



RECONCILIATION
ACTION PLAN

REFLECT



CREATING A GENERATION OF

UPSTANDERS

Reflect Reconciliation Action Plan

July 2026 - December 2027

Foreword from our CEO



Developing a Reconciliation Action Plan (RAP) is a vital step for Courage to Care Victoria as it deepens our commitment to creating a more just, equitable, and inclusive society. Our organisation exists to educate young people about the dangers of prejudice, discrimination, and bystander inaction through the stories of Holocaust survivors and custodians, and the actions of Upstanders. A RAP strengthens and extends this mission by embedding reconciliation into our organisational culture, educational practice, and community partnerships.

Courage to Care inspires students to recognise their power to make a difference, to challenge harmful behaviours, and to build respectful relationships across differences. A RAP ensures that this work meaningfully includes Aboriginal and Torres Strait Islander perspectives, acknowledging that First Nations peoples continue to experience systemic discrimination, racism, and inequity. By formally committing to reconciliation, Courage to Care aligns its message of moral courage with the lived experiences of the oldest continuous cultures on earth and affirms that standing up against injustice begins at home in our own context.

Courage to Care was born from the Jewish community's determination that the lessons of the Holocaust must never be forgotten and never repeated. At the heart of that history is a warning about what happens when prejudice goes unchallenged, when difference is weaponised, and when the humanity of a people is systematically denied. We recognise that Aboriginal and Torres Strait Islander peoples have lived, and continue to live, the consequences of that same logic.

We know that reconciliation is not a destination we can simply arrive at. It is a continuing journey and one that requires honesty, humility, and sustained action. This RAP represents our first formal step on that path, and we are under no illusion that a document alone creates change. What it does is hold us accountable: to our Committee of Management, our staff, our volunteers, to the schools and communities we serve, and most importantly, to Aboriginal and Torres Strait Islander peoples whose trust we must earn over time. We also understand that reconciliation must be led by Aboriginal and Torres Strait Islander peoples, not delivered to them. We are committed to learning, to listening, and growing, and we understand that progress will sometimes be slow, imperfect, and challenging. That is the nature of meaningful change.

We believe reconciliation matters deeply to all our key stakeholders. We are proud to release this inaugural RAP, and we are equally aware of how much lies ahead. The journey of reconciliation will shape how we hire, how we deliver, how we partner, and how we lead. It will challenge us to do better and we welcome that challenge. On behalf of the entire Courage to Care team, I extend our deepest respect to Elders past and present and reaffirm our commitment to walking this path with sincerity, for as long as it takes.

Mike Zervos OAM

Chief Executive Officer

B'nai B'rith Courage to Care Victoria Inc.

Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP



Reconciliation Australia welcomes Courage to Care Victoria to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Courage to Care Victoria joins a network of more than 3,000 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 over 5.5 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 Courage to Care Victoria 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 Courage to Care Victoria, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Contents



Our Business	5
Our Reconciliation Action Plan (RAP)	7
Our Reconciliation Activities	8
Relationships	10
Respect	11
Opportunities	12
Governance	13
Contact	14

Acknowledgement



Courage to Care acknowledges the Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this land and the lands across Victoria where we deliver our Programs. We pay our respects to their ancestors and Elders past and present



Artwork Recognition

The artwork chosen for our Reconciliation Action Plan is from the Canva x Balarinji collection **by Gudanji artist Gordon Landsen Milyindirri titled Lily Billabong - Wudaliya.**

'A lagoon where there are dry leaves at the edge of the water. We burn the leaves and that grass called Madjyunga. We old people used to go down digging all those turtle eggs in the swampy Country. We got all the lilies, made campfires. That's the way we've been brought up - on the land. The land was very good for hunting in those early days when I was a kid. My great great grandfather told me all the stories I tell in my paintings, so people know what we should do on the whole land. This lagoon, Balu Balu Murra, its where there are ducks living, and goose, pelican and crane, everything. People used to go to that lagoon to get all the turtle eggs and lily roots called Wangulama and lily seed called Jyalma.'

We were drawn to this artwork because of the story behind Gordon's work and its connection to our purpose. His stories and cultural knowledge were shared with him by his great-grandfather and, in turn, Gordon has shared stories, songs and dances with children at Yungurie Outstation. This intergenerational sharing reflects the importance of preserving culture, identity and understanding through education.

As an education organisation, Courage to Care also believes in the power of stories to shape understanding and inspire action. Through Holocaust survivor and custodian testimony, we encourage young people to develop empathy, think critically and recognise their capacity to be Upstanders.

The artwork's vibrant colours and organic forms also resonate with our focus on hope, growth and young people. For us, Lily Billabong – Wudaliya is a reminder of the power of stories to connect generations, foster understanding and contribute to reconciliation.

Learn more at www.balarinji.com.au



Our Business



Courage to Care Victoria (C2C) began in 1992 as an initiative of B'nai B'rith, a global Jewish organisation dedicated to supporting human rights and social justice activities. Courage to Care is now a separate legal entity and a registered not-for-profit charity dedicated to strengthening social cohesion through education, dialogue and human connection. At the heart of our work is the belief that ordinary people have the power to make a positive difference by choosing to be Upstanders. Drawing inspiration from real-life acts of courage, our Upstander Programs encourage individuals to stand up, speak out and take safe, effective action in the face of racism, prejudice and discrimination.

Our programs are delivered by a skilled and dedicated team of volunteers and are enriched by the powerful testimonies of Holocaust survivor speakers or custodians of their stories. Through these lived experiences, participants are supported to understand the consequences of discrimination and the importance of standing up for others. The programs promote acceptance of diversity, challenge bystander behaviour, and empower participants with practical tools to take safe, positive action in schools, workplaces and the broader community.

Courage to Care currently employs eight staff members in Victoria and is supported by approximately 130 active volunteers across the state. While our workforce is relatively small, our volunteer base plays a critical role in program delivery and community engagement. Courage to Care is proud to have meaningful connections with Aboriginal and Torres Strait Islander peoples through our broader community. This includes one Aboriginal woman of Yamatji heritage, serving as a RAP volunteer, as well as strong historical and ongoing relationships with descendants of William Cooper (Yorta Yorta), including our former Patron Uncle Boydie Turner (until 2024), and friends and supporters Leonie Drummond and Kate Bocker (daughter and granddaughter).

Our geographic reach is primarily state-wide across Victoria, with a strong and growing focus on regional and remote communities. In 2025, Courage to Care reached 21,987 students from 193 schools across Victoria. In 2026, we aim to grow our reach to 23,000 students, reflecting continued growth and demand for our programs. In addition to our in-school Upstander Programs, Courage to Care also delivers Workplace Training, Teacher Professional Learning and Community Upstander Programs through a fee-for-service social enterprise model. Revenue generated through this model is reinvested to ensure our school programs remain free and accessible.

Courage to Care's reach has expanded beyond Victoria through the establishment of Courage to Care Australia in 2023, formalising partnerships with interstate counterparts in New South Wales, Queensland and Western Australia. While these relationships are their early stages, they provide a strong foundation for advocacy, collaboration and growth.

In 2024, Courage to Care Victoria, on behalf of the national entity, commissioned a unit of work and lesson plans in partnership with Cool.org. These resources, designed for Year 9 and 10 students and aligned with both the Australian and Victorian Curriculums, are freely available online. A six-month performance report released in September 2025 demonstrated national uptake, with 1,312 downloads by 129 unique educators across 90 schools, reaching an estimated 23,994 students nationwide. In March 2026, we launched a second unit of work designed for Year 8 Mathematics and Humanities, with a focus on discriminatory data.

Courage to Care Australia operates from three office locations across Australia. The principal owner of this Reconciliation Action Plan is Courage to Care Victoria, based at 843a Glen Huntly Road, Caulfield, Victoria. Interstate offices are located in Kensington, New South Wales, servicing New South Wales and Queensland, and in Yokine, Western Australia, supporting program delivery in the respective state.

Diversity, equity and inclusion are central to Courage to Care's values and mission. Through education, open discussion and connection, we are committed to fostering respectful relationships and contributing to a more inclusive and just society for all Australians.

Having partnerships with a broad range of communities is important to C2C. We actively seek ways to partner with like-minded organisations to strengthen our mission and reach. These partnerships include:

- Department of Education (Victoria) – funding partner
- Victorian Multicultural Commission – CEO Mike Zervos OAM has been appointed to the VMC Regional Advisory Council for 2024-2026
- Jewish Christian Muslim Association (JCMA)
- Together for Humanity – shared agreement between organisations
- Jewish Community Council of Australia (JCCV)
- Melbourne Holocaust Museum



Our RAP



Courage to Care Vic is committed to creating a more just and equitable society by educating participants to counter racism, prejudice and discrimination, guided by an ethos of collective action. Through this Reflect RAP, we formally recognise our commitment to Reconciliation and to working with our community toward a Reconciled Australia where every person experiences equal life outcomes.

Our approach is grounded in the collective efforts of dedicated staff and passionate volunteers, with proud Yamatji woman Amanda Stephens supporting RAP development alongside Education Manager Karen Maclean (RAP Champion) and a dedicated team of staff and volunteers, drawing on Amanda's experience in drafting and implementing RAPs across educational settings.

Implementation will focus on engaging internal stakeholders, particularly our volunteers, through clear communication of shared objectives, establishing a RAP Working Group to oversee timelines, forming staff and volunteer working groups to deliver specific actions, and maintaining strong governance pathways through to the CEO and Committee of Management, and with Volunteer Manager, Lisa Lewis, leading progress updates to the wider Courage to Care community.

This work is underpinned by open and respectful communication, listening to First Nations colleagues and community members, learning from First Nations advisors and organisations, and maintaining an action-focused, outcomes-based approach to drive meaningful change.





Our Reconciliation Activities

Our reconciliation journey to date began in 2024 with a collaboration with Amanda, alongside embedding practical reconciliation learning into our education and training programs. In March 2024, we held our first RAP-planning workshop with leadership, Board members and volunteers, followed by a volunteer morning tea to formally launch our intention to develop a RAP. We have consistently acknowledged National Reconciliation Week and NAIDOC Week through internal communications, and strengthened cultural capability through our CEO's participation in cultural awareness training with the Victorian Aboriginal Child Care Agency, Amanda's attendance at the National RAP Conference, and our Education Manager's attendance at a Victorian Government Treaty Information Session and a RAP Learning Circle in Melbourne. Ongoing planning meetings have shaped our goals and themes, and in March 2025 we engaged Nova Peris OAM as a guest speaker for volunteers, further deepening understanding, dialogue and a shared understanding of self-determination.

William Cooper Family

Courage to Care was born out of the Jewish community with the intent to share survivor stories from the Holocaust and how ordinary people did extraordinary things to help their fellow human beings. Uncle William Cooper was a Yorta Yorta activist who, after experiencing the persecution of his own people, condemned the actions of the German Nazi regime against Jewish people. Cooper organised a delegation of First Nations men and women to march to the German consulate in Melbourne in 1938, presenting a letter of condemnation.

In today's version of the Courage to Care Secondary Years Program (SYP) William Cooper's brave act is highlighted as an example of Upstander behaviour and how as individuals and community we can stand against hate and discrimination without acts of violence.

Through this connection, William Cooper's grandson, Uncle Boydie Turner was a Patron of our organisation until 2024. Uncle Boydie's daughter and granddaughter are still connected to the organisation as friends and continue to support our universal messaging. More recently, we have connected with Jamil Tye, who is the Executive Director External Community Engagement Monash University and great-nephew of William Cooper.

Volunteer Connections

RAP support volunteer, Amanda Maitland-Smith is a proud Yamatji woman who has an association with Courage to Care and B'nai B'rith through the Gandel Scholarship Program for Australian Educators. She is a graduate of the International School for Holocaust Studies – Yad Vashem and has previously been involved in the drafting and implementation of 3 RAPs across educational institutions. Amanda supported the drafting of Courage to Care's Reflect RAP and consulted with our Education Manager, Volunteer Manager and CEO regarding best practice approaches, First Nations engagement activities and has led workshops with our internal stakeholders.

Educational Initiatives

Over the years Courage to Care Vic has implemented several educational initiatives that has strengthened our programs' outcomes, aligns with our organisational values, and strengthened our resolve to implement a Reflect RAP.

These include:

- Acknowledgement of Country – Courage to Care uses an Acknowledgement which has been drafted by staff and volunteers to reflect our organisation's commitment to Unity and Reconciliation
- Inclusion of First Nations' Country on Team Briefing sheet for all classroom facilitators to include in introduction
- Child Safe Standards training, including cultural awareness and safety training for classroom facilitators (standard 1)
- Inclusion of William Cooper's story in the Secondary Years Program (SYP) to highlight Upstander action and connection to Australian history
- Inclusion of Australian history and Aboriginal and Torres Strait Islander references in the Upstander Handbook Teaching Resource in the [Teacher Resources](#) on our website – this inclusion acknowledges the genocide and denial of civil rights experienced by Australia's First Peoples
- Sharing of National Reconciliation Week and NAIDOC resources through Volunteer Newsletters – [May 2025 Newsletter](#) [June 2025 Newsletter](#) [May 2026 Newsletter](#)
- Display of Aboriginal and Torres Strait Islander artwork and the AITSIS map at the office
- Intent to broaden our connection with First Nations communities or individuals to share Upstander stories through storytelling – voluntary or paid speaker roles





Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Aug 2026	Education Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Aug 2026	Education Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027	Education Manager/ Volunteer Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2027	Education Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2027	Education Manager/ Volunteer Manager
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Jul 2026	Education Manager/ Volunteer Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Aug 2026	Education Manager
	Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Aug 2026	Education Manager
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Sept 2026	CEO/ Education Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jan 2027	CEO



Respect

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.	Feb 2027	Education Manager/ Training Manager
	Conduct a review of cultural learning needs within our organisation.	Oct 2026	Education Manager/ Training Manager
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.	Nov 2026	CEO/ Education Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jul 2026	Education Manager
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.	July 2026, 2027,	Education Manager/ Volunteer Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2026, 2027	Education Manager/ Volunteer Manager
	RAP Working Group to participate in an external NAIDOC Week event.	July 2026, 2027	Education Manager/ Volunteer Manager



Opportunities

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 and volunteer recruitment within our organisation.	Jul 2027	CEO/ Volunteer Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Feb 2027	CEO
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.	Feb 2027	CEO
	Investigate Supply Nation membership.	Feb 2027	Education Manager/ Operations Manager



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	Jul 2026	Education Manager
	Draft a Terms of Reference for the RWG.	Jul 2026	Education Manager
	Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	Jul 2027	Education Manager
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Aug 2026	Education Manager/CEO
	Engage senior leaders in the delivery of RAP commitments.	Sept 2026	CEO
	Maintain a senior leader to champion our RAP internally.	Jul 2027	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Oct 2026	Education Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	June annually	Education Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Education Manager
	Communicate our RAP progress to internal and external stakeholders	Jul 2027	Education Manager
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Oct 2027	Education Manager

Contact Us



For public enquiries about our RAP please contact

Name: Karen Maclean

Position: Education Manager

Phone: 0413 888 433

Email: education.manager@couragetocare.org.au



843A Glen Huntly Road,
Caulfield, Victoria, Australia 3162
Phone (03) 9533 0955