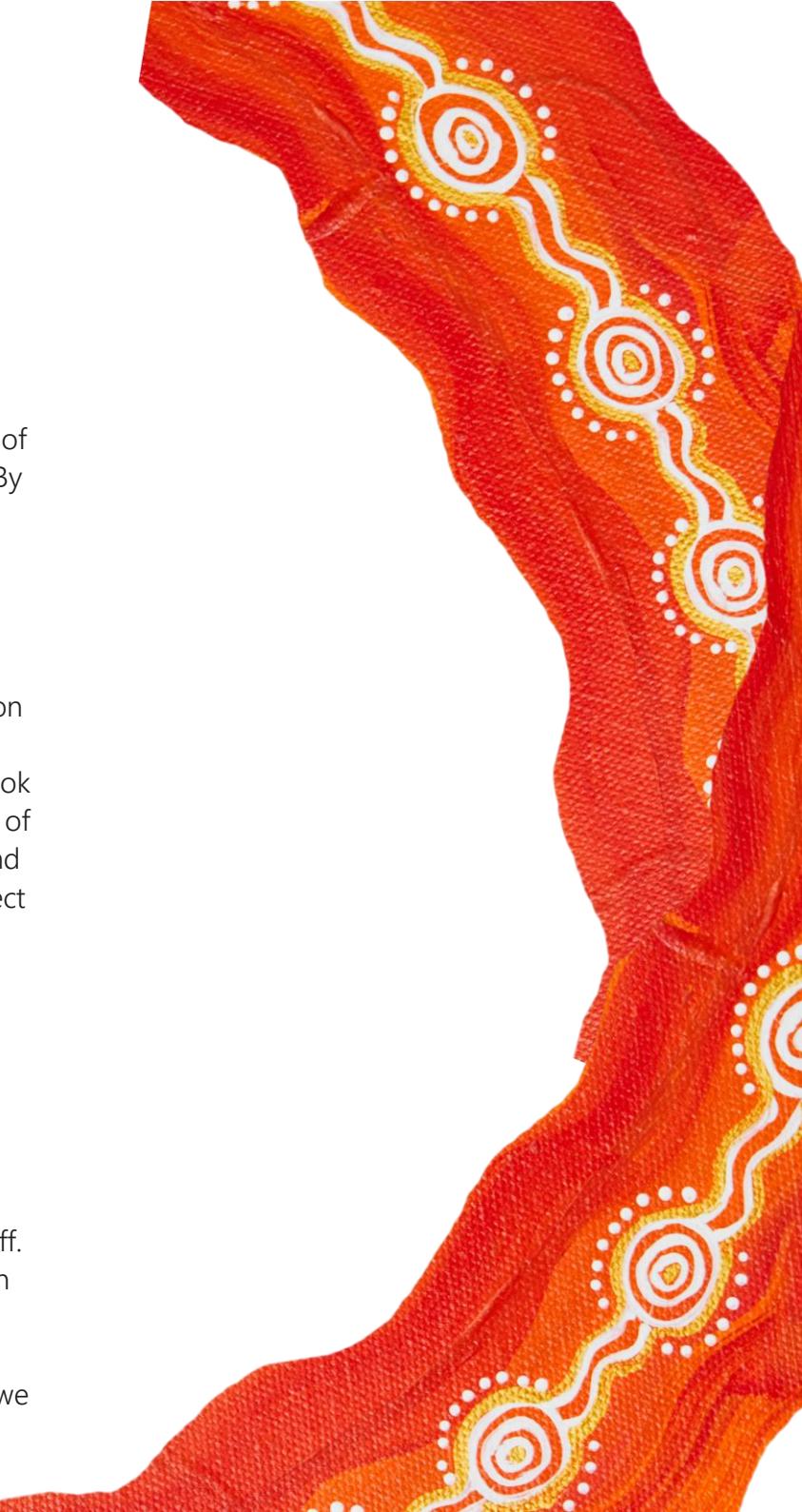
Andrew Greaves

I am pleased to present our Innovate Reconciliation Action Plan, as we continue our journey towards reconciliation at VAGO.

Our vision at VAGO is simple, 'Better lives for Victorians,' which extends to Aboriginal and Torres Strait Islander peoples, the custodians of the world's oldest continuing living cultures. By working in partnership with First Nations communities, we embed their voices in our work, improving the service of the Victorian Public Sector for all Victorians.

Our journey towards reconciliation draws upon our organisational values of collaboration, respect, innovation and accountability. We took our first steps towards building an awareness of reconciliation through activities, education and in our workspace through our inaugural Reflect Reconciliation Action Plan. Our Innovate Reconciliation Action Plan challenges us to continue to embed cultural safety in our business practices and develop innovative strategies that advance reconciliation.

Creating an inclusive and culturally safe workplace requires the commitment of all staff. I would like to thank our Reconciliation Action Plan working group for their ongoing contributions to our plan, and our Aboriginal advisors for their valued advice and input as we journey onwards together.



Our business

The Victorian Auditor-General's Office (VAGO) audits the public sector on behalf of Parliament and all Victorians.

The Victorian Auditor-General's Office (VAGO) provides assurance to Victoria's Parliament and community about the performance and accountability of Victoria's public sector. We achieve this by auditing and reviewing the finances and performance of state and local government entities and reporting the results to Parliament.

VAGO is part of Victoria's integrity system. The office of the Auditor-General is independent—it is not controlled or directed by Parliament or the government.

We have around 200 staff based across Australia with our office located at 35 Collins Street, Melbourne.

Whilst we don't currently have any staff who have told us they identify as Aboriginal and/or Torres Strait Islander peoples, we have active engagement from Aboriginal community members Seona James and Ian Hamm to ensure that the implementation of our RAP contains Aboriginal and Torres Strait Islander voices and perspectives. We thank them immensely for their participation and guidance.

Our reconciliation journey

The development of this RAP enshrines VAGO's commitment to respect, acknowledge and engage with Aboriginal and Torres Strait Islander peoples and communities.

During FY 21-22, we took our first steps in our Reconciliation Action Plan (RAP) journey with Reconciliation Australia through the 'Reflect RAP'. During our Reflect RAP, we:

- established a RAP Working Group
- organised events and communications that celebrate the living cultures of Aboriginal and Torres Strait Islander peoples, including a Birrarung Marr Walking Tour and a Bunjilala Curator led tour for VAGO staff
- implemented cultural awareness training for all VAGO staff
- commissioned an Aboriginal artwork by Wurundjeri and Yorta-Yorta woman Simone Thompson. The artwork is entitled Yaalingbu, Yirramboi – Nallei Jerring Today, Tomorrow – Adjoin
- established an Acknowledgement of Traditional Owners plaque within our office space and on our website
- hosted speaking events featuring Aboriginal presenters and catering from Aboriginal owned and run businesses
- raised over \$1100 for the Victorian Aboriginal Child Care Agency Co Op as part of National Reconciliation Week

- continued to forge meaningful and collaborative relationships with Aboriginal and Torres Strait Islander stakeholders
- Became a Platinum Partner with Kinaway.

Our Innovate RAP further enshrines our commitment to respect, acknowledge and engage with Aboriginal and Torres Strait Islander Peoples and communities

Our commitment to reconciliation is embedded in our broader Diversity, Inclusion, and Belonging Plan 2022–25, in addition to our stand-alone Innovate Reconciliation Action plan registered with Reconciliation Australia.

Our Innovate RAP will be implemented over 2 years and overseen by:

- Human Resources
- the Reconciliation Action Plan Working Group
- our Senior Executive Sponsor, Aboriginal and Torres Strait Islander Inclusion.

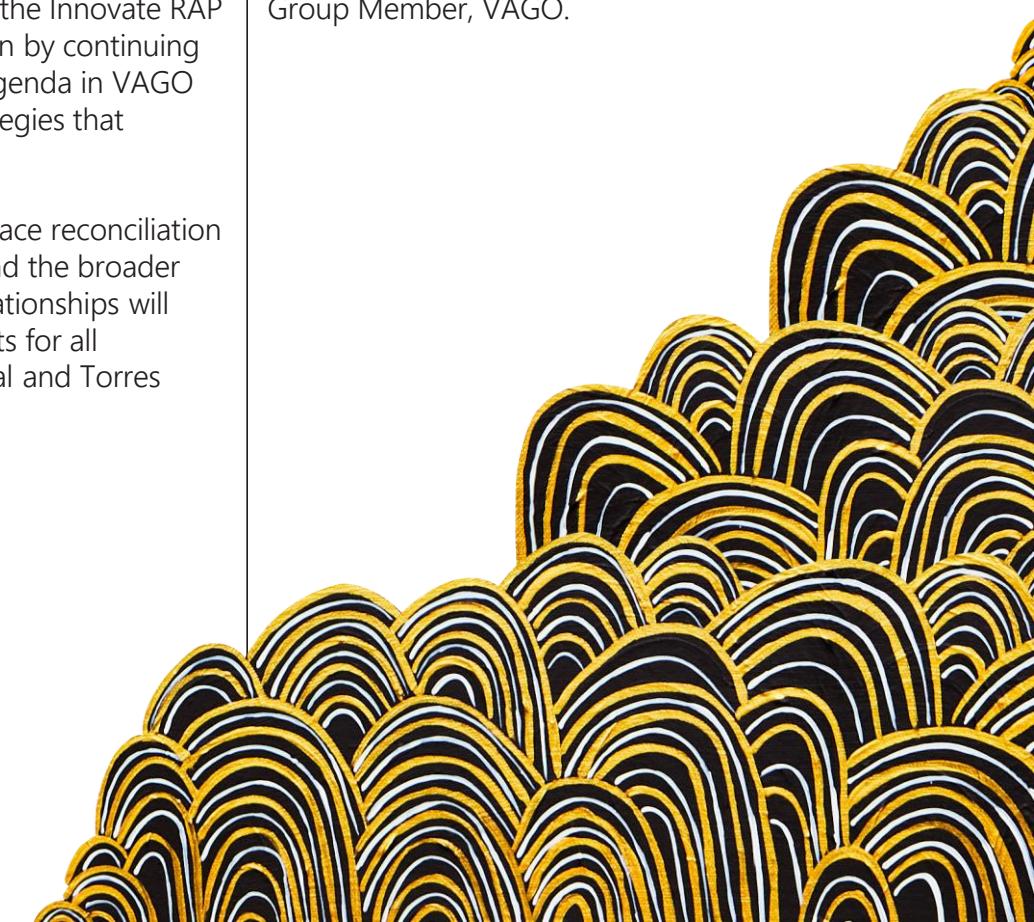
Our Innovate RAP

With this Innovate RAP, VAGO will strengthen partnerships with the Victorian Aboriginal and Torres Strait Islander communities to increase Aboriginal and Torres Strait Islander employment and inclusion.

This Innovate RAP will be implemented and overseen by Human Resources, the Reconciliation Action Plan Working Group (RWG), and our Senior Executive Sponsor – Aboriginal and Torres Strait Islander Inclusion. The Senior Executive Sponsor, supported by Human Resources and the RWG, will drive and champion the internal engagement and awareness of the Innovate RAP at every level of the organisation by continuing to advance the reconciliation agenda in VAGO and supporting innovative strategies that contribute to reconciliation.

Through this Plan, we will embrace reconciliation both within our organisation and the broader community. We hope these relationships will increase the impact of our audits for all Victorians, specifically Aboriginal and Torres Strait Islander peoples.

Our RAP journey has been transformative. It's helped move us from good intentions to impact. I look back where our Working Group started and I see our growth in understanding of what reconciliation truly means for First Nations communities and what's possible for VAGO in the future." – Iona Annett, Senior Manager, Performance Audit and RAP Working Group Member, VAGO.



Our RAP working group

We'd like to acknowledge the work of members who are not with us for this Innovate RAP, but who have been significant contributors to our reconciliation journey

Executive Sponsor

Auditor-General

Executive Champion

Janaka Kumara
Director, Financial Audit

Project Leader

Senior Human Resources Partner, Corporate Services

Employee Members

We have 7 employee members on our RAP Working Group, comprised of:

- 3 Senior Managers, Parliamentary Reports and Services
- 2 Senior Analysts, Parliamentary Reports and Services
- 2 Project Editors, Parliamentary Reports and Services

Aboriginal Advisors

There are two Aboriginal Advisors and members of our RAP Working Group who identify as being Aboriginal or Torres Strait Islander Persons

Relationships

Our Innovate RAP guides us through deepening and expanding our relationships with Aboriginal and Torres Strait Islander led businesses and Aboriginal and Torres Strait Islander cultures, enabling greater engagement and partnerships between VAGO and Aboriginal and Torres Strait Islander communities. These partnerships are critical to ensuring that our auditing work considers Aboriginal and Torres Strait Islander priorities, cultural beliefs and practices, and leads to improved self-determination for Aboriginal and Torres Strait Islander communities

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2025 June 2026	Senior HR Partner; RAP Working Group (RWG) Assistant Auditor-General, Parliamentary Reports and Services Division (PRS); Senior Manager Strategic Communications
2. Build relationships through celebrating National Reconciliation Week (NRW)	2.1 Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff. 2.2 RAP Working Group members to participate in an external NRW event. 2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 2.4 Organise at least one NRW event each year 2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May, annual commitment 27 May to 3 June 2025, 2026 27 May to 3 June 2025, 2026 27 May to 3 June 2025, 2026 May 2025, 2026	Senior HR Partner RAP Executive Champion; RWG RAP Executive Champion Senior HR Partner Senior HR Partner

Relationships (continued)

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2025	Chief People Officer; Senior Employee Engagement Partner
	3.2 Communicate our commitment to reconciliation publicly.	June 2026	Auditor-General
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	April 2026	Assistant Auditor-General (AAG) Financial Audit (FA); AAG PRS
	3.4 Promote the work of the First People's Assembly of Victoria and the Yoorrook Justice Commission to our workforce to build understanding.	June 2026	Senior HR Partner; RWG
	3.5 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	April 2025	Chief People Officer; RWG
4. Promote positive race relations through anti-discrimination strategies	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	June 2026	Senior HR Partner
	4.2 Review, implement, and communicate an anti-discrimination policy for our organisation.	November 2026	Chief People Officer; Senior HR Partner
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2026	Senior HR Partner; RWG
	4.4 Educate senior leaders on the affects of racism.	February 2026	Deputy Auditor-General

Respect

Our work touches the lives of all Victorians, and we will use our Innovate RAP to amplify the voices and presence of Aboriginal and Torres Strait Islander people in our work and in our workplace, to equip our staff with the confidence to engage with First Nations stakeholders and clients

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	5.1 Conduct a review of cultural learning needs within our organisation.	July 2026	Learning & Organisational (L&OD) Development Lead
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	August 2026	L&OD Lead
	5.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	October 2026	Chief People Officer; L&OD Lead
	5.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2026	L&OD Lead
	5.5 Increase staff's understanding of Aboriginal and Torres Strait Islander knowledge systems to support culturally appropriate decision making at VAGO.	February 2026	L&OD Lead; RWG
	5.6 Continue to maintain our online hub of cultural resources for VAGO staff.	November annually	Senior HR Partner
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	6.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2025	Senior HR Partner; RWG
	6.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2025	Chief People Officer
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2025, 2026	Senior Employee Engagement Partner

Respect (continued)

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols <i>(continued)</i>	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025	RAP Executive Champion
	6.5 Develop, implement and communicate a data sovereignty document, including protocols for the collection and use of data and evidence from Aboriginal and Torres Strait Islander organisations, communities and individuals to safeguard the rights and promote the interests of Aboriginal and Torres Strait Islander peoples in VAGO.	May 2026	Director, Strategic Governance and Risk; RWG
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	7.1 RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026	RAP Executive Champion; RWG
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June annually	Senior HR Partner; RWG
	7.3 Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025, 2026	RAP Executive Champion

Opportunities

VAGO has come some way in addressing structural barriers to participation of Aboriginal and Torres Strait Islander people in our workplace. This RAP continues that work, and seeks to create culturally safe employment pipelines for Aboriginal and Torres Strait Islander people, whilst also seeking to make our workplace an employer of choice for Aboriginal and Torres Strait Islander people.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2025	Talent Acquisition Manager
	8.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2026	Talent Acquisition Partner; L&OD Lead
	8.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	May 2026	
	8.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2025	Talent Acquisition Partner
	8.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2025, 2026	Talent Acquisition Partner; RWG
	8.6 Investigate participation in the CareerTrackers program to employ Aboriginal and Torres Strait Islander graduate auditors.	February 2025	Talent Acquisition Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	9.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May 2026	Chief Financial Officer
	9.2 Investigate Supply Nation membership.	March 2025	
	9.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2026	
	9.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2026	Chief Financial Officer; RWG

Opportunities (continued)

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes (continued)	9.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2026	Chief Financial Officer
	9.6 Maintain Platinum partnership with Kinaway.	April annually	Senior HR Partner
10. Investigate opportunities to increase the cultural accessibility and safety of our services for Aboriginal and Torres Strait Islander people	10.1 Investigate conducting a review of Aboriginal and Torres Strait Islander peoples' experiences interacting with VAGO to understand accessibility barriers and needs.	September 2026	Director, Strategy Governance and Risk
	10.2 Investigate opportunities to increase engagement with Aboriginal and Torres Strait Islander communities in our auditing work.	April 2026	Assistant Auditor-General, PRS
	10.3 Investigate opportunities to develop, promote and increase Aboriginal and Torres Strait Islander employment within the auditing sector.	April 2026	Assistant Auditor-General, PRS; Assistant Auditor-General, FA

Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	11.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG. 11.2 Review the Terms of Reference for the RWG. 11.3 Meet at least four times per year to drive and monitor RAP implementation.	Mar, Jun, Sep, Dec annually December 2025 Mar, Jun, Sep, Dec annually	Senior HR Partner Senior HR Partner; RWG Senior HR Partner; RWG
12. Provide appropriate support for effective implementation of RAP commitments	12.1 Define resource needs for RAP implementation. 12.2 Engage our senior leaders and other staff in the delivery of RAP commitments. 12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments. 12.4 Appoint and maintain an internal RAP Champion from senior management.	January 2025 June 2025 June 2025 January 2025	Senior HR Partner; RWG RAP Executive Champion Senior HR Partner; RWG Deputy-Auditor General
13. Build accountability & transparency through reporting RAP achievements, challenges and learnings both internally and externally	13.1 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. 13.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire. 13.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 13.4 Report RAP progress to all staff and senior leaders quarterly	August, annually 1 August annually 30 September, annually March, June, Sept, Dec annually	Senior HR Partner Senior HR Partner Senior HR Partner; RWG Senior HR Partner

Governance (continued)

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally (continued).	13.5 Publicly report our RAP achievements, challenges and learnings each year. 13.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2025, 2026 Marc 2026 December 2026	Auditor-General; Senior Manager Strategic Communications Chief People Officer; RWG Senior HR Partner; RWG
14. Continue our reconciliation journey by developing our next RAP.	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	Senior HR Partner

Our values



Respect

We celebrate diversity.

We seek out, listen to and understand other's perspectives.

We treat people with fairness and dignity, and protect confidentiality.

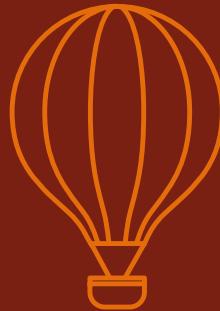


Innovation

We harness ideas to adapt and evolve.

We have the courage to take informed risks and challenge the status quo.

We embrace lessons from the new things we try.



Collaboration

We work well with colleagues and demonstrate support and trust.

We learn and develop, and give constructive feedback.

We share knowledge and insights.



Accountability

We empower others.

We meet agreed commitments.

We are responsible for, and transparent about, decisions and actions.

We make decisions that withstand scrutiny.

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