



Innovate Reconciliation Action Plan

May 2021 - May 2023



RECONCILIATION
ACTION PLAN

INNOVATE

mcm.
melbourne city mission
your future, your way

A message from the Chief Executive



Reconciliation is a journey for all Australians – as individuals, families, communities, organisations, and importantly as a nation. At the heart of this journey are relationships between the broader Australian community and Aboriginal and Torres Strait Islander peoples. Every one of us has a role to play.

At MCM we are committed to walking alongside First Nations people and supporting the journey toward a brighter and more just future. The MCM Reconciliation Action Plan outlines concrete actions we are taking at MCM to support culturally responsible practices in our interactions with First Nations people we work with as clients and colleagues. This is our third Reconciliation Action Plan, and its development is supported by the work of our Reconciliation Action Group.

We look forward to continuing our journey toward respect, meaningful relationships and reconciliation for Aboriginal and Torres Strait Islander people, organisations and communities.

Vicki Sutton
Chief Executive Officer

About the Commissioned Artwork

MCM commissioned Mandy Nicholson to create this Aboriginal piece of contemporary Art. Mandy is a custodian of Wurundjeri country of the Kulin Nation. This piece tells the story of the Wurundjeri people, their connection to the land and to healing, utilising traditional symbolism. The ochre circles represent gathering places and the divisions of MCM, coupled with the artist's contemporary view which interfaces with the use of fingerprints as a representation of the unique interconnecting services MCM delivers on this country, leaving an everlasting imprint. It is essential that MCM continuously improves its cultural safety practices and profile in order to capacity build our ability to engage and support our First Nations people.

Our vision for reconciliation

MCM's vision for reconciliation is to convert sentiments into actions that create meaningful relationships, enhance respect and promote sustainable opportunities for Aboriginal & Torres Strait Islander people.

MCM is passionate about walking alongside First Nations people and supporting the journey toward a brighter and just future. We are determined to work towards “Closing the Gap” specifically targeting the following:

- Early childhood education
- Attainment of year 12 or equivalent
- Increasing the number of young people in employment/education/training and those who achieve tertiary qualifications
- Improving access to appropriately sized housing
- Reducing the number of adults held in incarceration
- Reducing the number of young people in detention
- Decreasing violence and abuse against woman and children
- A reduction in suicide rates

MCM is committed to ensuring First Nations people have the same life expectancy, health, wellbeing and opportunities as other Australians. We advocate for the right of Aboriginal and Torres Strait Islander people, groups, organisations and communities to lead in decision making processes and hold the mantra of ‘nothing for us without us’ as our framework for ensuring success.

MCM will continuously seek opportunities to learn from, and work in respectful long-term partnerships with Aboriginal & Torres Strait Islander people, their families and communities. We are passionate about being guided towards the continuous learnings and quality improvement of cultural safety practices. MCM is committed to becoming a safe space for First Nations people to gather, access support and develop sustainable partnerships that build inclusive communities which will in turn support First Nations people to overcome the inequalities and inequities experienced by Aboriginal and Torres Strait Islander peoples since colonisation.





Our Business

With over 50 primary service locations and supporting offices, MCM is a leader and innovator in the provision of services to the community and has demonstrated long term commitment to supporting Aboriginal and Torres Strait Islander people. Established in 1854, MCM is a diverse community support organisation that provides assistance to thousands of Victorian people and communities experiencing disadvantage. We have been actively operating for over 160 years, and over this time have adjusted, adapted and evolved alongside the people we work with. We are always listening and responding to the changing needs of Aboriginal and Torres Strait Islander communities.

All of MCM's work is underpinned by Human Rights frameworks, including the Universal Declaration of Human Rights, The United Nations Declaration on the Rights of Indigenous Peoples and the Victorian Charter of Rights and Responsibilities Act, 2006. As such, MCM's role as a service provider is focussed on supporting people to be the best version of themselves and to feel safe to participate fully in society and community life.

MCM's people work alongside our individual clients, their families and communities, to encourage, motivate and support the creation of pathways that lead to independence. We do this by ensuring we provide all available options and all information required to support an informed decision-making process around the pathway



of choice. MCM's approach to working with Aboriginal and Torres Strait Islander people, families, communities, groups and organisations is based on respect and recognition of the unique rights held by First Nations people as the sovereign owners of this land we are being nurtured on.

MCM's people are committed to infusing an Aboriginal and Torres Strait Islander lens into the delivery of a trauma informed healing framework, securing a culturally safe interface that works in synergy with traditional healing practices and ceremonies. MCM supports self-directed and community directed approaches that promote healing, enhance self-determination and encourage resilience. MCM's enhanced Innovate RAP will guide our work with Aboriginal and Torres Strait Islander people and assist us with our aim to develop supportive and mutually beneficial partnerships with Aboriginal and Torres Strait Islander peoples and organisations, with the view to sharing practice wisdoms, cultural expertise and work toward jointly developed sustainable projects that are community led and community owned.

Our people are dedicated professionals, who are driven by social justice and have the expertise to deliver wrap-around supports and an integrated services model that makes a powerful and sustainable difference to people's lives. MCM supports people in our community who are experiencing disadvantage across their life stages, in

a person-centred and holistic manner. MCM advocates for social and systemic change to reduce the number of people experiencing disadvantage and to demonstrate the benefits of early intervention.

As of April 2021, MCM employs: 794 full time / part time employees and 274 volunteers.

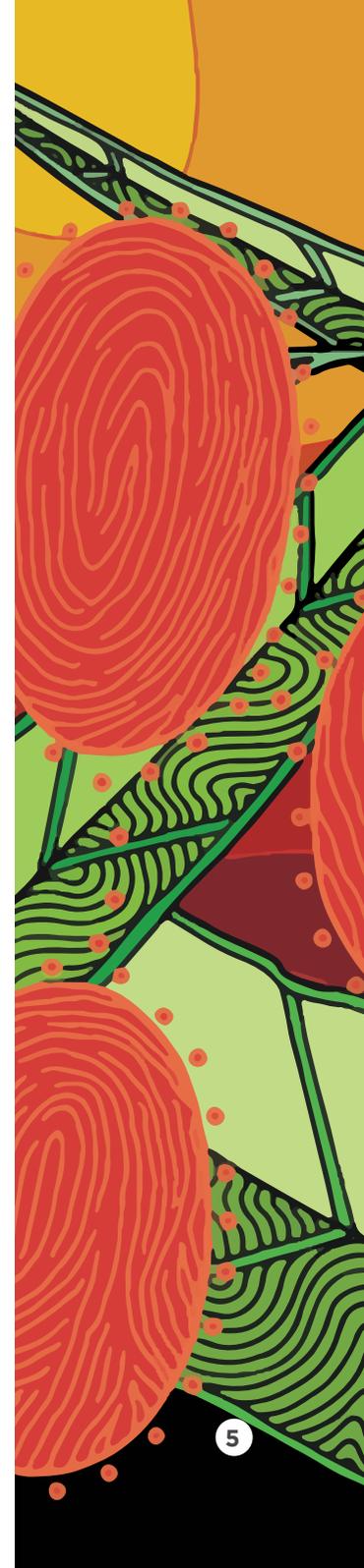
MCM currently employs 3 Aboriginal and/or Torres Strait Islander people within a variety of disciplines. MCM is currently reviewing our recruitment and onboarding processes with the view to encouraging expressions of interest from First Nations people.

MCM has diverse operations working across Metropolitan Victoria.

MCM service areas include:

- Disability
- Homelessness
- Early Years
- Family Support
- Education
- Palliative Care

MCM's Office locations are; South Melbourne, CBD x 2, Boronia, Braybrook, Bendigo, Brunswick, Prahran, North Fitzroy, Sunshine, Thornbury, Werribee.





Our RAP

MCM is proud to present our third Reconciliation Action Plan, which is our second and enhanced Innovate RAP, as a statement of our commitment to reconciliation between Aboriginal and Torres Strait Islander people and non-Indigenous people within our community. Not only does this demonstrate MCM's commitment to take measurable and accountable action, but our Reconciliation Action Plans (RAPs) are business plans that employ holistic approaches to create meaningful relationships, enhance respect and promote sustainable opportunities for Aboriginal and Torres Strait Islander people. The RAPs are a key framework to acknowledge the strength and resilience shown by Aboriginal and Torres Strait Islander people since colonisation, and disrupt the intergenerational disadvantages, injustices and inequities still experienced.

The Innovate RAP guides MCM to:

- Establish the foundations and tools for reflection, awareness-raising and organisational cultural change.
- Develop organisational capacity and employee capability to meet the objectives of 'diversity' in the MCM Strategic Plan.
- Build strong and enduring relationships with Aboriginal and Torres Strait Islander people, communities and services.
- Become an employer of choice for Aboriginal and Torres Strait Islander people.

- Establish that the consultation processes around anything that will affect First Nations people is inclusive of First Nations people.
- Progress our vision of reconciliation by ensuring that cultural safety is practiced and understood by advocating for systemic and social change, as one of Melbourne's longest standing community service organisations.

MCM's RAP champion and Executive Sponsor is Marie Scotson, General Manager, People Quality & Safety.

Our working group comprises Operational and Shared Service areas of MCM, including those working in service areas that have partnerships with Aboriginal Community Controlled Organisations.

- General Manager, People Quality & Safety
- Head of Organisational Development
- Aboriginal Cultural Consultant
- Keyworker/ | Early Childhood Intervention Services
- Senior Manager Community Services
- Team Leader | Family Preservation and Reunification Response
- Coordinator CIAO and Youth Foyers
- Operations Manager | Early Years
- Events Manager, Strategy and Engagement
- Support Coordinator
- Disability Support Worker

The Reconciliation Action Group has 3 members that identify as Aboriginal and/or Torres Strait Islander

people and Victorian community members who consult with their family, kinship and community networks and table recommendations prior to implementation of any initiatives. The Reconciliation Action Group further comprises practitioners who primarily deliver services to Aboriginal and Torres Strait Islander people, their families and communities. Ensuring that Aboriginal and Torres Strait Islander voice leads the Reconciliation Action Group's journey is embedded in our working group's structure. MCM is actively seeking Elders and leaders from Aboriginal and Torres Strait Islander communities to lead in the Reconciliation Action Group space.

Reconciliation Action Group members consult with First Nations individuals, families, and communities through working partnerships with Aboriginal Community Controlled Organisations. Members that identify as Aboriginal and/or Torres Strait Islander have their own memberships and involvement in Aboriginal and Torres Strait Islander people's committees, healing forums and cohorts.

The Reflect RAP progressed in accordance to intended outcomes and deliverables. The first Innovate RAP was drafted and lodged in 2017, with commencement of roll out occurring prior to lodgement. Unforeseen challenges due to employee turnover culminated in an extension of the timelines as per discussions with Reconciliation Australia.

MCM is confident that these learnings which enhanced a collaborative and inclusive approach will ensure our second Innovate RAP meets its deliverables within the specified

timelines. Many actions have continued while MCM has worked on developing its enhanced Innovate RAP, including:

- **National Reconciliation Week** event 2019 – Theme: Grounded in Truth – Walk Together with Courage. The event was attended by close to 100 people inclusive of Aboriginal and Torres Strait Islander community members. The event included a Welcome to Country and Smoking Ceremony delivered by Wurundjeri Custodian, Uncle Colin Hunter. A song written and recorded by Aboriginal and Torres Strait Islander young people and played as the theme song during the outdoor event. Live performance by Maylene Slater-Burns a proud Gunditjmara woman and activist who also was the Master of Ceremony for the event. The event culminated in having a BBQ lunch and a yarn together.
- **National Reconciliation Week** event 2020 – Theme: In This Together. This event was delivered virtually and open to the public, recorded and uploaded on YouTube. MCM's CEO Vicki Sutton was the Master of Ceremony for the event. Aunty Di Kerr Wurundjeri custodian delivered a virtual Smoking Ceremony and Welcome to Country, and spoke to reconciliation and the importance of country and spiritual healing. Maylene Slater-Burns, a proud Gunditjmara woman and activist wrote and performed several songs infusing the 2020 RA theme into the lyrics and performance. This was attended virtually by over 500 MCM people, inclusive of their families and over 100 Aboriginal and Torres Strait Islander people.





- **Cultural Awareness Education** commenced mid-2019, and is delivered monthly.
- **Tjungu Kulini** (together we learn) 90-minute advanced education sessions commenced late 2019; developed and delivered upon request.
- **Aboriginal and Torres Strait Islander Cultural Safety Policy** finalised and endorsed March 2020.
- The Aboriginal & Torres Strait Islander lens infused into **MCM's Healing Orientated Framework**, commenced late 2019, launched August 2020.
- **Aruma Dulili** (happy together) is a partnership between The Victorian Aboriginal Child Care Agency's Strengthening Cultural Safety of Family Violence Services, MCM's Aboriginal Cultural Advisor and the Multi-Agency Risk Assessment and Management Project Worker – delivering education sessions and safety messenger logos to all learners.
- **Ngala** (stand up) Project, which supports the First Nations Young people's voice and participation within MCM's Youth Action Group – project still in development stage.
- **Winta** (the core) Project; development of easy to read documentation as resources for specific divisions and service streams to ensure that MCM people have accurate information at their fingertips to guide cultural best practice and responsiveness.

MCM has traditionally given Aboriginal & Torres Strait Islander peoples priority when accessing services. More recently MCM people are placing cultural learnings as a priority focus area. Our people are encouraged and expected to have open and honest discussions around improving our capabilities, skills, awareness and education in the First Nations peoples space. Our people are continuously prompted to self-reflect and create a welcoming, culturally-safe space for First Nations people as colleagues and clients. The passion and desire to work with First Nations people has advanced the organisational commitment toward capability building, awareness raising and continuous quality improvement of our culturally safe best practices.

Historically, cultural awareness education has improved practitioner's knowledge of the treatment of First Nations people and the detrimental effects of colonisation. Consultations held by MCM's Aboriginal Cultural Advisor with Victorian Aboriginal & Torres Strait Islander people and their organisation's operational leaders has evidenced that best practice frameworks, strategies, tools, resources and relationship development with Aboriginal Community Controlled Organisations (ACCO's) and National Aboriginal Community Controlled Organisations (NACCO's) are essential for the progress of our vision. The determination to secure quality improvement of MCM's capacity to engage and retain First Nations people, their families and communities with a standard of excellence in cultural safety and responsiveness is an attainable goal in our not too distant future.

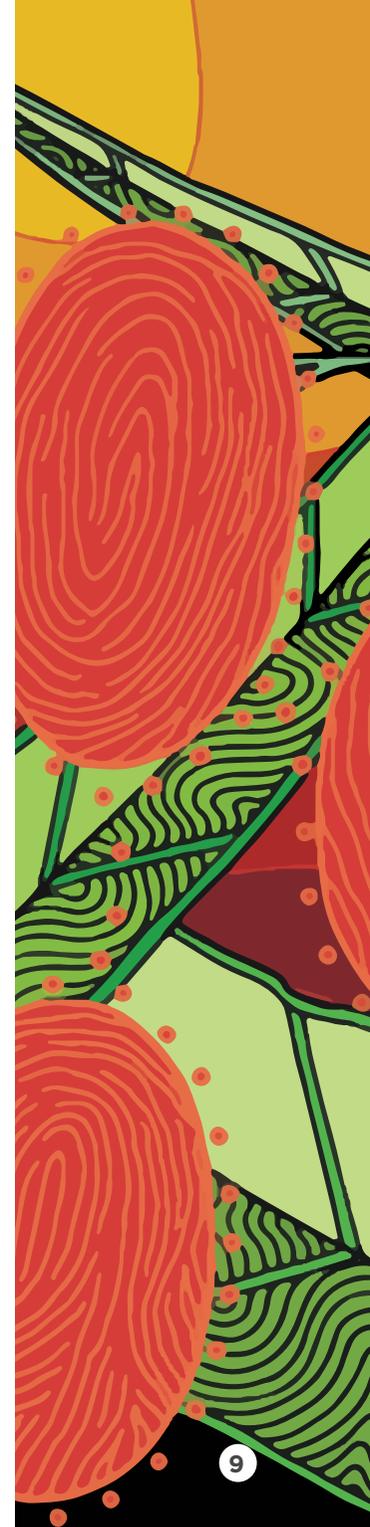


Relationships

Meaningful engagement with Aboriginal & Torres Strait Islander people, organisations, communities and groups is a key focus of our work, and is essential to our commitment towards “closing the gap” and demonstrate respect. This includes building our employees’ and organisational capacity for effective engagement and the development of mutually beneficial relationships.

Focus area: *To create a fair and just community where people have equal access to opportunities and resources.*

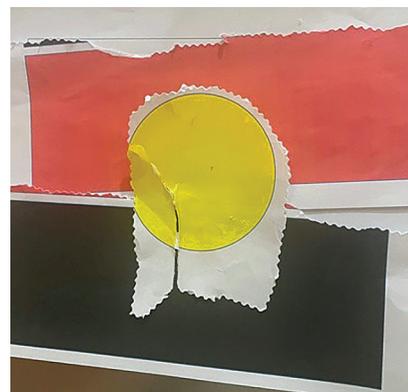
| Action | Deliverable | Timeline | Responsibility |
|---|--|-----------------------------------|------------------------------------|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | <ul style="list-style-type: none"> ● MCM people will be encouraged at all levels to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | August 2021 & August 2022 | GM, People Quality & Safety |
| | <ul style="list-style-type: none"> ● Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | July 2021 | Head of Organisational Development |
| 2. Organise one National Reconciliation Week event each year | <ul style="list-style-type: none"> ● Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff. | March 2022, 2023 | HR Administrator |
| | <ul style="list-style-type: none"> ● RAP Working Group members to participate in an external NRW event. | During NRW (May/June) 2021 & 2022 | Events Manager |
| | <ul style="list-style-type: none"> ● Encourage and support all MCM employees to participate in at least one NRW event to recognise and celebrate NRW. | May/June 2021 & 2022 | Events Manager |
| | <ul style="list-style-type: none"> ● Conduct post event evaluations. | July 2021, 2022 | Events Manager |
| | <ul style="list-style-type: none"> ● Register our NRW events on Reconciliation Australia’s NRW website. | May 2021, 2022 | Events Manager |





| Action | Deliverable | Timeline | Responsibility |
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| <p>3. Promote reconciliation through our sphere of influence.</p> | <ul style="list-style-type: none"> ● Implement strategies to engage all MCM employees in reconciliation. ● Communicate our commitment to reconciliation publicly. ● Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. ● Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. | <p>July 2022</p> <p>May 2021</p> <p>Dec 2021</p> <p>Dec 2021</p> | <p>Head of Organisational Development</p> <p>Head of Organisational Development</p> <p>GM, People Quality & Safety</p> <p>GM, People Quality & Safety</p> |
| <p>4. Promote positive race relations through anti-discrimination strategies.</p> | <ul style="list-style-type: none"> ● Develop, implement and communicate an anti-discrimination policy for our organisation. ● Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. This will include consultation with Aboriginal and Torres Strait Islander stakeholders in the development and evaluation of any existing and future policies that promote race relations and anti-discrimination. ● Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander consultants to further develop, evaluate and advise on implementation of our anti-discrimination education ● Educate leaders on the effects of racism. ● Develop strategies, practices and workplace cultures that address unconscious bias, discrimination and racism. | <p>January 2022</p> <p>May 2022</p> <p>May 2022</p> <p>February 2023</p> <p>December 2022</p> | <p>Senior HR Business Partner</p> <p>Head of Organisational Development</p> <p>Head of Organisational Development</p> <p>GM, People Quality & Safety</p> <p>GM, People Quality & Safety</p> |

| Action | Deliverable | Timeline | Responsibility |
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| 5. MCM will engage the expertise of the Reconciliation Action Group to encourage and support the development of an MCM Victorian Aboriginal & Torres Strait Islander Peoples reference group | <ul style="list-style-type: none"> ● Seek out Community Leaders, Traditional Owners and key Aboriginal & Torres Strait Islander family group representatives through MCM people's relationships and networks. | January 2022 | Head of Organisational Development |
| | <ul style="list-style-type: none"> ● Engage with leaders within National & State Aboriginal Community Controlled Organisations to promote the value of participation in the reference group. | January 2022 | Manager, Organisational Brand & Marketing |
| | <ul style="list-style-type: none"> ● Engage Aboriginal & Torres Strait Islander community members and leaders through forums, events or gatherings. | January 2022 | Head of Organisational Development |
| | <ul style="list-style-type: none"> ● Advertise reference group positions through Aboriginal and Torres Strait Islander people's networks. | January 2022 | Events Manager |
| | <ul style="list-style-type: none"> ● Support MCM's capacity to formalise partnerships with Aboriginal Community Controlled Organisations. | May 2021 | GM, People Quality & Safety |





| Action | Deliverable | Timeline | Responsibility |
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| 6. Family Preservation and Reunification Response, enhance Aboriginal and Torres Strait Islander Cultural expertise in Early Childhood practice | <ul style="list-style-type: none"> ● Enhance the partnership with VACCA incorporating the gathering of cultural practice knowledge and then weaving Aboriginal & Torres Strait Islander peoples' cultural lens into practice through early childhood friendly dreaming, yarning, gathering & talking circles ● Promote cultural practice by weaving children's stories and world views ● Bring the Aboriginal & Torres Strait Islander Lens into the Early Childhood Education Curriculum by including culturally specific activities - developed with advice and consultation with Aboriginal & Torres Strait Islander educators and practitioners | June 2021 August 2021 August 2021 | Operations Manager, Early Learning Operations Manager, Early Learning Operations Manager, Early Learning |
| 7. Implement "Tjunga Kulini" (Together we Learn) Team Development Experiences | <ul style="list-style-type: none"> ● Facilitate meetings to be conducted throughout the organisation with teams in which participants build on existing knowledge and are provided with specialist information relevant to their specific discipline and client needs. | December 2021, 2022 | Head of Organisational Development |

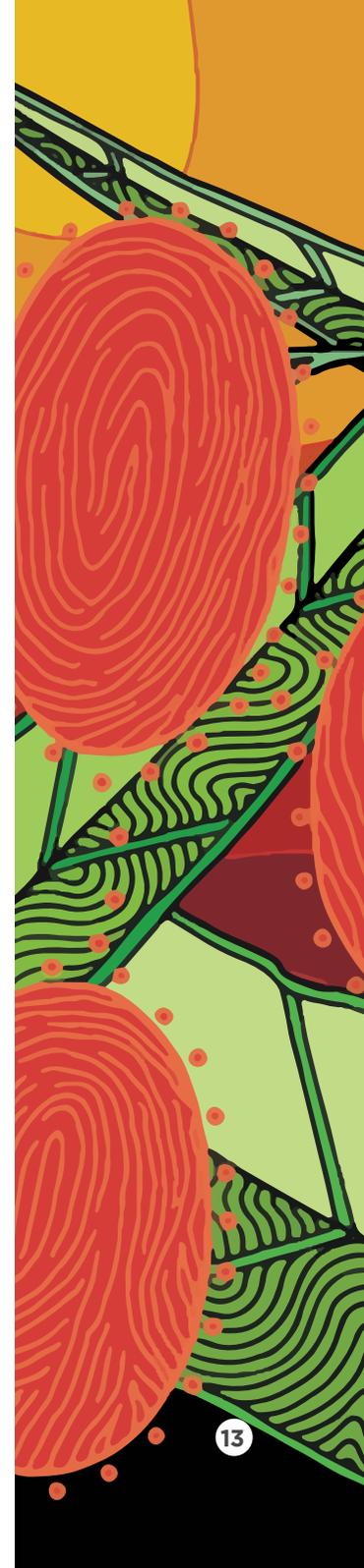


Respect

Aboriginal & Torres Strait Islander peoples, cultures, histories and rights are at the heart of everything that MCM strives for in the First Nations people space, acknowledging and valuing First Nations people and the unique status as members of the oldest surviving culture on the planet, the ancient knowledge holders and spiritual wisdom carriers. We acknowledge the dispossession, pain, loss and grief. We can only walk with and support your chosen path, journey, dreams or aspirations. We welcome the opportunity to build on our existing dedicated services to First Nations people. MCM has an organisational philosophy of building respect and understanding through education, relationships and partnerships that assists in addressing racism, ignorance and the systemic exclusionary policies and practices. This contributes to developing inter-cultural understanding and building inclusive societies.

Focus area: We will continue to build MCM's organisational cultural safety and security, bringing together our diverse insights to create solutions for those with complex needs. In doing so, we recognise and address multiple, intersecting issues and life conditions to make it as easy as possible for people to reach us, i.e. we minimise barriers to entry.

| Action | Deliverable | Timeline | Responsibility |
|--|--|----------------|-----------------------------|
| 1. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | <ul style="list-style-type: none"> ● Increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | May 2021 | Events Manager |
| | <ul style="list-style-type: none"> ● Develop, implement and communicate cultural protocol documents, including protocols for Welcome to Country and Acknowledgement of Country. | May 2021 | Events Manager |
| | <ul style="list-style-type: none"> ● Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | May 2021, 2022 | Events Manager |
| | <ul style="list-style-type: none"> ● Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | May 2021, 2022 | GM, People Quality & Safety |





| Action | Deliverable | Timeline | Responsibility |
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| <p>2. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p> | <ul style="list-style-type: none"> ● Continue to deliver Aboriginal and Torres Strait Islander Cultural Awareness Education Sessions to all MCM people. ● Conduct a review of cultural learning needs within our organisation. ● Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. ● Develop, implement and communicate a cultural learning strategy for our employees. ● Leaders to monitor employee’s cultural responsiveness in practice and gather evidence to enhance their cultural learnings. | <p>December 2021</p> <p>August 2022</p> <p>June 2021</p> <p>June 2022</p> <p>February 2023</p> | <p>Head of Organisational Development</p> <p>Head of Organisational Development</p> <p>Head of Organisational Development</p> <p>Head of Organisational Development</p> <p>GM, People Quality & Safety</p> |
| <p>3. MCM will infuse the Aboriginal and Torres Strait Islander Cultural Safety Policy in practice.</p> | <ul style="list-style-type: none"> ● Educate MCM people around the interpretation of the Policy through Aboriginal & Torres Strait Islander Cultural awareness education sessions and “Tjungu Kulini” – advanced learnings education sessions. ● Maintain integration of Policy into recruitment processes and improve MCM’s engagement, retention and succession planning of prospective Aboriginal and Torres Strait Islander employees. | <p>December 2021</p> <p>July 2022</p> | <p>Head of Organisational Development</p> <p>Senior HR Business Partner</p> |

| Action | Deliverable | Timeline | Responsibility |
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| 4. Build respect for Aboriginal and Torres Strait Islander Cultures and histories by celebrating NAIDOC Week | <ul style="list-style-type: none"> ● Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week. | June 2021 | Senior HR Business Partner |
| | <ul style="list-style-type: none"> ● Circulate NAIDOC Week materials to our employees. | July 2021: July 2022 | People, Quality Safety Administrator |
| | <ul style="list-style-type: none"> ● RAP Working Group members to participate in an external NAIDOC Week event. | July 2021: July 2022 | Events Manager |
| | <ul style="list-style-type: none"> ● Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC Week. | July 2021: July 2022 | Manager, Organisational Brand & Marketing |
| | <ul style="list-style-type: none"> ● Register event on NAIDOC website. | June 2021: June 2022 | Events Manager |





Opportunities

MCM's Strategic Plan commits to ensuring that our employee profile better reflects the diversity of our clients. MCM aims to be an employer of choice for Aboriginal & Torres Strait Islander people. We commit to creating a culturally safe and supportive workplace for Aboriginal & Torres Strait Islander employees, at all levels and in a variety of roles across MCM. Our vision being to increase the number of Aboriginal & Torres Strait Islander employees and volunteers at MCM, as this will improve and enrich the design and delivery of our services. The employment and professional development of Aboriginal and Torres Strait Islander people at MCM will contribute to creating a welcoming place for clients, building inter-cultural relationships and facilitating better engagement and partnerships with community organisations and services.

Focus area: MCM will invest in our people to do their best work through the right education, technology and work practices and ensuring the safest possible workplace.

| Action | Deliverable | Timeline | Responsibility |
|---|--|--------------------------|-----------------------------|
| 1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | <ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. | August 2022 | Senior HR Business Partner |
| | <ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander workforce to inform future employment and professional development opportunities. | August 2022 | GM, People Quality & Safety |
| | <ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | August 2022 | GM, People Quality & Safety |
| | <ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | September 2022 | GM, People Quality & Safety |
| | <ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander applicants, and review effectiveness | June 2021 and April 2023 | GM, People Quality & Safety |

| Action | Deliverable | Timeline | Responsibility |
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| | <ul style="list-style-type: none"> ● Aboriginal and Torres Strait Islander participation in our workplace by inviting an evaluation of key aspects of the employment lifecycle – onboarding and professional development with a view to improving retention. Conducted in partnership with Aboriginal Cultural Consultant. ● Increase the percentage of Aboriginal and Torres Strait Islander people employed in our workforce. | <p>April 2023</p> <p>May 2023</p> | <p>GM, People Quality & Safety</p> <p>GM, People Quality & Safety</p> |
| 2. Develop the framework, explore partnerships and infrastructure required to secure our vision of creating an Aboriginal & Torres Strait Islander Trainee Program | <ul style="list-style-type: none"> ● Investigate options for an Aboriginal and Torres Strait Islander Traineeship Policy | June 2022 | Head of Organisational Development |
| 3. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | <ul style="list-style-type: none"> ● Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. ● Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. ● Investigate Supply Nation membership. ● Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees ● Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | <p>December 2021</p> <p>December 2021</p> <p>January 2022</p> <p>February 2022</p> <p>March 2022</p> | <p>GM, Corporate Services</p> |





Governance

| Action | Deliverable | Timeline | Responsibility |
|---|--|--|------------------------------------|
| 1. Establish and maintain an effective Reconciliation Action Group to drive governance of the RAP'. | <ul style="list-style-type: none"> ● Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Action Group. | May 2021, 2022, May 2023 | GM, People Quality & Safety |
| | <ul style="list-style-type: none"> ● Meet at least four times per year to drive and monitor our Innovate RAP's implementation. | February 2021, 2022 April 2021, 2022 July 2021, 2022 September 2021, 2022 | Head of Organisational Development |
| | <ul style="list-style-type: none"> ● Conduct an annual review of the effectiveness of the Terms of Reference for this group and update as required. | June 2021, June 2023 | Head of Organisational Development |
| 2. Provide appropriate support for effective implementation of RAP commitments. | <ul style="list-style-type: none"> ● Define & allocate resource needs for our Innovate RAP implementation. | May 2021, 2022 | GM, People Quality & Safety |
| | <ul style="list-style-type: none"> ● Engage our senior leaders and other employees in the delivery of our Innovate RAP commitments. | July 2021, 2022 November 2021, 2022 | GM, People Quality & Safety |
| | <ul style="list-style-type: none"> ● Define and maintain appropriate systems to track, measure and report on RAP commitments. | May 2021 | Head of Organisational Development |
| | <ul style="list-style-type: none"> ● Maintain an internal RAP Champion from senior management. | May 2021, 2022, 2023 | GM, People Quality & Safety |

| Action | Deliverable | Timeline | Responsibility |
|---|---|--|---|
| 3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | <ul style="list-style-type: none"> ● Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | September 2021, 2022 | Head of Organisational Development |
| | Report Innovate RAP progress to all employee and senior leaders through: <ul style="list-style-type: none"> ● YAMMER ● Talking Points ● Mission Edition ● MCM Connect | February 2021, 2022 April 2021, 2022 July 2021, 2022 September 2021, 2022 | Head of Organisational Development Manager, Organisational Brand & Marketing |
| | <ul style="list-style-type: none"> ● Publicly report our RAP achievements, challenges and learnings, annually. | November 2021 November 2022 | Manager, Organisational Brand & Marketing |
| | <ul style="list-style-type: none"> ● Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | May 2022 | GM, People Quality & Safety |
| | <ul style="list-style-type: none"> ● Register via Reconciliation Australia's website to begin developing our next RAP. | December 2022 | Head of Organisational Development |
| 4. Continue our reconciliation journey by developing our next RAP. | <ul style="list-style-type: none"> ● Register via Reconciliation Australia's website to begin developing our next RAP. | December 2022 | Head of Organisational Development |

Contact details

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RECONCILIATION
ACTION PLAN

INNOVATE



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