



# Reflect Reconciliation Action Plan

June 2022 – 2023





CMY recognises Aboriginal and Torres Strait Islander peoples as the first peoples of this continent and the islands of the Torres Strait. In doing so, we acknowledge our shared history; recognise the right to self-determination and the importance of connection to and access to Country. We acknowledge and respect distinct Aboriginal and Torres Strait Islander cultural differences, beliefs, values and languages.



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# Statement from Karen Mundine,

**Chief Executive Officer,  
Reconciliation Australia**



Reconciliation Australia welcomes the Centre for Multicultural Youth to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Centre for Multicultural Youth joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity;

institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the Centre for Multicultural Youth 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 to the Centre for Multicultural Youth, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**



# Statement from Carmel Guerra,

**Chief Executive Officer,  
the Centre for Multicultural Youth**



As CEO OF CMY I am pleased to present our first Reflect Reconciliation Action Plan (RAP).

This RAP was developed in recognition of CMY's commitment to creating an Australia in which Aboriginal and Torres Strait Islander people rights to self-determination, culture and land are celebrated and respected throughout Australia.

Whilst our services are targeted to young people and families of multicultural backgrounds we aim to build partnerships with Aboriginal and Torres Strait Islander people and wish to demonstrate our commitment to embracing reconciliation this year by launching our first Reflect Reconciliation Action Plan (RAP).

The development of our first Reconciliation Action Plan will provide the framework for our reconciliation journey. We will continue to build on our knowledge and understanding, to support local Aboriginal and Torres Strait Islander communities and enhance our learning, awareness of and respect for the history, traditions and practices of our First Nations people.

CMY is committed to working towards equity and justice for marginalised groups including Aboriginal and Torres Strait Islander communities and committed to being a culturally safe, responsive and respectful organisation. Our RAP is an important step towards collaboration and unity between migrants and refugee communities and First Nations peoples and provides the opportunity to intentionally work together.

I personally would also like to thank Karen Milward - Yorta Yorta and Rob Hyatt - Gunnai/Kurnai and Wotjobaluk, for their support, guidance and wisdom on helping us develop our Reflect RAP. We are excited to embark on this journey.

**Carmel Guerra**



# Artist Profile

## Merindah-Gunya / Bayley Mifsud



My Aboriginal, and art name is Merindah-Gunya meaning “Beautiful Spirit” in Peek Wurrong language, gifted to me through ceremony by my parents and Elders. My Christian name is Bayley Mifsud and I am a proud Kirrae and Peek Wurrong woman of the Gundjitmara nation in South-West Victoria.

Born on Country, I began doing Aboriginal art at the age of five, learning from my Elders at the Brambuk Aboriginal Cultural Centre in the Grampians. My family and I would often go there on weekends, where we would immerse ourselves in culture through art, music and dance.

I had a particular interest and talent in art and continued to learn through the guidance and encouragement of my Elders. Creating stories using sacred symbols is something I have always had a strong connection with.

My Aunty Ros, a Butchulla woman from Queensland taught me how to use art to tell stories of her own family’s experiences.

My interest in dot art stemmed from a family trip to Alice Springs where I sat with a group of older women who showed me how they told a story through dot painting. We would go back every day to see them, and they would show me how they painted the stories of their Elders. I have never felt such pride as I did, learning from these older women, who also granted me permission to use these techniques in my paintings. I was absolutely fascinated by it and am so grateful for this experience and their permission.

I, like most children never had the opportunity to learn Indigenous art throughout my schooling. During High School I did multiple art subjects, and in Year 11 was given a project with “Identity” as the theme. This was the first chance in school I had to show the beautiful meaning and history behind Aboriginal art.

## Overview of artwork

This piece represents the array of communities, families and peoples the Centre for Multicultural Youth have worked with in their impeccable 30-year journey. The centralised meeting places identify the physical centre itself presented in an array of colours to show the diversity of not only its employees but the people it empowers. The journey lines between the places show the array of paths that the centre has taken to evolve into its current form with the inclusion and priority of First Nations knowledge, and its peoples voices and concerns. It identifies that the journey is not singular and will continue to grow and change in different ways, shapes and sizes. The difference in shape, colour and size of the journey lines connected by meeting places showcases inclusivity because no matter what journey a young person has been on the Centre for Multicultural Youth ensures they will be provided the support they deserve.







## Our Reconciliation Action Plan

# Our Vision for Reconciliation

CMY recognises Aboriginal and Torres Strait Islander peoples as the first peoples of this continent and the islands of the Torres Strait. In doing so, we acknowledge our shared history; recognise the right to self-determination, that sovereignty was never ceded and the importance of ongoing connection and access to country. We acknowledge and respect distinct Aboriginal and Torres Strait Islander cultural differences, beliefs, values and languages.

We recognise that many multicultural youth in Australia share experiences of political and social exclusion, economic disadvantage, and health inequality with many First Nations Australians. We also acknowledge that First Nations Australians experience unique forms of systemic injustice and dispossession that continues to impact children, young people and their families, and from which all non-indigenous Australians benefit.

The Black Lives Matter movement in Australia has focused attention on Aboriginal deaths in custody, amplifying calls for justice from Aboriginal and Torres Strait Islander communities. Alongside this, the escalation in the frequency and nature of incidents of racism and discrimination following the onset of the global pandemic was a catalyst in raising the profile and voices of young Australians from a range of diverse backgrounds against all forms of exclusion. Young people from migrant and refugee backgrounds have shown solidarity with Aboriginal Australians, while bringing attention to their own experiences of racism, discrimination, marginalisation and exclusion.

Feedback from the young people we work with has highlighted their desire to make stronger connections with Aboriginal and Torres Strait Islander young people

and communities, to work together and to learn from their experiences.

We see our responsibility is to work with Aboriginal and Torres Strait Islander peoples and help to strengthen connections between multicultural young people, communities and Aboriginal and Torres Strait Islander peoples, to walk together and work together to address systemic issues of political and social exclusion, economic disadvantage, and health inequality.

Through this vision we commit to building stronger relationships and partnerships that support ongoing collaboration and development of shared goals with Aboriginal and Torres Strait Islander communities and organisations. This includes a commitment to promoting stronger shared understanding across communities and opportunities for continuous learning and collaboration between young people. We also commit to exploring opportunities to innovate and work together with Aboriginal and Torres Strait Islander services to ensure we offer and promote inclusive and accessible services and practice for all young Victorians/Australians. In addition, we commit to continuing to build our knowledge and to learning from Aboriginal and Torres Strait Islanders as allies, including promoting the voices and concerns of young First Nations people and their work.





# Our Organisation



## Our (CMY) Vision

Young people from migrant, refugee and multicultural backgrounds are connected, empowered and influential Australians.

## Our Values

We believe respect for everyone's human rights is essential for a fair and equal society.

We believe everyone should be able to feel like they belong and can participate fully.

We believe diversity is a cornerstone of Australia's success.

## Our Approach

Young people are at the centre of what we do. What we learn from them helps us to develop stronger communities, support other service providers, and lead positive change at local, state and national levels.



In Victoria, CMY works to unlock the full potential of multicultural young people so that they have every opportunity to succeed, contribute to and enrich the Victorian community. We aspire to have multicultural young people as equally valued and respected members of the Victorian community. We do this by working with young people one-on-one and through group work to overcome individual struggles, build support networks and strengthen their capability as young leaders.

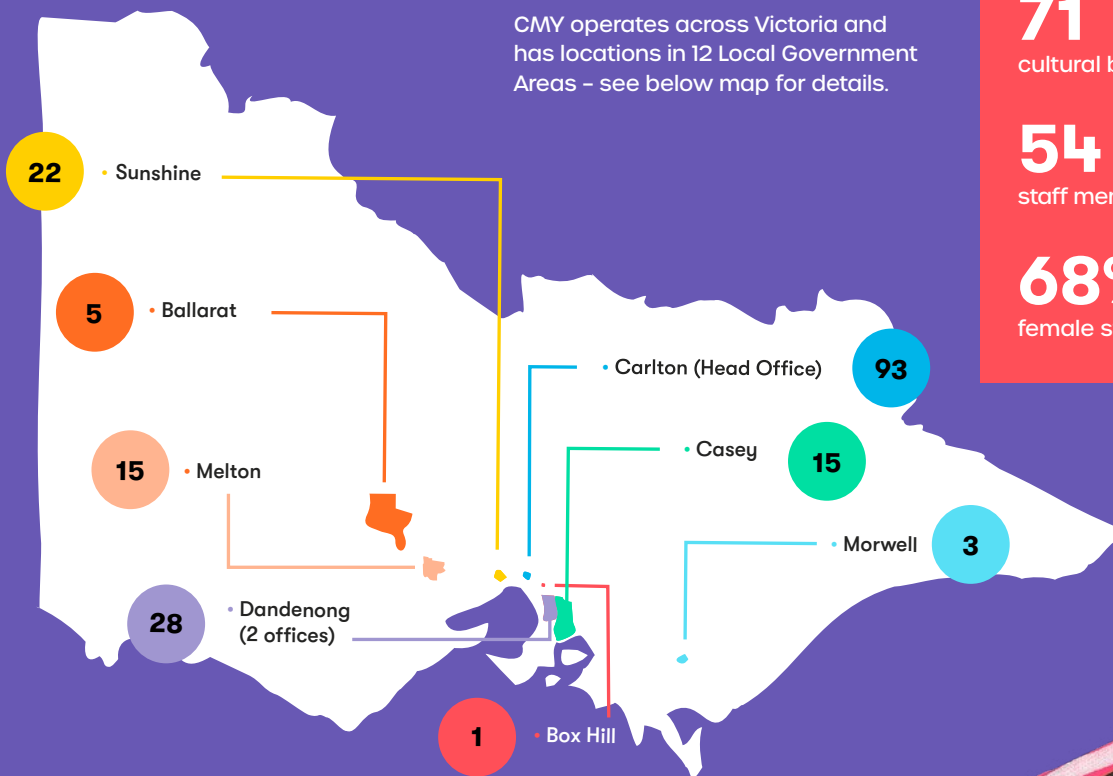
In supporting social change for young people to find and create their place in the world, CMY works with other services to build confidence, skills and knowledge to engage and work well with multicultural young people. We also partner with researchers to grow our knowledge to innovate for change. We create opportunities for multicultural youth voices and issues to be heard in government, non-government and the corporate sectors to strengthen

their opportunities to live connected, empowered and influential lives.

One of the key drivers in establishing our Reconciliation Action Plan (RAP) is to identify how many Aboriginal and Torres Strait Islander staff we have. To date, informal research shows we have no staff who identify as Aboriginal or Torres Strait Islander.

CMY is based in Victoria but has reach across Australia through its auspice program – MYAN (Multicultural Youth Advocacy Network)

CMY operates across Victoria and has locations in 12 Local Government Areas – see below map for details.



**CMY's team is made up of:**

**182 staff**

working across Victoria.

**This figure is made up of:**

**30**

countries of birth

**71**

cultural backgrounds

**54**

staff members under 30 years

**68%**

female staff members



# Our Reconciliation Journey



While CMY as a multicultural organisation has engaged migrant, refugee and multicultural young people as its core focus, throughout CMY's history, the role of CMY and its contribution to reconciliation has been explored with varying momentum and we recognise we still have a long way to go.

With the introduction of a CMY Diversity and Inclusion Governance Group, reconciliation was identified as a gap and priority for CMY. Our commitment to Aboriginal and Torres Strait Islander peoples is driven by our aim to better connect young people and communities, in particular First Nations people from around the world, together with Aboriginal and Torres Strait Islander people to share experiences and build mutual understanding that can drive opportunities for collaboration and reconciliation. This will be achieved by:

- **Greater understanding of and respect for Aboriginal and Torres Strait Islander people and culture** *Building knowledge, understanding and respect across CMY is fundamental to our commitment.*
- **Developing respectful and meaningful partnerships with Aboriginal and Torres Strait Islander communities and organisations** *CMY's promise is to walk and work alongside Aboriginal and Torres Strait Islander communities.*

*We will develop partnerships that are respectful and values driven in meeting our commitment to Aboriginal and Torres Strait Islander people.*

- **Enhancing opportunities for Aboriginal and Torres Strait Islander people to achieve social inclusion, economic participation and health equality** *Through the work we do, CMY is well-positioned to promote and facilitate these opportunities through our suite of programs, services, training, and employment pathways. We will co-design new initiatives bringing together expertise and lived experience, on equal ground, which are designed for the community, by the community.*

These aspirations have been endorsed by our Board, CEO and Senior Management by which CMY hold each other accountable and committed to achieving these goals.

CMY will ensure that all staff are engaged in the reconciliation journey by;

- Encouraging all staff to contribute to the Reconciliation Action Plan draft through workshops and forums
- Presenting the endorsed Reconciliation Action Plan to each business unit within CMY to ensure that all staff understand and feel a sense of ownership over the plan as well as its actions.
- Including all staff in First Nations cultural training that links together cultural learning with the Reconciliation Action Plan.
- Include our RAP as a standing item in all senior staff meetings
- Communication from the CEO and senior leadership disseminate updates and progress reports through staff newsletters and CEO updates.
- Empowering staff to investigate and connect with culturally significant dates for reconciliation.

CMY will work towards Reconciliation Australia's five dimensions that are identified to measure reconciliation in Australia.



Source: *The State of Reconciliation in Australia – Reconciliation Australia*


CMY's Diversity and Inclusion Governance Group has reviewed and updated previous diversity and inclusion strategies and are developing our 2021-23 Diversity and Inclusion strategic plan. This strategy will form the basis on the way all CMY staff and volunteers work in this area. The Diversity and Inclusion Governance Group will oversee the roll out of these strategies and provide guidance, recommendations and resources on all diversity and inclusion strategy issues and ensure the sustainability of projects and processes into the future.

CMY's Diversity and Inclusion Governance Group have identified a need to establish a Reconciliation Action Group that will champion our RAP. The Action group will be led by our CEO and have a diverse representation from across our organisation and local Aboriginal and Torres Strait Islander peoples from the community that will develop, promote and implement our Reconciliation Action Plan. To date, we have developed Terms of Reference and recruited staff and members into our Reconciliation Action Group.

CMY has engaged two Aboriginal Advisors to support our RAP Journey. We have contracted Karen Milward from Karen Milward Consulting. Karen is a Yorta Yorta woman based in Melbourne and will support and guide our Reconciliation Action Plan. Rob Hyatt from the Koorie Heritage Trust is the Cultural Education Manager and an Aboriginal man with ties to the Gunnai/Kurnai community and the Wotjobaluk community in western Victoria and will provide CMY advice, cultural training and guidance.



## Proposed outcomes:



|         |   |
|---------|---|
| Phase 1 | <ul style="list-style-type: none"><li>• <b>Recruit</b> Aboriginal and Torres Strait Islander person/people to guide CMY's RAP</li><li>• <b>Identify</b> / recruit staff / stakeholder for RAP working group</li><li>• <b>Contact</b> RA to register</li><li>• Enroll RAP WG into CA training prior to first meeting</li></ul>   |
| Phase 2 | <ul style="list-style-type: none"><li>• Commence <b>engagement</b> and establish relationships with Aboriginal and Torres Strait Islander groups</li><li>• <b>Develop RAP</b> outlining contribution to reconciliation and building/strengthening relationships with Aboriginal and Torres Strait Islander people, communities, groups organisations and business</li><li>• <b>Develop and implement</b> a CMY acknowledgment of country with supporting guidelines</li></ul> |
| Phase 3 | <ul style="list-style-type: none"><li>• CMY will have <b>developed a cultural training plan</b> (eg: 100% of Board members and Senior Staff to complete – 100% of staff to complete – 60% volunteers)</li><li>• CMY will have a range of <b>recommendations</b> of how it could change its marketing materials to reflect our <b>relationship</b> with Aboriginal and Torres Strait Islander people</li></ul>   |
| Phase 4 | <ul style="list-style-type: none"><li>• CMY will have a range of <b>recommendations</b> regarding its future <b>involvement</b> in NRW and NAIDOC and other significant dates</li><li>• CMY will have <b>reviewed</b> its procurement policy to reflect <b>opportunities</b> for Aboriginal and Torres Strait Islander businesses</li></ul>   |

We have started our journey of understanding through participating in Cultural Competency training.

Reconciliation takes action: 12 months ago, CMY engaged with the Koorie Heritage Trust to seek advice and support on our reconciliation journey. Over many yarns we spoke openly and honestly about CMY's understanding of reconciliation, what we needed to do and our commitment to ensure our words are put into action. Through listening and working together it was agreed that CMY would develop its Reconciliation Action Plan and increase understanding,

value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. Beginning our journey of understanding the Koorie Heritage Trust will support us with cultural competency training for our Board members, staff and volunteers. We have started this process and currently 10% of our workforce and 100% of our Board and Executive team have undertaken this training. We will include this in our RAP to ensure 100% of our staff have attended Cultural Competence training within the next 12 months and that an ongoing training plan is developed.

CMY has now developed a trusting relationship with the Koorie Heritage Trust and although we are two culturally different organisations, recognise that many multicultural youth in Australia share experiences of political and social exclusion, economic disadvantage, and health inequality with many First Nations Australians. We are investigating the development of an ongoing Memorandum of Understanding and support a sharing of power and self-determination for the Koorie Heritage Trust.

# Our partnerships/ current activities

## Community partnerships

CMY currently works with: Koorie Heritage Trust; Koorie Youth Council (KYC); Victorian Aboriginal Legal Service (VALS); The Gathering Place and Victorian Aboriginal Childcare Agency (VACCA) in Morwell; The Gathering Place in Casey; Wurundjeri Tribe Land Cultural Heritage Council Inc; Trust and other localised agencies.

## Internal activities/ initiatives

CMY's Youth Referral and Independent Person Program (YRIPP) has a long history of working in partnership with the Victorian Aboriginal Legal Service (VALS) and have had some engagement with Aboriginal Community Liaison Officers (ACLOs – Non-sworn members) and Police Aboriginal Liaison Officers (PALOs – sworn members) at Victoria Police Stations to ensure all young people have 24-hour access to a network of staff and volunteers whose primary aim is to safeguard the rights of young people in police custody while offering support to divert them away from the criminal justice system.

Over the last five years CMY has worked alongside the Victorian Aboriginal Childcare Agency (VACCA) and The Gathering Place on the Youth Space Latrobe Project which has seen a consortium

of nine agencies committed to the delivery and implementation of innovative initiatives and programs that support, empower and engage young people from across Latrobe Valley.

CMY's Le Mana Pasifika team, alongside their community have made informal partnerships and relationships with Aboriginal communities and local Aboriginal elders in the South East and North West to enable them to practice their cultural protocols away from their homelands. Le Mana Pasifika are working with the Gathering Place in Casey to strengthen ties and collaborate on similar youth issues affecting Aboriginal and Pasifika youth.



# Relationships

**Developing respectful and meaningful partnerships with Aboriginal and Torres Strait Islander communities and organisations.** CMY is committed to developing partnerships that are respectful and sustainable with a long term vision and understand that these components are critical to meeting our commitment to Aboriginal and Torres Strait Islander peoples.



| Action  | Deliverable   | Timeline                       | Responsibility                      |
|---|---|--------------------------------|-------------------------------------|
| <b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b> | <ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>   | June 2022                      | Senior Manager – Service Innovation |
|   | <ul style="list-style-type: none"> <li>Engage with Koori Youth Council as a key stakeholder.</li> </ul>   | July 2022                      | Senior Manager – Service Innovation |
|   | <ul style="list-style-type: none"> <li>Develop relationship with Mullum Mullum Indigenous Gathering Place to look at joint camp and/or activities for young people and include co-design.</li> </ul>                              | Nov 2022                       | Project Manager – CSG               |
|   | <ul style="list-style-type: none"> <li>Through our Education team (My Ed / LBB), initiate links with Koori Education Support Officers and investigate opportunities with Dandenong council/Gathering place.</li> </ul>            | Sep 2022                       | Project Officer – My Education      |
|   | <ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>                                      | Nov 2022                       | Policy Officer                      |
| <b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>   | <ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>   | May 2022 and May 2023          | Multicultural Youth Worker, UCan2   |
|   | <ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>  | 27 May – 3 June, 2022 and 2023 | Senior Manager – Service Innovation |
|   | <ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>  | 27 May – 3 June, 2022 and 2023 | CEO                                 |
| <b>3. Promote reconciliation through our sphere of influence.</b>   | <ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>  | July 2022                      | CEO                                 |
|   | <ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>   | July 2022                      | Senior Manager – Service Innovation |
|   | <ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>  | July 2022                      | CEO/Board                           |
| <b>4. Promote positive race relations through anti-discrimination strategies.</b>   | <ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>   | Nov 2022                       | Exec – P&C                          |
|   | <ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs – Victorian Equal Opportunity and Human Rights Commission.</li> </ul> | Nov 2022                       | Exec – P&C                          |

# Respect

**Achieving greater understanding of and respect for Aboriginal and Torres Strait Islander peoples and cultures.** CMY believes it is fundamental to our commitment that all our staff and volunteers develop a respectful and knowledgeable understanding of Aboriginal and Torres Strait Islander peoples and cultures.



| Action  | Deliverable  | Timeline                          | Responsibility                      |
|---|--|-----------------------------------|-------------------------------------|
| <b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b> | <ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>  | Aug 2022                          | Senior Manager – Service Innovation |
|   | <ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>   | Jan 2023                          | Exec – P&C                          |
|   | <ul style="list-style-type: none"> <li>Ensure 100% of CMY staff have attended Cultural Competence training within the next 12 months and that an ongoing training plan is developed.</li> </ul>  | June 2023                         | Exec – P&C                          |
| <b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>   | <ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners of the lands and waters within our organisation’s operational area.</li> </ul>   | Sept 2022                         | CEO and Exec                        |
|   | <ul style="list-style-type: none"> <li>CMY will reach out to 4 Aboriginal and Torres Strait Islander organisations, 2 in metro areas and 2 in regional areas, build relationships, listen and learn about their culture and cultural protocols specific to these areas and share this information with our staff and volunteers</li> </ul> | Dec 2022                          | CEO and Exec                        |
|   | <ul style="list-style-type: none"> <li>Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>   | July 2022                         | Senior Manager – Service Innovation |
|   | <ul style="list-style-type: none"> <li>Display Aboriginal and Torres Strait Islander flags, Aboriginal and/or Torres Strait Islander artwork and Acknowledgement of Country plaques at all CMY offices.</li> </ul>   | July 2022                         | Project Officer – Youth Leadership  |
| <b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>  | <ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>  | May, June 2022 and 2023           | Project Officer – My Education      |
|   | <ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>   | June, July 2022 and 2023          | Project Officer – My Education      |
|   | <ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>   | First week in July, 2022 and 2023 | Senior Manager – Service Innovation |



# Opportunities

**Enhancing opportunities for Aboriginal and Torres Strait Islander peoples to achieve social inclusion, economic participation and health equality.** CMY is committed to developing partnerships that are respectful and sustainable with a long term vision and understand that these components are critical in meeting our commitment to Aboriginal and Torres Strait Islander peoples.



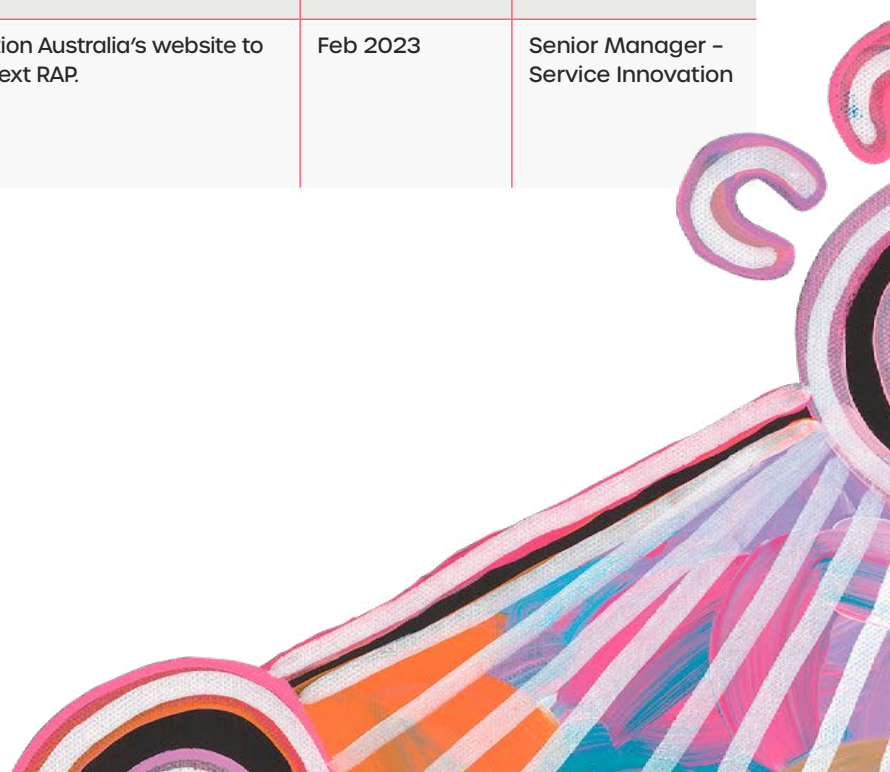
| Action   | Deliverable   | Timeline | Responsibility     |
|--|---|----------|--------------------|
| <b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b> | • Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.   | Feb 2023 | Exec – P&C         |
|  | • Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | Feb 2023 | Exec – P&C         |
| <b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>                  | • Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.  | Jun 2023 | Operations Manager |
|  | • Investigate Supply Nation membership.   | Jun 2023 | Operations Manager |
|  | • Explore relationship with Kinaway.  | Jun 2023 | Operations Manager |



# Governance



| Action  | Deliverable   | Timeline              | Responsibility                      |
|---|---|-----------------------|-------------------------------------|
| <b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>  | • Reconciliation Action Group to meet regularly to govern RAP implementation.                       | Review June, 2023     | Senior Manager – Service Innovation |
|   | • Review and apply a Terms of Reference for the Reconciliation Action Group.                        | June 2022             | Senior Manager – Service Innovation |
|   | • Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Action Group. | June 2022 – June 2023 | Senior Manager – Service Innovation |
| <b>11. Provide appropriate support for effective implementation of RAP commitments.</b>   | • Review resource needs for RAP implementation.   | June 2022             | Senior Manager – Service Innovation |
|   | • Engage senior leaders in the delivery of RAP commitments.   | June 2022             | CEO                                 |
|   | • Define appropriate systems and capability to track, measure and report on RAP commitments.        | June 2022             | Exec – P&C                          |
| <b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b> | • Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.  | September, annually   | Senior Manager – Service Innovation |
|   | • Contact Reconciliation Australia about our RAP reporting requirements.                            | July, annually        | Senior Manager – Service Innovation |
| <b>13. Continue our reconciliation journey by developing our next RAP.</b>  | • Register via Reconciliation Australia’s website to begin developing our next RAP.                 | Feb 2023              | Senior Manager – Service Innovation |









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## DISCOVER

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