Victorian Implementation Review of the Recommendations from the Royal Commission into Aboriginal Deaths in Custody

Review Report
Volume 1
October 2005

An initiative of the Victorian Aboriginal Justice Agreement

Ordered to be printed

Victorian Government Printer
October 2005

No. 165 Session 2003-2005
WARNINGS:

- Aboriginal and Torres Strait Islander readers be aware that this Review Report may contain names and/or reference to deceased Indigenous persons which may be distressing and cause sorrow.
- Readers should be aware that this document may contain language that some people may find offensive.

This Review Report was prepared by the Implementation Review Team on behalf of the Victorian Aboriginal Justice Forum.

In the preparation of this Report, the Implementation Review Team has taken into account the government material provided and, through consultations, the views of the Victorian Indigenous community and others, and believes that the Report fulfills the requirements of the Terms of Reference and the demands of balance, comprehensiveness, and accuracy.

The Review Team has also respected the need for confidentiality in its consultations. Nevertheless, while the Review Team was mindful of the general need not to identify individuals who have expressed concerns about or have made allegations regarding matters occurring after the Royal Commission in 1991, to adequately illustrate the nature of some aspects disclosed by the persons consulted, it has been necessary in a number of instances to record the actual information received. Unless otherwise specified, ‘Regional Victoria’ and ‘Metropolitan Melbourne’ always refers to Indigenous persons as the source of the quotations.

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Document Automation, Design and Development by: Linton (Aust) Pty Ltd

ISBN: 1921028076

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Acknowledgements

We have prepared this Review Report under the joint auspice of the Victorian Aboriginal Justice Forum and the Victorian Government. We are particularly grateful for the strong support we have received from the Attorney-General, the Honourable Rob Hulls MP, and also from the Secretary of the Victorian Department of Justice, Ms Penny Armytage. We also acknowledge Mr Andrew Jackomos, Director, Indigenous Issues Unit in the Department of Justice for his unstinting assistance and commitment to the Review.

The Implementation Review, which has been a very large and ambitious undertaking, has been very much a team effort. The support and assistance of the administrative arm of the Review Team is immeasurable. Heartfelt thanks to Dr Inez Dussuyer, Project Manager, for her commitment and spirit to cross the junctions, to Ms Antoinette Gentile, Assistant Manager, for her passion, courage and tenacity to leave no stone unturned and to Ms Julia Jenkins, Research Officer, for her high quality skills, competence and commitment. Their professionalism kept us balanced and grounded. Special thanks go to Ms Una Stone and Ms Erin Farley who volunteered their time as part of the RMIT Criminal Justice Administration student work placement scheme. We also thank Dr Kate Auty and Professor Kit Carson for complementing the Review Team with their knowledge and wisdom at different stages of the Review. The assistance of Ms Sarah Gerbert is also gratefully acknowledged as is the assistance of the Department of Justice library staff.

We acknowledge the contribution of the Steering Committee, chaired by Ms Jenny Mikakos, MP Parliamentary Secretary (Justice) and Chairperson of the Aboriginal Justice Forum. The Committee provided thoughtful guidance and important advice on the Review process.

Other Committee members include: Mr Troy Austin, former Victorian Commissioner of the Aboriginal and Torres Strait Islander Commission; Mr Alf Bamblett, Chairperson of the Victorian Aboriginal Justice Advisory Committee; Ms Marion Green, Co-ordinator of Ngwala Willumbong; Mr Andrew Jackomos, Director, Indigenous Issues Unit, Department of Justice and Ms Julia Griffith, Executive Director, Community Operations and Strategy, Department of Justice (and prior to her, Mr Robert Eldridge, Assistant Secretary, Portfolio Planning, Department of Justice).

We gratefully acknowledge the assistance and co-operation received from the many individuals and organisations in the community and government departments that have provided us with so much information which has formed the basis for this Review Report.

We appreciate the efforts of the many public servants who assisted in facilitating access for the Implementation Review Team to prisons, detention centres, police stations, courts and gave us documents and statistical information relevant to the Review. Our appreciation must also be extended to the numerous police officers, corrections and court staff across Victoria who welcomed the Review Team and assisted us with our Review process in many various ways.

We would above all like to acknowledge the critical contributions from the Victorian Aboriginal community, and thank them sincerely for their goodwill, participation and their stories and views. We would particularly like to thank the brothers, sisters and young ones in the criminal justice system. So willingly they shared with us their personal moments. As central participants, their advice for strengthening and improving many of the underlying issues, we believe, provides a sound and solid foundation to fundamentally decrease the over-representation of Aboriginal people in custody.

Finally, we would like to express our deep and sincere appreciation to the families of two of the most recent Aboriginal deaths in custody who shared with the Review Team their heartache and ongoing frustrations. We thank them for allowing us to re-engage their very painful journey. Their experience and vision for the future have given us a means and hope for the criminal justice system to be more humane and respectful towards the basic rights to be human and Aboriginal.

Dr Joy Murphy
Chairperson

Dr Mark Rose
Chairperson
Attorney-General’s Foreword

This Report is about facing up to our responsibilities. It is now more than 14 years since the Royal Commission into Aboriginal Deaths in Custody handed down its Recommendations and, while we all acknowledge the gains that have been made since that time, Indigenous Australians nevertheless continue to experience profound disadvantage. This disadvantage has myriad expressions, but we only need look to the fact that, in the year 2005, a Koori man is still 12 times more likely, and a Koori woman 15 times more likely, to be imprisoned than a non-Koori man or woman, to know that our hopes for Indigenous Victorians have not been realised. Worse, an Indigenous Victorian is likely to die, on average, 20 years earlier than a non-Indigenous person.

These statistics should shame all Australians and that is why I am enormously proud to be, along with three other Victorian Government Ministers and four Indigenous leaders, a signatory to the Victorian Aboriginal Justice Agreement (VAJA). Over the last five years, the VAJA has forged a strong and enduring partnership between the Government and Victoria’s Koori communities, one built on the practical and symbolic value of reconciliation. The purpose of the VAJA is, essentially, to give life to the aspirations of the Royal Commission – to facilitate Aboriginal leadership in the law and to reduce the appalling overrepresentation of Indigenous Victorians within the criminal justice system. Accordingly, as part of the VAJA, the Bracks Government undertook to conduct a rigorous review of the implementation of the Commission’s recommendations across the whole of government. The VAJA also made it clear that this would be done wholly in partnership with the Aboriginal community, in keeping with the principles of the VAJA.

The Review has been led by two independent and highly respected Indigenous co-chairpersons, Dr Joy Murphy and Dr Mark Rose, with the support of Department of Justice staff. They have worked tirelessly for the last 18 months, listening to Indigenous voices, visiting prisons, police stations, cells and courts, holding discussions with staff and participants in the criminal justice system, as well as with the wider Indigenous community and its organisations. One of the Review’s many strengths is that it provides a direct channel for Indigenous views and experiences concerning the implementation of the Commission’s Recommendations. While the actions of the Commonwealth were not within its scope, the Review provides a comprehensive description of what Victorian Government Departments and agencies have put in place to meet their responsibilities. This frank appraisal does not, it has to be said, paint a uniformly flattering picture. In spite of undeniable progress in areas such as education, health and housing, as well as the reforms within the criminal justice system, we still have a long journey ahead.

Importantly, the Review identifies areas of significant disparity between what the Indigenous community is experiencing and what is being reported by Government departments and agencies. As our first priority, we need to work towards understanding this unacceptable discrepancy and act immediately to rectify it. The Review also identifies areas for potential improvement, as well as examples of successful programs and relationships that have been developed between the Indigenous community and criminal justice agencies, giving us confidence that we are on the right track.

As citizens, all Victorians have the right to respect and dignity; the right to have their past and present deprivations and suffering acknowledged; the right to strong communities, the right to cultural survival. They also have the right to the services of a civilised society, and to a life (whether in or out of custodial care), which is healthy, satisfying, long, and free from fear. These rights should be universal, yet these simple things remain beyond the
grasp of far too many Indigenous Victorians, a fact which speaks of our failure, as a legal system, and as a community.

Because we want to address this failure, the Bracks Government has provided $12.7 million over 4 years to build on the success of the VAJA. We want to live in a Victoria in which Koories are agents of their own future, where the damage of dispossession and denial can be repaired and where Koori and non-Koories can journey towards genuine reconciliation.

For this to happen, Koori communities need to have ownership of all relevant policies and programs, as well as adequate support and resources. It has to be said at this point, the progress of the Commission’s Recommendations in Victoria has been assessed before. Four appraisals were conducted throughout the 1990s, yet, contrary to the intent of the Commission itself, the Koori community had little input. The reports glossed over the appalling Indigenous incarceration rate and presented no evidence to suggest how the little being done at the time would address the underlying factors that contributed to this overrepresentation.

This report is different. This report has been conducted by Indigenous Victorians, in direct consultation with Indigenous Victorians. It is the property of Indigenous Victoria, and at the same time, a wake up call for the non-Indigenous community. We have much to celebrate in Victoria, from the VAJA and its initiatives, such as the expanding Koori Court jurisdiction; to the recent constitutional amendment to acknowledge the importance of Indigenous Victorians as the first peoples of this state. Victorians, I believe, have a genuine commitment to reconciliation.

However much we voice this commitment, until the stark reality of Indigenous disadvantage is a thing of the past, until the legacy of dispossession is put to rest, our protestations will not ring true. Here is our opportunity to make sure that our words, and our efforts so far, match the promise of our expectations. I am proud that we are willing to assess and confront our shortcomings, and do so in such a public forum. I believe that the release of this Report is another example of the fact that this Government understands that it must listen to and work in genuine partnership with the Koori community to achieve meaningful change. I encourage you not only to read this Report, but to reflect on what the lessons might be for you, for your department, agency, organisation or community. We must then put these lessons into action.

ROB HULLS MP
Attorney-General
Introduction by Review Chairpersons

They’re trying to bring back the almost dead into the living and the living are almost dead (Metropolitan Melbourne).

All readers must first and foremost accept this Review Report as a ‘truth’ document, although we cannot claim that the evidence collected during this Review is absolutely accurate or complete. There are gaps and there is a lack of precision in some areas. The extensive goodwill in providing information to the Review by everyone approached is acknowledged and this provides a composite and comprehensive picture for us today, 14 years on from the release of the 1991 Royal Commission into Aboriginal Deaths in Custody report.

This ‘truth’ document, commissioned by the Victorian Government, is dedicated to the memory of the Aboriginal brothers and sisters who have died in custody and with much respect to their families and loved ones.

Our brief from the Victorian Government was twofold. Firstly, it was to examine the progress on how, if and when the departments and agencies carried out the implementation of the Recommendations from the Royal Commission. Secondly, we were to provide a response to each of the 339 Recommendations, and more extensively to the Recommendations relevant to Victoria.

Our brief from the Victorian Aboriginal community was to establish if they would be willing to be engaged in this Review. We were concerned that the community might have been ‘consulted out’, always consulted but seeing little difference in their lives as a result.

We ‘played’ a game of cards to reveal a solitaire where the dealers shuffled the cards, monopolised the deck and immobilised the players. The cards were turned over when the Aboriginal Justice Forum agreed at their meeting on 12 April 2002 to expand the scope of the Review from being Justice portfolio-specific to one covering the whole of government, and recognised that a different approach was required for this, the fifth Review. The Victorian Government agreed and supported the partnership approach and the framework set by the VAJA. The Review is unique in its perspective, given the involvement and participation in the process of both the Victorian Aboriginal community and the Victorian Government.

There were concerns that the Review timelines and resources were inadequate for the size of the task. We were genuinely concerned about ‘how to do justice’ within the constraints of the timelines and resources. We approached the Review with caution, acknowledging the enormity and complexity of the tasks before us. The complexity also related to translating the notion of ‘independence’ in conducting the Review.

A puzzle emerged as the Review proceeded, with government agencies who had reported to the Review that the Royal Commission’s Recommendations were either fully implemented or partially implemented. Yet the statistical information gathered and what the government agencies were telling us through their self-assessment responses about what was implemented was significantly different from the views expressed by the Aboriginal community who were saying otherwise. It appeared that in some instances instead of improvement there seemed to be deterioration.
So, what did implementation status mean? Who could tell us? For government agencies it might mean that the procedures and policies addressing the Recommendations were in place, yet in practice and on the ground the reality was found to be quite different as experienced by the community. We found that there was commitment and goodwill by government departments and agencies. Yet in most cases there was not a ‘single driver’ to make it happen. To determine and attempt to ‘balance’ these differences meant more time was needed to ‘dig deeper’ and analyse further information.

We approached the Attorney-General, the Hon Rob Hulls MP, and the Department of Justice, who recognised and were sympathetic to the need for extra time and funding to complete this Review. We requested and received some further self-assessment responses from agencies presenting a more up-to-date picture of progress on the implementation status of the Recommendations allocated to them. However, time did not permit us to fulfil the broader consultation with communities on the self-assessment responses received from government departments and agencies.

We were very privileged to be given permission to visit and hear some very personal stories from the community. Some overwhelming comments from prisoners were:

*You need to stand up for us. I’ve changed heaps. I used to deal with everything by violence. Now I’ve found that I can do things the right way.* (Indigenous male prisoner).

Another said:

*I’ve been institutionalised. I was a ward of the state from the age of eight. I was adopted into a non-Koori family. They don’t want me and neither do my real family. Everything is already worked out for me in here. I know when I have to have breakfast, what time to have my medication, what my jobs are for the day, what time I have to go to bed. My decisions are already made for me. When I get out I don’t know how to make my own decisions.* (Indigenous male prisoner).

At times, in consultation with the community, the waves of grief and emotions reached great heights as they opened up their hearts. There was sadness and distressing stories and examples of unacceptable aspects of contemporary Aboriginal people’s lives. Many needed moral support, comfort, warmth and reassurance as they talked of suffering and of death. At other times, there were reactions of anger, outrage, frustration and disillusionment. One story conveyed to us was:

*I was talking to a fella in Protective Custody and I asked what that was. He said, that’s where they [prison officers] sit there and watch how long it takes to kill yourself.* (Metropolitan Melbourne).

How then to encapsulate all that we have learned, all the information we have gathered, how to respect and how to do justice to the many stories that so strongly and powerfully illustrate problems of implementation and more?

There is no doubt that Aboriginal people still experience ongoing disadvantage and an unequal position in today’s society. Health, housing, education, employment, alcohol and other substances, and reconciliation are the most important underlying issues facing the Aboriginal community and Aboriginal people in the criminal justice system. The process of
reconciliation is a much broader matter that requires continuous dialogue, knowledge gathering and input across all areas of community and government.

The Review emphasised the need for social, economical, cultural and associated issues to be adequately addressed to decrease the number of those incarcerated and returning to incarceration. The consultative meetings reinforced the need for each community to be treated fairly and equally, to have access to enhanced program design and delivery and to have a base to work from to creatively build for their immediate needs and the future.

We discovered that the Review itself did not simply operate in a static, stable environment. It actually triggered changes, solved some problems and altered the landscape. For example, some ‘on-the-spot’ problems were resolved with the intervention of the Implementation Review Team. This indicated that there are many immediate actions that can be taken, requiring small changes to what exists; other Recommendations, however, require longer term sustained effort on a number of fronts and, in order to succeed, require a whole-of-government and whole of community approach.

We believe this is the right time to place the Implementation Review findings and Recommendations before the Parliament of Victoria. In keeping with the Royal Commission, which stresses the desirability of publicly acknowledging governmental responsibility for the Recommendations and their implementation, we are optimists, we now know a lot more, we are strengthened with this information and have now shared this knowledge.

The development and implementation of the VAJA in June 2000 demonstrates a commitment by the Bracks Government to implement the Recommendations from the Royal Commission, and to the unique partnership between the Aboriginal community and government in the development and delivery of programs.

We firmly believe that the Victorian Government needs to maintain its ongoing commitment to its partnership within the Aboriginal community, to seriously consider consolidating existing policies and legislation for a balanced approach, to reaffirm policies and programs in all areas, to vastly improve the implementation of the Royal Commission’s Recommendations, to establish community capacity building to appropriate levels to make a real change, and to endorse a political bipartisan approach based on mutual respect and acceptance of equality for all Aboriginal people.

Most certainly with the Aboriginal community there are deep connections to the Royal Commission, which was seen as a watershed. For the non-Aboriginal community we believe this Review Report will be a source of knowledge and may increase the understanding, respect and acceptance of Victoria’s first residents.

There are strong community expectations on the Review for real outcomes. We were asked time and time again:

- *What will you do for us? How will this change things for us? When will we see change? Youse have opened up a can of worms* (Indigenous male prisoner).
- *What youse have done by coming here and talking to us about the Royal Commission is that you’ve given us a ray of hope* (Regional Victoria).
- *I spent too much time looking at what I’ve been missing out on while I’ve been in here instead of what is out there waiting for me* (Indigenous male prisoner).
We think that not much has changed since the Royal Commission 13 years ago but we hope that this Review will make a big change (Regional Victoria).

The basis of respect for humanity is understanding and accepting the rights of other human beings. One must accept the birthright and the culture of each person. To understand any form of civilisation one must live that life. To change that way of living one must accept the responsibility to find and deliver appropriate ways and means to accommodate the radical change in one’s lifestyle.

This ‘truth’ document is spiritually alive with respect, trust, hope and optimism for real change that will make a difference for the Victorian Aboriginal community today, tomorrow and the future.

The power of ‘life and death’ is for this Review not to lose its momentum.
Terms of Reference

The Victorian Government is committed to implementing the Recommendations from the 1991 *Final Report of the Royal Commission into Aboriginal Deaths in Custody*. The Victorian Government is also committed to a rigorous monitoring process across the whole-of-government with the re-introduction of reporting to Parliament.

While the recommendations provide a clear direction for Government, there is also recognition that both the justice-related and broader environment has changed.

To achieve the above the Aboriginal Justice Forum will:-

1. Establish a Steering Committee chaired by the Parliamentary Secretary, Justice, with representation from Justice Portfolio and Indigenous members of the Forum. This will be supported by a Working Group of relevant officers.

2. The Steering Committee will specifically facilitate the development of a framework for-
   - Auditing Royal Commission recommendations;
   - Reviewing Royal Commission recommendations; and
   - Identifying areas where improvements may be undertaken in justice areas relating to the recommendations.

3. Undertake the Review consistent with the principles of the *Victorian Aboriginal Justice Agreement*.

4. Rigorously review the implementation of recommendations assessing their intent, currency, and compatibility with the principles of the *Victorian Aboriginal Justice Agreement*. Include in the Review an identification of enhanced program design and delivery where relevant, taking into consideration best practice examples from interstate and/or international jurisdictions.

5. Ensure that the Review be undertaken in real partnership with Koori community stakeholders, reflecting the partnership approach of the Victorian Aboriginal Justice Forum.

Steering Committee Membership and Implementation Review Team

Ms Jenny Mikakos, MP*
Chairperson, Implementation Review Steering Committee
Parliamentary Secretary, Justice
Chairperson, Aboriginal Justice Forum

Mr Troy Austin*
Victorian Commissioner
Aboriginal and Torres Strait Islander Commission

Mr Alf Bamblett
Chairperson
Victorian Aboriginal Justice Advisory Committee

Ms Marion Green*
Co-ordinator
Ngwala Willumbong Co-operative

Ms Julia Griffith*
Executive Director, Community Operations and Strategy
Department of Justice

Mr Andrew Jackomos
Director, Indigenous Issues Unit
Department of Justice

Dr Joy Murphy, Chairperson
Dr Mark Rose, Chairperson
Dr Inez Dussuyer, Project Manager
Ms Antoinette Gentile, Assistant Manager
Ms Julia Jenkins, Research Officer, August 2004 – October 2005
Ms Yasmin Manahan, Research Officer, November 2003 – March 2004
Ms Nic Merson, Assistant Manager until November 2003
Ms Kathy Phythian, Assistant Manager, November 2003 – June 2004

* Ms Jenny Mikakos MP replaced Mr Richard Wynne MP, Parliamentary Secretary (Justice), in March 2003.
* Mr Troy Austin ceased to be a member in May 2005 due to cessation of ATSIC.
* Ms Marion Green commenced on the Steering Committee as the then Victorian Commissioner for ATSIC. The Steering Committee agreed that Ms Green remain on the Steering Committee for consistency.
* Ms Julia Griffith replaced Mr Robert Eldridge, Assistant Secretary, Portfolio Planning, in February 2004.
Abbreviations

4WDrive Four Wheel Drive
AAL Aborigines Advancement League
AAU Aboriginal Advisory Unit
AAU Acute Assessment Unit
AAV Aboriginal Affairs Victoria
ABC Australian Broadcasting Corporation
ABCD About Better Communication About Drugs
ABS Australian Bureau of Statistics
ABSTUDY Aboriginal Study Assistance Scheme
ACAS Adult Court Advice Service
ACE Adult Community Education
ACCO Aboriginal Community Controlled Organisations
ACFE Adult Community and Further Education
ACFED Adult Community and Further Education Division
ACIP Aboriginal Cultural Immersion Program
ACLO Aboriginal Community Liaison Officer
ACHIP Aboriginal Community Heritage Investigations Program
ACJP/CJP Aboriginal Community Justice Panel or Community Justice Panel
ACM Australasian Correctional Management
ACMP Aboriginal Case Management Positions
ACPP Aboriginal Child Placement Principle
ACPR Australasian Centre for Policing Research
ACSS Aboriginal Child Specialist Advice and Support Service
ACT Australian Capital Territory
A&D Alcohol and Drugs
ADIS Alcohol and Drug Information System
AECG Aboriginal Education Consultative Group
AEDP Aboriginal Employment Development Program
AERF Alcohol Education and Rehabilitation Foundation
AFDM Aboriginal Family Decision Making
AFPP Aboriginal Family Preservation Programs
AHBV Aboriginal Housing Board of Victoria
AHMAC Australian Health Minister's Advisory Committee
AHSF Aboriginal Health Service Forum
AIATSIS Australian Institute of Aboriginal and Torres Strait Islander Studies
AIC Australian Institute of Criminology
AIU Aboriginal Investigation Unit
AJAC Aboriginal Justice Advisory Committee
AJF Aboriginal Justice Forum
AJJA Australasian Juvenile Justice Administrators
ALO Aboriginal Liaison Officer
AMPC Australasian Police Ministers' Council
AOOHCS Aboriginal Out-of-Home Care Services
AOV Aboriginal Official Visitor
APB Adult Parole Board
APMC Australasian Police Ministers' Council
ASC Australian Sports Commission
ASSPA Aboriginal Student Support & Parent Awareness
ASP Aboriginal Services Plan
ATM Automatic Teller Machine
ATSI Aboriginal and Torres Strait Islander
<table>
<thead>
<tr>
<th>Acronym</th>
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<tbody>
<tr>
<td>ATSIC</td>
<td>Aboriginal and Torres Strait Islander Commission</td>
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<td>ATSILS</td>
<td>Aboriginal and Torres Strait Islander Legal Services</td>
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<td>Aboriginal and Torres Strait Islander Services</td>
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<td>Community Care/Community Care Division</td>
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<tr>
<td>CCA&amp;LEP</td>
<td>Cross-Cultural Awareness and Learning Exchange Program</td>
</tr>
<tr>
<td>CCD</td>
<td>Community Care Division</td>
</tr>
<tr>
<td>CCO</td>
<td>Community Corrections Order</td>
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<tr>
<td>CCP</td>
<td>Community Custodial Permit</td>
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<tr>
<td>CCS</td>
<td>Community Correctional Services</td>
</tr>
<tr>
<td>CCT</td>
<td>Cross-Cultural Training</td>
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<tr>
<td>CCTV</td>
<td>Closed Circuit Television</td>
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<td>CD</td>
<td>Compact Disk</td>
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<td>CDEP</td>
<td>Community Development Employment Project</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<tr>
<td>CGC</td>
<td>Commonwealth Grants Commission</td>
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<td>CHAD</td>
<td>Custodial Health and Alcohol Drugs</td>
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<tr>
<td>CHIP</td>
<td>Community Housing Infrastructure Program</td>
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<td>CIP</td>
<td>Community Initiatives Program</td>
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<tr>
<td>CJEP</td>
<td>Criminal Justice Enhancement Program</td>
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<tr>
<td>CJP/ACJP</td>
<td>Community Justice Panel or Aboriginal Community Justice Panel</td>
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<tr>
<td>COAG</td>
<td>Council of Australian Governments</td>
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<td>CORE</td>
<td>Correctional Enterprises</td>
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<tr>
<td>CP&amp;JJ</td>
<td>Child Protection and Juvenile Justice</td>
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<td>CPR</td>
<td>Cardiac Pulmonary Resuscitation</td>
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<td>CREDIT</td>
<td>Court Referral and Evaluation Drug Treatment</td>
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<td>CRN</td>
<td>Criminal Registration Number</td>
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<tr>
<td>CSF</td>
<td>Curriculum and Standards Framework</td>
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<td>CSMC</td>
<td>Corrective Services Ministers Council</td>
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<td>CYPRA</td>
<td>Children and Young Persons Act 1989</td>
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<td>CYPRASS</td>
<td>Campaspe Young Persons Resource and Support Scheme</td>
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<td>Drugs and Crime Prevention Committee</td>
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<tr>
<td>DEST</td>
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<td>DEWR</td>
<td>Department of Employment and Workplace Relations</td>
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<tr>
<td>DHS</td>
<td>Department of Human Services</td>
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<tr>
<td>DIIRD</td>
<td>Department of Innovation, Industry, and Regional Development</td>
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<tr>
<td>DNRE</td>
<td>Department of Natural Resources and Environment</td>
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<tr>
<td>DOI</td>
<td>Department of Infrastructure</td>
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<td>DOJ</td>
<td>Department of Justice</td>
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<tr>
<td>DONT</td>
<td>Defenders of Native Title</td>
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<td>DPC</td>
<td>Department of Premier and Cabinet</td>
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<td>DPFC</td>
<td>Dame Phyllis Frost Centre</td>
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<td>DPI</td>
<td>Department of Primary Industries</td>
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<td>DP&amp;S</td>
<td>Drug Policy and Services</td>
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DSE  Department of Sustainability and Environment
DTF  Department of Treasury and Finance
DTSCG  Department for Tourism, Sport and the Commonwealth Games
DVC  Department for Victorian Communities
EAR/CPR  Expired Air Resuscitation
EEO  Equal Employment Opportunity
EFT  Effective Full-time
EFTPOS  Electronic Funds Transfer Point of Sale
EGIT  East Gippsland Institute of TAFE
EOA  Equal Opportunity Act
EOCV  Equal Opportunity Commission Victoria
EP  Employment Programs
ERG  Emergency Response Group
ESD  Ethical Standards Department
ETES  Education, Training and Employment Strategy
FaCS  Department of Family and Community Services
FAS  Foetal Alcohol Syndrome
FCS  Family and Children Services
FACES  Families And Young fella Connecting & Sharing
FAQ  Frequently Asked Questions
FCC  Fulham Correctional Centre
GEO  Global Expertise in Outsourcing Group
GSL  Global Solutions Limited
GRS  Graduate Recruitment Scheme
HACC  Home and Community Care
HRAT  High-Risk Assessment Team
HREC  Human Research Ethics Committee (DHS)
HREOC  Human Rights and Equal Opportunity Commission
IAG  Indigenous Advisory Group
ICACC  Inter-Council Aboriginal Consultative Committee
ICAP  Improving Health Care for Aboriginal and Torres Strait Islander Patients
ICCBF  Indigenous Community Capacity Building Fund
ICCBP  Indigenous Community Capacity Building Program
ICCMS  Integrated Client and Case Management System
ICCO  Indigenous Community Corrections Officer
ICERD  International Convention on the Elimination of all forms of Racial Discrimination
ICO  Intensive Corrections Order
ICIRP  Indigenous Community Resources Infrastructure Program
ICT  Information Communications Technology
IES  Indigenous Enumeration Strategy
IFVS  Indigenous Family Violence Strategy
II&E  Interpretation, Information and Education
IIP  Indigenous Innovation Project
IIU  Indigenous Issues Unit
ILC  Indigenous Land Corporation
IMP  Individual Management Plan File
INTRAIN  Indigenous Training and Recruitment Initiatives Program
IPS  Indigenous Partnership Strategy
IPSU  Indigenous Policy and Services Unit
IRT  Implementation Review Team
ISDO  Indigenous Sport Development Officers
ISO  Indigenous Services Officer
ISP  Indigenous Sport Program
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>ISPO</td>
<td>Indigenous Sport Program Officers</td>
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<tr>
<td>ISRP</td>
<td>Indigenous Sport and Recreation Program</td>
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<tr>
<td>ISSN</td>
<td>Indigenous Staff Support Network</td>
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<td>ISU</td>
<td>Indigenous Services Unit</td>
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<tr>
<td>JJ</td>
<td>Juvenile Justice</td>
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<td>KBN</td>
<td>Koori Business Network</td>
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<td>KCA</td>
<td>Koori Community Alcohol</td>
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<tr>
<td>KCA&amp;DRS</td>
<td>Koori Community Alcohol and Drug Resource Services</td>
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<td>KCF</td>
<td>Koori Community Fund</td>
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<td>KE</td>
<td>Koori Educator(s)</td>
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<td>KECEP</td>
<td>Koori Early Childhood Education Program</td>
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<tr>
<td>KECFO</td>
<td>Koori Early Childhood Field Officers</td>
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<tr>
<td>KEDO</td>
<td>Koori Education Development Officers</td>
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<tr>
<td>KEST/KESU</td>
<td>Koori Education Strategy Team/Koori Education Strategy Unit</td>
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<td>KETE</td>
<td>Koori Education, Training and Employment</td>
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<tr>
<td>KFHS</td>
<td>Koori Family History Service</td>
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<td>KHLO</td>
<td>Koori Hospital Liaison Officer</td>
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<td>KLO</td>
<td>Koori Liaison Officer</td>
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<td>KODY</td>
<td>Koori Open Door Education</td>
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<td>KPSA</td>
<td>Koori Preschool Assistance Program</td>
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<td>KRA</td>
<td>Key Result Area</td>
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<td>KR&amp;CDS</td>
<td>Koori Recruitment and Career Development Strategy</td>
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<td>KSIS</td>
<td>Koori Services Improvement Strategy</td>
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<td>LAECG</td>
<td>Local Aboriginal Education Consultative Groups</td>
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<td>LEAP</td>
<td>Law Enforcement Assistance Program</td>
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<td>LGTA</td>
<td>Local Government Area</td>
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<td>LL</td>
<td>Liquor Licensing</td>
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<td>LMA</td>
<td>Labour Market Analysis</td>
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<td>Language Other Than English</td>
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<td>Local Priority Policing</td>
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<td>LSC</td>
<td>Local Safety Committee</td>
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<td>MAP</td>
<td>Melbourne Assessment Prison</td>
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<td>MAV</td>
<td>Municipal Association of Victoria</td>
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<td>MCAATSIA</td>
<td>Ministerial Council for Aboriginal and Torres Strait Islander Affairs</td>
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<td>MCC</td>
<td>Melbourne Custody Centre</td>
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<td>MCDS</td>
<td>Ministerial Council on Drug Strategy</td>
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<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>NAEP</td>
<td>National Aboriginal and Torres Strait Islander Education Policy</td>
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<td>NAIDOC</td>
<td>National Aboriginal and Islander Day Observance Committee</td>
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<td>NAJAC</td>
<td>National Aboriginal Justice Advisory Committee</td>
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<td>NATSIIHS</td>
<td>National Aboriginal and Torres Strait Islander Health Survey</td>
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<tr>
<td>NATSISS</td>
<td>National Aboriginal and Torres Strait Islander Social Survey</td>
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<td>NCSSU</td>
<td>National Corrective Services Statistics Unit</td>
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<td>NGO</td>
<td>Non-Government Organisation</td>
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<td>NH&amp;MRC</td>
<td>National Health and Medical Research Council</td>
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<td>NIAT</td>
<td>National Inhahlant Abuse Taskforce</td>
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<td>NICS</td>
<td>National Institute of Clinical Studies</td>
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<td>NIELNS</td>
<td>National Indigenous English Literacy and Numeracy Strategy</td>
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<td>NLP</td>
<td>Network Languages Plan</td>
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<td>NP</td>
<td>National Park</td>
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<td>NPAU</td>
<td>National Police Research Unit</td>
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<td>NSW</td>
<td>New South Wales</td>
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<td>OASIS</td>
<td>Offender Automated Search and Information System</td>
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<td>OATSIIH</td>
<td>Office of Aboriginal and Torres Strait Islander Health Service</td>
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</tbody>
</table>
SVCHS  St Vincent’s Correctional Health Service
TAC  Transport Accident Commission
TAFE  Technical and Further Education
UPK  Uwankara Palyanku Kanyintjaku
VACCA  Victorian Aboriginal Child Care Agency
VACCHO  Victorian Aboriginal Community Controlled Health Organisation
VACKH  Victorian Advisory Council on Koori Health
VACRO  Victorian Association for the Care and Resettlement of Offenders
VACSAL  Victorian Aboriginal Community Services Association Limited
VAEAI  Victorian Aboriginal Education Association Incorporated
VAHS  Victorian Aboriginal Health Service
VAJA  Victorian Aboriginal Justice Agreement
VAJAC  Victorian Aboriginal Justice Advisory Committee
VALS  Victorian Aboriginal Legal Service
VAYSAR  Victorian Aboriginal Youth Sport and Recreation Co-operative Ltd
VCAL  Victorian Certificate of Adult Learning
VCAT  Victorian Civil and Administrative Tribunal
VCE  Victorian Certificate of Education
VGDI  Victorian Government Drug Initiative
VIAF  Victorian Indigenous Affairs Framework
VIYAC  Victorian Indigenous Youth Advisory Committee
VLA  Victoria Legal Aid
VLRC  Victorian Law Reform Commission
VPAPRG  Victoria Police Aboriginal Policy Reference Group
VPM  Victoria Police Manual
VPS  Victorian Public Service
VSA  Volatile Substance Abuse
VYDP  Victorian Youth Development Program
YACVIC  Youth Advisory Council Victoria
YEIS  Youth Employment Incentive Scheme
YEL  Youth Employment Link
YES  Youth Employment Scheme
YSAS  Young Substance Abuse Service
WIES  Weighted Inlier Equivalent Separation
WIRMP  Wimmera Indigenous Resource Management Partnership