

cmy Centre for Multicultural Youth

Innovate Reconciliation Action Plan

July 2025 – July 2027

RECONCILIATION ACTION PLAN
INNOVATE

The Centre for Multicultural Youth (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 commends Centre for Multicultural Youth on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Centre for Multicultural Youth to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

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

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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

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

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

Congratulations Centre for Multicultural Youth on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Statement from Carmel Guerra

Chief Executive Officer, the Centre for Multicultural Youth



As CEO of CMY I am pleased to present the next phase of our Reconciliation journey, our Innovate Reconciliation Action Plan (RAP).

Our reconcilition journey began in 2022 with the establishment of CMY's first Reflect Reconciliation Action Plan (RAP). This milestone formalised our commitment to an Australia where the histories, cultures, and rights of Aboriginal and Torres Strait Islander peoples are deeply respected and celebrated, and the benefits of self-determination are recognised.

Building on this foundation, our Innovate RAP reflects our ongoing dedication to fostering reconciliation and unity, working alongside Aboriginal and Torres Strait Islander communities, learning from their wisdom, and strengthening our awareness of, and respect for their rich history, traditions, and practices.

At CMY, our work primarily focuses on supporting young people and families from multicultural backgrounds. Yet, we recognise that reconciliation is a shared responsibility—one that calls us to stand with Aboriginal and Torres Strait Islander peoples in their pursuit of justice, equity, and the right to self-determination.

At a time when social cohesion can feel strained, reconciliation reminds us of the power of collaboration and mutual respect. We reaffirm our commitment to walking together with Aboriginal and Torres Strait Islander peoples to address systemic inequities and build meaningful, lasting partnerships.

The ongoing commitment to Treaty in Victoria is also an important, positive step towards advancing reconciliation and meaningful structural change. We recognise the significance of Aboriginal and Torres Strait Islander peoples leading this work, understanding how critical it is for community to be leading on decisions that impact their lives, and acknowledge the role non-Indigenous peoples and organisations like ours will play in working and walking together with Victoria's Aboriginal and Torres Strait Islander peoples to advance Treaty and the journey to reconciliation.

I would like to extend my heartfelt thanks to Rob Hyatt—Gunnai/Kurnai and Wotjobaluk—for his invaluable guidance and wisdom in shaping our Innovate RAP.

As we continue this journey, I invite you to join us in reflecting on the progress we have made and the work still to be done to create a truly inclusive and united Australia.

Carmel Guerra, OAM
Chief Executive Officer,
Centre for Multicultural Youth

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.

Learn more about the artist at **www.merindahgunya.com.au**.



Our Organisation

Our Vision

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

Our Purpose

To create a society where multicultural young people live a life where they are connected and can fully reach their potential.

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.



CMY's RAP is another way for me to engage with the responsibility I carry to advance reconciliation through critical reflection and action. The RAP challenges me to take personal and collective accountability. It is also a chance to listen, share in knowledge, and support truth-telling, treaty, and justice. For me, the CMY RAP is a commitment to ensuring reconciliation is not symbolic - affirming how our actions will shape a shared future where all cultures are valued, and where respect and responsibility guide how we live, work, and walk together.

- Edmee, RAP Group Member



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 provide awareness of career opportunities to Aboriginal and Torres Strait Islander communities. To date, we have no staff who actively identify as Aboriginal and/or Torres Strait Islander people.

CMY is based in Victoria but has reach in NSW, QLD, TAS, WA and the NT, through its auspice program – MYAN (Multicultural Youth Advocacy Network) and CMSport (Centre for Multicultural Sport - driving social change through sport).

CMY operates across Victoria and has 6 offices located across metro and regional Victoria LGA's.

CMY's team is made up of:

181 staff
working across Victoria.

This figure is made up of:

39
countries of birth

64
cultural backgrounds

63
staff members under 30 years

118
staff members over 30 years





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 Aboriginal and Torres Strait Islander Australians. We acknowledge that many non-Indigenous Australians benefit from the unique forms of systemic injustice and dispossession that continues to impact Aboriginal and Torres Strait Islander children, young people and their families and we are committed to working together with Aboriginal and Torres Strait Islander peoples to address this.

In recent years, global movements focused on addressing systemic racism and First Peoples rights and sovereignty have amplified calls for justice for Aboriginal and Torres Strait Islander communities in Australia. However, in 2023, this momentum was shattered by the setback of the 'Voice to Parliament' referendum - with 60% of Australians voting against a key recommendation of the *Uluru Statement from The Heart*. This was a devastating outcome for the advancement of rights and recognition for Aboriginal and Torres Strait Islander communities in Australia. CMY, like many other allies, have listened to the community, to Elders and to colleagues at Aboriginal and Torres Strait Islander-led organisations in the wake of the setback and remain committed to 'keep the fire burning' by working even harder, wherever we can, to walk with Aboriginal and Torres Strait Islander peoples in the fight for recognition and rights.

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. CMY remains



Image Credit: Aldin Pottier 2025

committed in our support for the Uluru Statement from the Heart, and believe wholeheartedly that its recommendations – Voice, Treaty, and Truth – should be fully implemented. Some of this work is already underway in Victoria, with Treaty negotiations between the First Peoples' Assembly of Victoria and the Victorian Government. We are committed to supporting this community-led process.

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 young Victorians/Australians. In addition, we commit to continuing to build our knowledge and to learning from Aboriginal and Torres Strait Islander peoples as allies, including promoting the voices and concerns of young Aboriginal and Torres Strait Islander peoples and their work.

Our Reconciliation Journey

CMY, as a multicultural organisation, has engaged migrant, refugee, and multicultural young people as its core focus. Throughout CMY's history, the role of the organisation and its contribution to reconciliation has been explored with varying momentum.

In 2021, with the introduction of a CMY's Diversity and Inclusion Governance Group, reconciliation was identified as a priority. CMY began its reconciliation journey by developing and implementing a Reflect RAP in 2022.

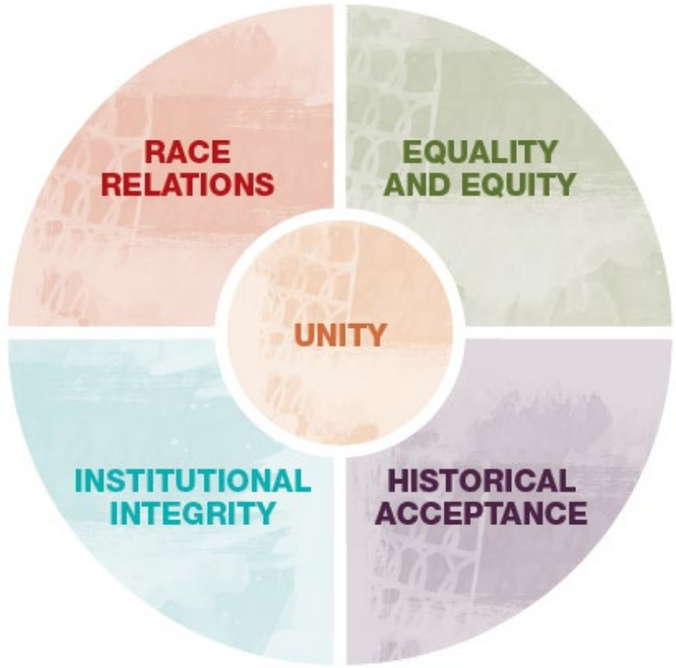
Our commitment to reconciliation is driven by our aim to better connect young Australians from a migrant and refugee backgrounds to a just, equitable and reconciled Australia. CMY recognises that historical acceptance; race relations; equality and equity; institutional integrity and unity are critical to reconciliation. We hope to support young people from migrant and refugee backgrounds to share experiences, build mutual understanding, and collaborate with Aboriginal and Torres Strait Islander peoples to further promote reconciliation. This will be achieved by:

- **Greater understanding of and respect for Aboriginal and Torres Strait Islander peoples and cultures:** Building knowledge, understanding and respect across CMY is fundamental to our commitment. We will achieve this through ensuring all our staff engage in cultural awareness training and continuous learning, and the promotion of observation of and knowledge and respect for cultural protocols in our workplace and communities.
- **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 peoples.
- **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 by working collaboratively with existing and new partners to identify opportunities of mutual benefit through our suite of programs, services, training, and employment pathways. We will collaborate to bring 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 Innovate Reconciliation Action Plan draft through workshops and forums.
- Presenting the endorsed Innovate 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 Aboriginal and Torres Strait Islander cultural training that links together cultural learning with the Innovate Reconciliation Action Plan.
- Include our Innovate RAP as a standing item in all senior staff meetings.
- Communication from the CEO and senior leadership to disseminate updates and progress reports through staff newsletters and CEO updates.
- Empowering staff to investigate and connect with culturally significant dates for reconciliation.



Source: Reconciliation Australia (provided by RAP team)

In 2025, CMY will continue our journey of understanding and reconciliation through our Innovate RAP.

Supporting the implementation of CMY's Innovate RAP, CMY's Reconciliation Action Working Group will continue to be led by the CEO and RAP Champion, Carmel Guerra OAM, with diverse representation from across our organisation engaged to develop, promote, and implement our Innovate Reconciliation Action Plan.

CMY have engaged First Nations Advisor, Rob Hyatt, from the Koorie Heritage Trust. Rob is the Cultural Education Manager and an Aboriginal man with ties to the Lake Tyers community and the Wotjobaluk community in western Victoria and will provide CMY advice, cultural training, and guidance. Rob is an ongoing member of our working group and will attend meetings to support and provide guidance on delivering our objectives set out in our Reconciliation Action plan.

We will also continue to work with our Aboriginal and Torres Strait Islander supporters and engage local Aboriginal and Torres Strait Islander peoples from the community to seek advice and learn from on our reconciliation journey. We will continue to have many yarns and speak openly and honestly about CMY's understanding of reconciliation, what we need to do and ensure our commitment is continually put into action. Through listening and working together it was agreed that CMY would develop its Innovate Reconciliation Action Plan to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation. The Koorie Heritage Trust will continue to support us with cultural competency training for all new staff as well as work with CMY to develop a deeper immersion experience for all our current staff.

Reflections and achievements



Image Credit: Aldin Pottier 2025

RAP Working Group

Established Working Group:

- CMY's RAP working group consists of: 1 Aboriginal and Torres Strait Islander representative/ advisor, Rob Hyatt. As mentioned above Rob is an ongoing member of our working group and will attend meetings to support and provide guidance on delivering our objectives set out in our Reconciliation Action plan. 10 CMY staff, across 10 program areas at CMY (including Senior Manager Service Innovation, Sector Development Officer, Community Development Officer, Multicultural Youth worker x 2, Communications Officer, Senior Policy Advisor, Team Leader My Education, and Reverb – Project Lead).
- CMY has included Acknowledging Country to all meetings as well as Welcome to Country to all major events.
- CMY have successfully organised Change the Date Ourselves for 2025, with over 70% voting for the movement. CMY continues to prioritise changing the date by advocating for this to be included in CMY's EBA (negotiations currently under way). In consultation with Aboriginal and Torres Strait Islander Advisors and CMY's Diversity and Inclusion Governance Group (DIGG), the RAP working group have Changed the Date to the Friday that falls in NAIDOC week to support CMY staff to attend the Victorian NAIDOC week march.
- CMY staff attended the 2024 and 2025 NAIDOC week march and will continue to promote attendance of staff as allies in 2026/2027.
- The CMY RAP working group is continuously ensuring communication across the organisation including speaking at All Staff meetings, and CEO communications, to update staff on the Innovate RAP and progress of reconciliation.
- Engaged Aboriginal and Torres Strait Islander advisors to provide CMY advice cultural training and guidance on our reconciliation journey.

Organisation-wide consultation and education

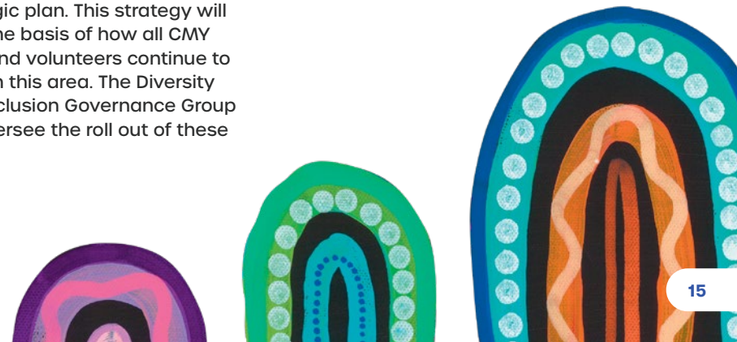
RAP Roadshow – RAP development process and staff consultation: The CMY RAP working group consulted with 13 program areas across the organisation to hold RAP Roadshows. The Roadshows purpose was to;

- inform all our staff of CMY's reconciliation journey so far.
- engage with teams to think about or share reflections of their RAP actions/ideas.
- consult on further additions/ existing work to add to the current RAP.

Building Aboriginal Cultural Competency (BACC) Training – delivered by the Koori Heritage Trust: To date, over 80% of CMY Staff excluding casuals attended 11 training sessions. These sessions have provided important opportunities for conversations and extended the learnings across the organisation.

CMY's Diversity and Inclusion Governance Group has reviewed and updated previous diversity and inclusion strategies and are developing our 2025 and beyond Diversity and Inclusion strategic plan. This strategy will form the basis of how all CMY staff and volunteers continue to 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.

An important part of this work will include review and consideration of how CMY implement the 'tick' accreditation scheme from Victoria's first ever Anti-racism Strategy 2024-27.



Our Partnerships and current activities

CMY have continued to build relationships with Aboriginal and Torres Strait Islander community members, Elders, and partners.

These relationships have sought to recognise mutual goals and opportunities to work and learn together. For example, 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.

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

Through CMY's work in supporting schools and homework clubs, its **MY Education** team have close relationships with the Victorian Department of Education and have fostered specific relationships with the Department's Koorie Outcomes Division. This has included shared projects on anti-racism work in schools, as well as connecting with Koorie Education Support Officers and Koorie Education Coordinators.

Additionally, 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.

Despite establishing and growing numerous relationships throughout the Reflect RAP period, some staff in the organisation identified the need for more support to identify and maintain relationships. We have considered this in our future planning and aim to prioritise the development and implementation of an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations in our Innovate RAP.

Our organisation has traditionally worked with refugee and migrant communities, prioritising the engagement and recruitment of staff from these communities being one of our strengths. In this RAP we have recognised the need for CMY to better understand potential barriers to Aboriginal and Torres Strait Islander employment with the organisation. This includes considering what measures will support Aboriginal and Torres Strait Islander employment and procurement opportunities for First Nations led businesses.



Image Credit: Alain Pottier 2025



Image Credit: Alain Pottier 2025

Relationships

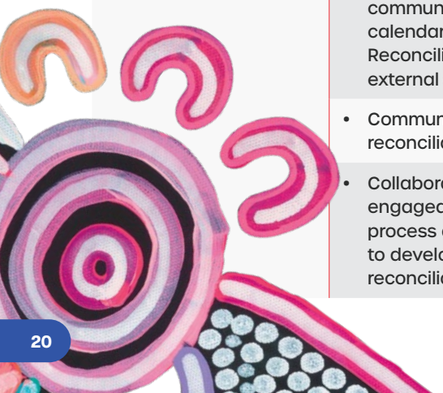
CMY is dedicated to building strong relationships between young people from migrant and refugee backgrounds and Aboriginal and Torres Strait Islander communities.

By fostering shared experiences and mutual understanding, CMY promotes race relations and unity. The organisation will actively support reconciliation by engaging with Aboriginal and Torres Strait Islander stakeholders, celebrating National Reconciliation Week, and advocating for positive change. Additionally, CMY continues to promote anti-discrimination strategies to strengthen inclusivity and equality.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	• Continue to develop working relationships and links with Koori Outcomes Division, Department of Education, incl. Koorie Education Coordinators and Koorie Education Support Officers.	July 2025	Team Leader – My Education
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2025	Policy Officer
	• Continue to explore and develop reciprocal relationships with youth Aboriginal and Torres Strait Islander organisations and stakeholders. We will aim to bring together CMY's Youth Advisory Group and a Aboriginal and Torres Strait Islander Youth group to connect, share experience, mutual understanding and explore opportunities of collaboration.	March 2026	CMY Senior Manager
	• Continue to strengthen relationships with Aboriginal and Torres Strait Islander organisations and stakeholders, including: ACCA, Victorian Aboriginal Education Association, Didgeridoo Australia, and Red Dust.	March 2026	Community Team Leader – My Education
	• CMY will reach out to Kirrip Aboriginal Corporation and Casey Aboriginal Gathering place to connect through the work of the CSG groups in the South East and North West areas	March 2026	Lead: Multicultural Youth Worker, CSG Support: CMY Senior Manager
	• CMY will reach out to Victorian Aboriginal Legal Service and Killara foundation with the aim of establishing a connection focused on CMY's Youth Justice work	March 2026	Lead: YRIPP Officer Support: CMY Senior Manager
	• Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	March 2026	CMY Senior Manager

Continued on next page →

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026 & May 2027	Project Lead Reverb - Youth Participation
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2026 - 2027	CMY Senior Manager
	• Organise at least one NRW event each year for engagement across multiple work sites	27 May- 3 June,2026-2027	Lead: Project Lead Reverb- Youth Participation Support: Communications Officer
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June,2026-2027	CEO
	• Register all our NRW events on Reconciliation Australia's NRW website	May 2026 -2027	Project Lead Reverb - Youth Participation
3. Promote reconciliation through our sphere of influence.	• Develop a list of all Aboriginal and Torres Strait Islander significant dates and events happening throughout the year. Share this list internally and encourage attendance, participation, and/or observation.	July 2025	Sector Development Officer – Sector Capability
	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	September 2025	Communications Officer
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2025	Lead: CEO Support: Communications Officer
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2025	Policy Officer
	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July 2025	CMY Senior Manager
	• Develop and implement an internal RAP communication and marketing plan and calendar to communicate the Innovate RAP and Reconciliation work, engaging all internal and external audiences through CMY channels.	July 2025, 2026	Communications Officer
	• Communicate our commitment to reconciliation publicly	September 2026	CEO
	• Collaborate with other organisations actively engaged in Reconciliation through the RAP process and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2025 & 2026	CEO / Board
	• Explore ways to appropriately acknowledge and engage staff in conversations around 26th January and where possible, actively support events and stand in solidarity with Aboriginal and Torres Strait Islander communities in this work.	August 2026	Exec Business Services
4. Promote reconciliation through support for Treaty process in Victoria.	• Identify opportunities to collaborate with First Peoples' communities to support the Treaty process and other related initiatives, such as taking the 'Friends of Treaty' pledge.	August 2026	CMY Senior Manager
	• Build awareness and support for Treaty through the promotion of Treaty updates with our staff and networks	November 2026	CMY Senior Manager
	• Promote the work and activities of the First Peoples' Assembly and invite members to share messages directly with our staff and networks.	March 2027	CMY Senior Manager
5. Promote positive race relations through anti-discrimination strategies.	• Maintain partnership with the Koorie Heritage Trust and continue to work with 7 Victorian-based State Sporting Associations (SSAs) and academics on initiatives to reduce incidents of racism in community sport.	October 2025	Manager - CMSport
	• Continue to review HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2025	HR Advisor
	• Develop, implement, and communicate an anti-discrimination policy and practice framework for our organisation which recognises anti-racist practice and the different experiences of migrant, refugee, Aboriginal and Torres Strait Islander young people.	May 2026	Exec Business Services
	• Engage with Aboriginal and Torres Strait Islander staff and/or advisors to consult on our anti-discrimination policy and practice.	May 2026	Exec Business Services
	• Continue our work educating all staff and educating senior leaders on the effects of racism and the different experiences of migrant, refugee, Aboriginal and Torres Strait Islander young peoples.	March 2027	Exec Business Services
	• Facilitate RAP Working Group involvement in advising CMY work to review organisation wide anti-racism practices and resources.	June 2026	CMY Senior Manager





Respect

CMY is committed to respecting and valuing Aboriginal and Torres Strait Islander peoples and cultures as part of its reconciliation journey.

The organisation believes cultural awareness and historical acceptance through education and engagement forms a foundation for reconciliation. By observing cultural protocols and celebrating National Reconciliation Week and NAIDOC Week, CMY hopes to ensure its initiatives reflect equity and integrity. Through cultural learning, CMY strives to strengthen understanding and recognition of Aboriginal and Torres Strait Islander histories, knowledge, and rights.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	• Conduct a review of the next stage of learning needs within our organisation, incl. considering newly arrived Australians needs for understanding historical context.	October 2025	HR Advisor
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform CMY's cultural learning strategy.	September 2025	Sector Development Officer – Sector Capability
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	October 2025	Sector Development Officer – Sector Capability
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	February 2026	Sector Development Officer – Sector Capability
	• Ensure 100% of CMY staff have attended Cultural Competence training within the next 24 months and that an ongoing training plan is developed.	June 2027	HR Advisor
	• In consultation with First Nations Advisor Rob Hyatt we will create an ongoing culture of learning by developing a Aboriginal and Torres Strait Islander resource library with electronic and hard-copy resources.	February 2026	CMY Senior Manager
	• Embed understanding of reconciliation into new staff onboarding and, all-staff meetings.	November 2025	Exec Business Services
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff understanding of the purpose and significance behind cultural protocols through the update of an internal resource that will include Acknowledgement of Country and Welcome to Country protocols. Link to CMY Style Guide to include guidance on appropriate language and terminology for First Nations peoples.	July 2025	CMY Senior Manager
	• Promote internally the Acknowledgement of Country and Welcome to Country – Information for CMY Staff/Volunteers resource to understanding, valuing and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights.	September 2025	Communications Officer
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2025 & 2026	Exec Business Services
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2025	CEO
	• Display Aboriginal and Torres Strait Islander flags, Aboriginal and/or Torres Strait Islander artwork and Acknowledgement of Country plaques at all CMY offices.	July 2025	Communications Officer
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025 & 2026	CMY Senior Manager
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	August 2025	HR Manager
	• Promote and encourage participation in external NAIDOC events to all staff in our regions.	First week in July, 2025 & 2026	Sector Development Officer – Sector Capability
	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	May 2026 and 2027	Sector Development Officer – Sector Capability
	• Encourage staff attendance at NAIDOC week events to ensure we are increasing our participation and regularly celebrating Aboriginal and Torres Strait Islander cultures and histories.	June 2026 and 2027	Team Leader – My Education

Opportunities

CMY is dedicated to enhancing social inclusion, economic participation, and health equality for Aboriginal and Torres Strait Islander peoples.

By fostering meaningful partnerships and co-designed initiatives, CMY creates pathways for employment, training, and community-driven solutions. The organisation strives to support Aboriginal and Torres Strait Islander economic growth through diverse supplier partnerships and improved employment opportunities. CMY will ensure accountability and progress by maintaining an effective RAP Working Group, reporting on achievements, and continuing its reconciliation journey with future RAP initiatives.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2025	Exec Business Services
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	November 2025	Exec Business Services
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2025	HR Advisor
	• Develop an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	December 2026	HR Advisor
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2025	HR Advisor
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Sep 2025	Operations Manager
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. (e.g. City of Melbourne guide to Aboriginal owned businesses)	April 2026	Operations Manager
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Jan 2026	Operation Manager
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2026	Operations Manager
	• Continue to review relationship with Kinaway.	June 2026	Operations Manager

Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG to provide valuable cultural advice and guidance in the planning, implementation, and evaluation of CMY's RAP.	July 2025	CMY Senior Manager
	• Establish Review and apply a Terms of Reference for the RWG.	July 2025	CMY Senior Manager
	• RWG will meet monthly to drive and monitor the RAP implementation.	July 2025	CMY Senior Manager
	• Broaden RWG membership to represent teams throughout CMY	December 2025	CMY Senior Manager
12. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September 2025	CMY Senior Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	August December 2025 & 2026	CMY Senior Manager
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2025	CMY Senior Manager
	• Appoint and maintain an internal RAP Champion from senior management.	July 2025	CMY Senior Manager

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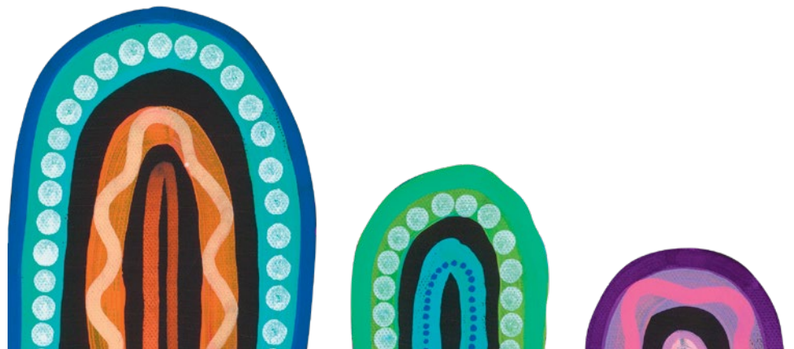

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	July annually	CMY Senior Manager
	• Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1st August annually	CMY Senior Manager
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30th September annually	CMY Senior Manager
	• Report RAP progress to all staff and senior leaders quarterly.	September, December, March, June 2025 & 2026/7	Communications Officer
	• Publicly report our RAP achievements, challenges, and learnings, annually.	December 2025 & 2026	Communications Officer
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	CMY Senior Manager
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2027	CMY Senior Manager
14. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	March 2027	CMY Senior Manager





CONTACT

To find out more about CMY, visit cmy.net.au or email info@cmy.net.au

CALL

(03) 9340 3700

VISIT

304 Drummond Street
Carlton, VIC 3053

CONNECT

facebook.com/likeCMY

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