



mcm.

MCM, MCM HOUSING & QUANTUM
SUPPORT SERVICES:

INNOVATE RECONCILIATION ACTION PLAN

September 2026 – September 2028



Imogen Johnson

Acknowledgement

MCM Group acknowledges First Nations Peoples as the Rightful Owners and Custodians of the Lands, Skies and Waters that surround and nurture us. We pay our respects to Elders past and present and their Cultural Intelligence since time immemorial.

We recognise the continuing impacts of colonisation on First Nations Peoples and the importance of self-determination and acknowledge the need for continuing resistance to colonialism. May we continue to open our hearts and minds to the continual learning and wisdom of decolonisation. Always Was, Always Will Be Aboriginal Land.



Artwork *Our Journey* by Imogen Johnstone (pictured opposite), proud Kamilaroi Yinarr.

OUR JOURNEY

The beautiful RAP artwork *Our Journey*, created by proud Kamilaroi Yinarr Imogen Jonstone, is a powerful piece that represents the lived experiences of young people navigating homelessness, and the crucial role of support services in guiding and uplifting them along the way, created in a style that conveys a story of resilience, connection, and healing.

At the heart of this piece is a flowing river, symbolic of our journey, bordered by footprints that mark progress through different stages of life. Along this path are two large meeting places, representing critical points of connection: our Kings Way office and our youth access point, Frontyard, a place where young mob find support, safety, and a sense of belonging through community.

The smaller surrounding meeting places, adorned in vibrant purples and oranges reminiscent of the Naarm sunsets, symbolise the broader network of integrated services, community, support workers, peers, and safe spaces that surround and uplift the individual. These also represent the presence of both clients and the caring hands that walk alongside them, interwoven in the green lines that represent growth, connection, and hope.

The idea is that every step forward, no matter how small, contributes to a larger journey toward stability and empowerment.

This piece honours the strength of young people facing homelessness and celebrates the impact of compassionate, culturally aware services that walk beside them. It stands as a visual acknowledgment of every step taken, every barrier overcome, and every hand extended in support.



I'm Imogen Johnstone a proud Kamilaroi Yinarr, raised between the land of the Yorta Yorta and Wurundjeri people. My life has been shaped by the deep connection that I hold to Kamilaroi, Yorta Yorta, and Wurundjeri lands.

These three Countries that nurtured my upbringing, each with their own unique histories and landscapes, are united by the presence of fresh, flowing waters. A powerful and recurring symbol in my work. The rivers and waterways that run through these lands represent movement, continuity, and the ever-evolving journey of life

My art is an expression of healing, a visual language that speaks to my lived experiences, cultural identity, and the intergenerational strength of my people. Guided by the knowledge of diverse communities and the wisdom of Elders who have shaped me, my storytelling reflects not only the places I call home, but also the emotional and spiritual journey of living away from my people and my home.

Through my art, I honour the resilience of my ancestors and contribute to the continuation of a cultural practice that has endured for thousands of years. Each piece is a connection to land, to story, and to spirit.



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A Message from the CEO



“I am proud to introduce our 2026 MCM Innovate Reconciliation Action Plan (RAP), which signals a meaningful step forward in our commitment to walk alongside First Nations Peoples in the spirit of truth-telling, respect, and lasting change.”

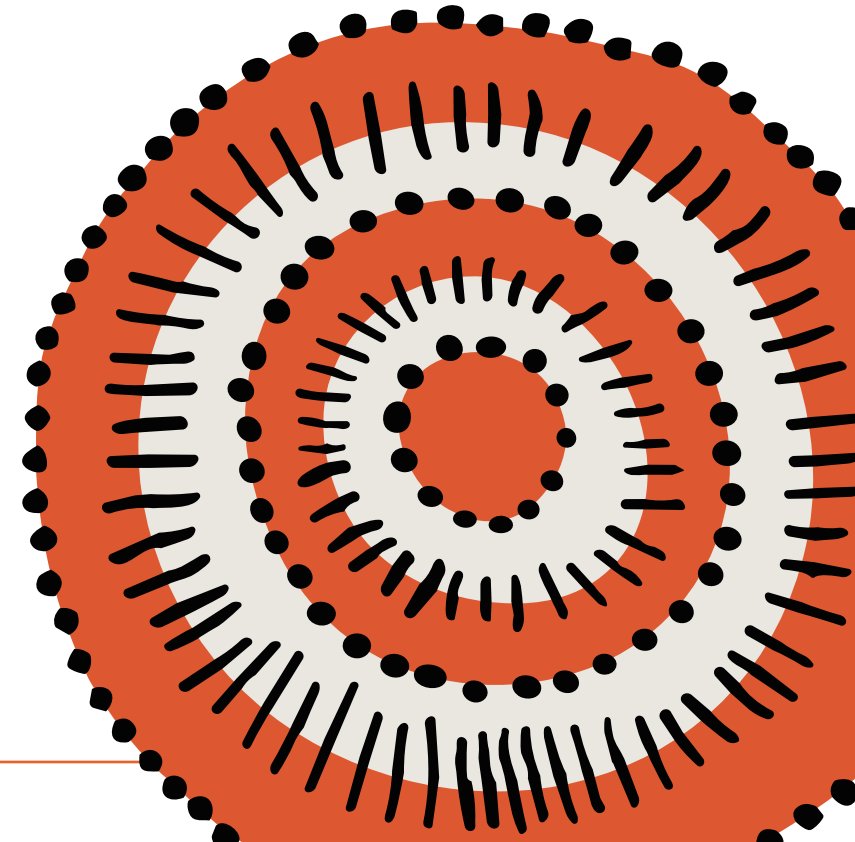
This RAP reflects the voices of our employees, people we support, partners, and communities. It builds on our growing understanding of the impact of colonisation and the continued strength and resilience of First Peoples in Australia. It challenges us to do more than acknowledge history, calling us to actively embed reconciliation into the way we work every day.

As an organisation, we recognise that reconciliation is not a single destination it is a journey that requires deep listening, learning, and sustained action. The commitments outlined in this plan are designed to deepen relationships, increase cultural capability, and ensure that First Nations Peoples are meaningfully included in shaping our work and future.

Thank you to everyone who contributed to this plan, and in particular to the MCM RAP Working Group, Bonnie Chew (proud Wadawurrung woman) Director of Mirriyu Consulting, and our many employees who contributed to its development, our Board members (particularly proud Noongar, Karajarri, Bard woman Sandra Brogden), community leaders and partners who continue to generously share their time, knowledge and experience with us.

This is a shared responsibility. As CEO, I will champion this work, and I invite every member of our organisation to do the same by engaging with the RAP, to stay curious and courageous, and to play an active role in building a future founded in equity, justice and belonging.

Paul Wappett
MCM Group
Chief Executive Officer



Message from Reconciliation Australia CEO



Reconciliation Australia commends MCM on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

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. MCM continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that MCM will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to MCM using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for MCM to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, MCM will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of MCM's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations MCM on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

MCM affirms its commitment to reconciliation through this new Innovate RAP. We are committed to delivering sector leading services that enable, in the language of our strategic plan, **Pathways to Possibility**.

Particularly in this context this relates to First Nations' Peoples (MCM clients, consumers, participants), as well as members of the MCM workforce. We celebrate the strengths that come from the world's oldest living Cultures, as well as working to address systemic and individual injustice. We recognise the length of MCM's history in Victoria, within a settler colonial system that has caused and continues to cause significant disadvantage to the First Peoples of Australia. We further recognise that all our services take place on the unceded land of First Nations' Peoples.

Within our Healing Oriented Framework, we acknowledge the intergenerational trauma and systemic discrimination experienced by First Nations' Peoples. We acknowledge the impact of this trauma and discrimination, in particular, the overt and covert policies that resulted in the Stolen Generations, as significantly contributing factors for First Nations' Peoples who engage with the services of MCM, Quantum Support Services and MCM Housing.

We are conscious of our role in working alongside First Nations' families, Communities and individuals through our services, as well as through our reach as a large, influential organisation, through our purchasing and procurement, our relationships with philanthropic donors, and through our media channels that reach the general public. In all these ways and more, we are committed to driving the goals of reconciliation.

Our 2026-2028 Innovate RAP comes at an important juncture in Victoria's history, following Australia's first Treaty between First Nations' Peoples and the Victorian State Government. We are strongly committed to a ratified Treaty that provides for a better shared future for all Victorians. We believe First Nations' Peoples have a right to a voice on decisions that impact their lives, and a Treaty will provide one such mechanism.

We take on the responsibility for listening and responding to First Nations' Peoples within our communities and workplaces. We are actively working to embed First Nations' voices into all levels of our decision-making. We are excited about learning and growing through greater understanding and celebration of First Nations' Cultures, Communities and Peoples.

To this end, we actively encourage partnerships with First Nations'-led, owned and/or operated organisations. Our key contact for anyone interested in exploring this opportunity is our Strategy, Outcomes and Innovation team, which can be contacted at info@mcm.org.au.



Our business

Since its establishment in 1854, MCM (formerly Melbourne City Mission) has been a leader and innovator in providing vital services to the Victorian community. Over our 170-year history, we have continuously adapted and evolved alongside the people we support, ensuring that our services meet the changing needs of the community.

One of these adaptations is the change of name from Melbourne City Mission to MCM, in acknowledgement that the missionary work of our past and the word “mission” itself have both history and contemporary connotations that do not sit comfortably with many people, in particular in this context with First Nations’ Peoples. We believe it is important to be aware of and open about our history, but clear that this is no longer how we operate.

Our work is underpinned by a commitment to 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 Human Rights and Responsibilities. Guided by these principles, within the context of our Possibilities. On. Strategic Plan 2023-2027, we aim to deliver healing-oriented, sector-leading services that enable Possibility for everyone.

MCM provides holistic, person-centred support across various service areas, including:

- Homelessness Prevention & Support
- Youth Housing
- Family Violence Prevention
- Disability Services
- Early Childhood Intervention Services
- Family Support
- Palliative Care
- Home-based Care

Our integrated service model ensures that individuals and families receive the wraparound support they need to thrive. MCM is committed to delivering sustainable, positive outcomes for those we support.

MCM is committed to working with First Nations Peoples towards positive pathways of their choice. We approach this work with respect and recognition of First Nations’ Peoples as the Traditional Owners/ Custodians of the lands on which we live and work. We acknowledge that we perform this work within a context of the continuing impacts of colonisation on First Nations’ Peoples and acknowledge their resilience, strength, pride and desire for self-determination.

MCM also acknowledges the responsibility that we hold within our sector and broader community to promote reconciliation objectives through our sphere of influence. This includes through our relationships with philanthropic donors, other For Purpose partner organisations, government stakeholders and funders and members of the general public who connect with MCM through our social media and events.

MCM Group has approximately 950 employees overall, of which approximately 7 are Aboriginal and/or Torres Strait Islander People.

MCM operates on the lands of the Wurundjeri and Bunurong/Boon Wurrung Peoples in Melbourne/Naarm. Our office locations include South Melbourne, Thornbury, North Fitzroy and Braybrook with other hubs in Frankston, St Kilda, and Pascoe Vale. Additionally, we staff housing across various metropolitan areas and have an office in Bendigo, located on Dja Dja Wurrung Country. Recently MCM joined with Quantum Support Services and now operates throughout Gippsland on Bunurong/Boon Wurrung and Gunaikurnai Country.

Note MCM Group’s school, the Hester Hornbrook Academy, has a separate RAP developed under Reconciliation Australia’s Narragunnawali framework.

Our RAP

MCM is a sector-leading community services organisation working alongside people to live the life they aspire to, their way, providing a broad range of supports across areas of youth and adult homelessness, disability services, early childhood intervention services, palliative care, family violence prevention and mental health. An important part of this work is our commitment to reconciliation and to working in a Culturally safe way with First Nations' Peoples we work with, support, and walk alongside.

Our General Manager, People Quality and Safety, Marie Scotson, is the RAP Champion (Executive Sponsor) of MCM's work under our RAP. She works closely with our RAP Working Group, and Bonnie Chew, proud Wadawurrung woman and director of Mirriyu Cultural Consulting, MCM's external First Nations' consultant. The RAP Working Group has had the input of many employees from a wide variety of teams and programs throughout the development of this Innovate RAP. At the time of writing, in addition to the Executive Sponsor and external First Nations' Consultant it has 17 members, 1 of whom is a First Nations' Australian. The group includes:

- Head of Workforce Inclusion (Chair)
- Quality and Research Coordinator, Palliative Care
- Internal Communications Coordinator
- Manager - Innovation Partnerships and Family Supports
- Key Worker - Occupational Therapist, Early Childhood Intervention Service
- Assistant Principal, Wellbeing & Inclusion, Hester Hornbrook Academy
- Online Communications Advisor
- Senior Policy & Advocacy Officer
- Senior Facilities Manager
- Senior Worker, Family Crisis Accommodation Service
- Peer Worker, Frontyard Youth Services
- Youth-focused Case Manager, Creating Connections
- Youth Development Coach, Youth Foyers
- Specialist Family Violence Practitioner
- Chief Executive Officer, Quantum Support Services
- Manager, Volunteer Programs
- Head of Capability & Wellbeing

Bonnie is our consistent First Nations' voice of wisdom on our RAP Working Group, and our MCM Board member Sandra Brogden (proud Noongar, Karajarri, Bard woman) has provided a significant contribution. We have provided an opportunity to all employees, including First Nations' employees, for input through their RAP Working Group representative and personally through open consultation sessions.

Through our previous Innovate RAP, we were able to make significant progress in educating and communicating with our workforce on First Nations' Cultures, histories rights and other matters. This included greatly increasing the breadth and depth of training/learning options for employees, as well as articles and resources that are now regularly provided to our workforce through our Intranet, Internal Newsletter, email and events. We have had highly successful and well-attended events for National Reconciliation Week. Our Board and Executive team granted workforce flexibility regarding working on 26th January (we encouraged flexibility for working that day, within the context of ensuring continuity of service provision to our clients). We worked closely with First Nations' members of MCM workforce to develop communication internally and externally that supported the Voice to Parliament in language that resonated with First Nations' employees and we offered First Nations' employees members additional leave to take around the time of the referendum. We appointed Sandra Brogden, a Noongar, Karajarri and Bard woman to our Board. We developed a formal partnership with the Victorian Aboriginal Legal Service to provide services to young First Nations' Peoples with a suspected disability within the context of the youth justice system.

An important part of our journey was learning more about where our organisational culture did not sufficiently support the aims of reconciliation. We have examined where we used language that was not strengths-based, where we spoke for First Nations' Peoples rather than amplifying their voices. This work is ongoing, but we are hopeful that we know better what to look out for and what questions to ask. There were times when the voices of First Nations' Peoples within our organisation were overshadowed through not creating enough of a Culturally Safe environment. We have taken feedback seriously and made significant changes as a result.

We have struggled as an organisation with the concept of truth-telling and what it might mean for us. We acknowledge that historically there has not been a drive to discover and consider what role MCM may have played in past or ongoing injustices towards First Nations' Peoples. The desire to face into our historical truth is part of this RAP for the first time.

On a more practical level, we have experienced the consequence of developing a RAP without full, true organisational consultation, particularly with internal stakeholders who hold responsibility for RAP actions. This RAP has seen a very different process with consultation across our whole workforce, our Boards and specifically with anyone involved in its deliverables. As a result, we are hopeful that the areas of First Nations' procurement and external communications on our RAP progress, where we would have liked to have seen more progress in our last RAP, are more successful this time around.

Overall, we are keen to explore and understand more about what it means to decolonise our work and our workplace culture. We strongly believe that this will have positive impact on the services we provide to First Nations' Peoples and Communities. We look forward to learning more and translating this into tangible actions that support reconciliation.





Relationships

In our delivery of services to First Nations' Peoples, families and Communities, MCM seeks a true partnership with First Nations'-led organisations in our sectors. This intrinsically means a relationship of mutual value, collaboration and desire to achieve the same aims. Part of our work in this RAP is to better identify our "value proposition" for First Nations'-led organisations, learning how MCM and MCM Housing can deliver what is of value to First Nations'-led organisations.

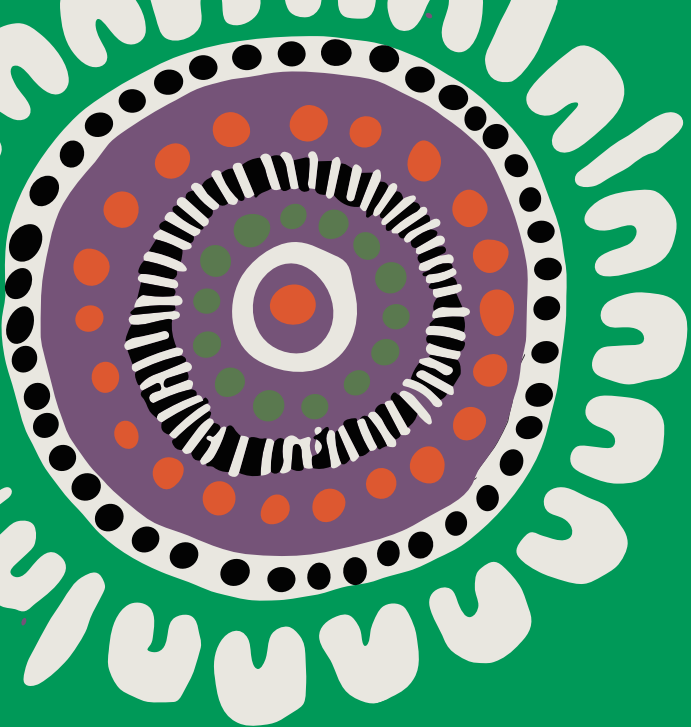
We recognise that historically our sector has often overlooked the wisdom and resilience within First Nations' Communities, **providing services to**, rather than **working with**. Our healing-oriented framework (HOF) recognises the structural and systemic discrimination, inclusive of colonisation, on First Nations' People's health and wellbeing. One of our HOF principles is that "relationships matter", we recognise that safe relationships are essential to healing and this is true of our relationships with First Nations' Peoples, families and Communities. We seek to share power with our First Nations' partners, knowing they have the wisdom to best work within their Communities. We do this through our advocacy into the broader Australian community and our relationships with those who support our work, as well as to the areas of government with which we work to deliver services. Wherever we can, we will amplify voices of First Nations' Peoples.

Focus area: MCM seeks to innovate and advocate for lasting system change, through influencing systems reform including government policy. We will empower more people towards positive pathways of their choice, including growing integrated services to meet emerging needs.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with First Nations Stakeholders and Organisations.	Audit, capture and maintain centrally existing relationships with First Nations' organisations.	December 2026	Head of Strategy, Outcomes and Innovation
	Consult with local First Nations' stakeholders and organisations to develop guiding principles for future engagement.	March 2027	Head of Strategy, Outcomes and Innovation
	Develop and implement an engagement plan to work with First Nations' Stakeholders and organisations.	June 2027	Head of Strategy, Outcomes and Innovation
	Establish connections with at least three First Nations' organisations in Melbourne through initial meetings and discussions to explore potential collaboration and capacity-building opportunities.	September 2027	CEO
	Join at least two First Nations' Community events, with the objective of adding value through supporting community and promoting the events across the MCM Group.	September 2027	CEO
	Evaluate the effectiveness of the established relationships through feedback surveys and qualitative assessments, with the aim of continuously improving and strengthening partnerships over time.	June 2028	Head of Strategy, Outcomes and Innovation
	Ensure MCM's work in Homelessness Services and MCM Housing supports the Victorian Aboriginal Housing Framework.	Dec 2027	Executive Officer of MCM Housing
2. Build relationships through National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2027 & 2028	Manager, Internal Communications
	RAP Working Group members to participate in an external NRW event	27 May- 3 June 2027 & 2028	All RAP WG members
	Ensure our Executive Team members and our employees in Shared Services teams (based at Kings Way) attend at least one NRW event.	27 May- 3 June 2027 & 2028	Executive Sponsor
	All employees in Operations teams will be strongly encouraged and supported to participate in at least one NRW event.	27 May- 3 June 2027 & 2028	Executive Sponsor
	Organise and/or sponsor at least one NRW event each year.	27 May- 3 June 2027 & 2028	Head of Workforce Inclusion & Engagement
	Conduct post-event evaluations through RAP Working Group.	August 2027 & 2028	Head of Workforce Inclusion & Engagement
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2027 & 2028	Head of Workforce Inclusion & Engagement

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Continue to develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce (through activities within MCM's internal communications calendar).	Dec 2026 & Dec 2027	Manager, Internal Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2026 & 2027	Head of Digital Communication & Marketing
	Promote reconciliation through our flagship event Sleep at the 'G, through engaging a Traditional Owner to provide a Welcome to Country, and including a performance by a First Nations' artist and providing information to attendees about MCM's commitment to reconciliation through its RAP.	May 2027 & 2028	Campaign & Events Manager
	Communicate our commitment to reconciliation publicly through MCM external communications.	Annually in May & Dec 2026-2028	Head of Digital Communication & Marketing
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Dec 2027	Head of Workforce Inclusion & Engagement
4. Promote positive race relations through anti-discrimination strategies.	Ensure MCM's commitment to anti-discrimination is sufficiently articulated within our relevant policies and procedures, including our Equal Opportunity Policy, Cultural Safety Policy - First Nations' Peoples, Recruitment Procedure, Code of Conduct. Ensure these are reviewed in line with MCM review requirements (policies every 3 years and other documents every 2 years) to ensure they contain anti-discrimination provisions and promote equity of access for First Nations' Peoples. Year 1 - Review Cultural Safety Policy and provide education to employees; Review Recruitment Procedure and provide education to hiring managers. Year 2 - Review Equal Opportunity Policy and provide education to employees including impact of racism. Review Code of Conduct, adding specific reference to Cultural Safety.	Cultural Safety Policy and Recruitment Procedure by March 2027. Equal Opportunity Policy and Code of Conduct by Dec 2027.	Head of Human Resources
	Develop and implement an internal communication plan to ensure high visibility of MCM's commitment to anti-discrimination for the MCM Group workforce.	June 2027	Manager, Internal Communications
	Engage with First Nations' employees and/or consultants through our RAP Working Group to further develop, evaluate and advise on MCM Group's approach to First Nations' Cultural Safety, anti-discrimination and equity of access.	Dec 2026	Head of Workforce Inclusion & Engagement
	Educate all MCM employees, including Senior Leaders, on the effects of racism, discrimination and unconscious bias.	July 2027	Head of Capability and Wellbeing
	5. Support the Treaty process lead by the First Peoples' Assembly of Victoria	Commit to supporting Treaty through Friends of Treaty for Victoria.	Sept 2026
Develop a public statement (eg on MCM's website) supporting the First Peoples' Assembly of Victoria's advocacy towards a Treaty in Victoria.		Dec 2026	Executive Sponsor
Through our external and internal communications channels, amplify First Nations' Voices as they advocate for Treaty in Victoria.		Sep 2026	Executive Sponsor





Respect

MCM delivers sector leading services that are healing oriented and are informed by client lived experience. Respect for First Nations' Peoples, Cultures, histories, knowledge and rights is essential for this goal. We recognise the length of our history in Victoria, within a colonial system that has not given First Nations' Peoples the respect they deserve and that all our services take place on the unceded land of First Nations' Peoples. We seek to understand more about our own role in the historic injustices of colonisation and the Stolen Generations and disrupt those systems where we can. As an organisation that looks for ways to address service gaps and unmet need within systems of disadvantage, we take responsibility for working towards greater understanding of the experience of First Nations' Peoples. We respect, listen and respond to the Voices of the First Nations' Peoples we support and work alongside. We celebrate First Nations' Cultures, including but not only in NAIDOC Week.

Focus area: We work in a healing-oriented way to improve client outcomes and experience, embracing the expertise of client lived experience. Our workforce is inclusive and reflects the people we support.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of First Nations' Cultures, Histories, Knowledge and Rights through Cultural learning.	Conduct a biennial survey of Cultural learning needs within our organisation.	Dec 2026	Head of Capability and Wellbeing
	Develop, implement, and communicate a Cultural learning strategy document for MCM employees.	May 2027	Head of Capability and Wellbeing
	Consult local Traditional Owners and/or First Nations' Advisors to inform our Cultural learning strategy.	Dec 2026	Head of Capability and Wellbeing
	Continue to deliver and expand on our First Nations' Cultural Awareness Education and Development Sessions to all MCM employees.	Nov 2026	Head of Capability and Wellbeing
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured Cultural learning.	Dec 2027	Head of Capability and Wellbeing
	Continue to provide members of the Boards covered by this RAP with the opportunity for ongoing First Nations' Cultural Awareness training and incorporate the expectation of this training within the Welcome and Induction Statement from the Board Chair to new members of Boards.	Sep 2026, Sep 2027	CEO
7. Demonstrate respect to First Nations' Peoples by observing Cultural protocols.	Increase understanding of the purpose and significance behind Cultural protocols, including Acknowledgement of Country, Welcome to Country and other, lesser-known Cultural protocols and that this training is developed through or delivered by First Nations' Cultural Advisors or Community Leaders.	Throughout Sep 2026 & Sep 2027	Head of Capability and Wellbeing
	Review existing Cultural protocol document (on Connect intranet) that outlines Cultural protocols, including Acknowledgement of Country, Welcome to Country and other, lesser-known cultural protocols, developed in collaboration First Nations' Cultural Advisors or Community Leaders.	November 2026	Head of Workforce Inclusion.
	Include an Acknowledgement of Country at the commencement of important meetings, as well as at both small and large events.	At all meetings and events 2026-2028	Relevant Executive Team member
	Invite a local Traditional Owner to provide a Welcome to Country or other appropriate Cultural protocol at all significant events, including opening of new worksites where appropriate.	At all significant events 2026-2028	Relevant Executive Team member
	Develop and implement consistent requirements for a Culturally Safe physical environment at all worksites, including but not limited to the display of an Acknowledgement of Country plaque.	Sep 2026	Head of Workforce Inclusion

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. Build respect First Nations cultures and histories by celebrating NAIDOC Week.	Our Executive Team members, RAP Working Group and Shared Services (Kings Way) employees will all participate in at least one external NAIDOC Week event.	First week in July 2027 & 2028	Executive Sponsor
	We will close our Kings Way office at the time of the NAIDOC Week March in Melbourne to highlight the importance of this event and to enable Shared Services employees to attend the march.	First week in July 2027 & 2028	Executive Sponsor
	Encourage and support all staff and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC Week and to attend the NAIDOC Week March in Melbourne.	First week in July 2027 & 2028	Executive Sponsor
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Feb 2027	Head of Human Resources
9. Take steps to discover and acknowledge MCM's historical role within Australia's colonial systems, particularly in regard to the impact on First Nations' Children and Families (ie Stolen Generations).	Develop a statement for publication (e.g. on our website) highlighting how our current practices and policies endeavour to provide Culturally Safe spaces and programs for First Nations' Peoples, grounded in our Healing Orientated Framework.	Jun 2027	Executive Sponsor
	Develop a statement for publication (e.g. on our website) acknowledging our role in historical systems and apologising for our contribution to the impact on First Nations families and communities.	Dec 2027	Executive Sponsor
	Review and consolidate the documents in our possession relating to First Nations' Peoples and organisations to enable smooth access in a Culturally Safe way (consistent with privacy legislation) when requested by First Nations' Peoples or organisations and provide a public statement on our website advising how to access.	Dec 2027	Executive Sponsor



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Opportunities

As an organisation committed to disrupting disadvantage, MCM recognises the many ways that we can contribute to an improvement in social and economic outcomes for First Nations' individuals, families and Communities. We are a large and growing provider of services within Victoria, which enables us to support First Nations' Communities through connections with First Nations' businesses and suppliers. This is a tangible way we can demonstrate our commitment to addressing disadvantage and, in turn, allows us to grow our support base with confidence in values alignment.

Further, MCM is committed to developing a workforce that is inclusive and reflects the people we support. We recognise that valuing and incorporating the lived experience of First Nations' members of communities inform improved outcomes for the people with whom we work. Our healing-oriented way of working is focused on Culturally Safe and responsive care. A Culturally Safe workplace culture that supports and promotes First Nations' Peoples is part of the sector leading services that we deliver.

Focus area: We enable our workforce to do their best work, through a workforce that is inclusive and reflects the people we support. We deliver sector leading services that improve client outcomes and experience.

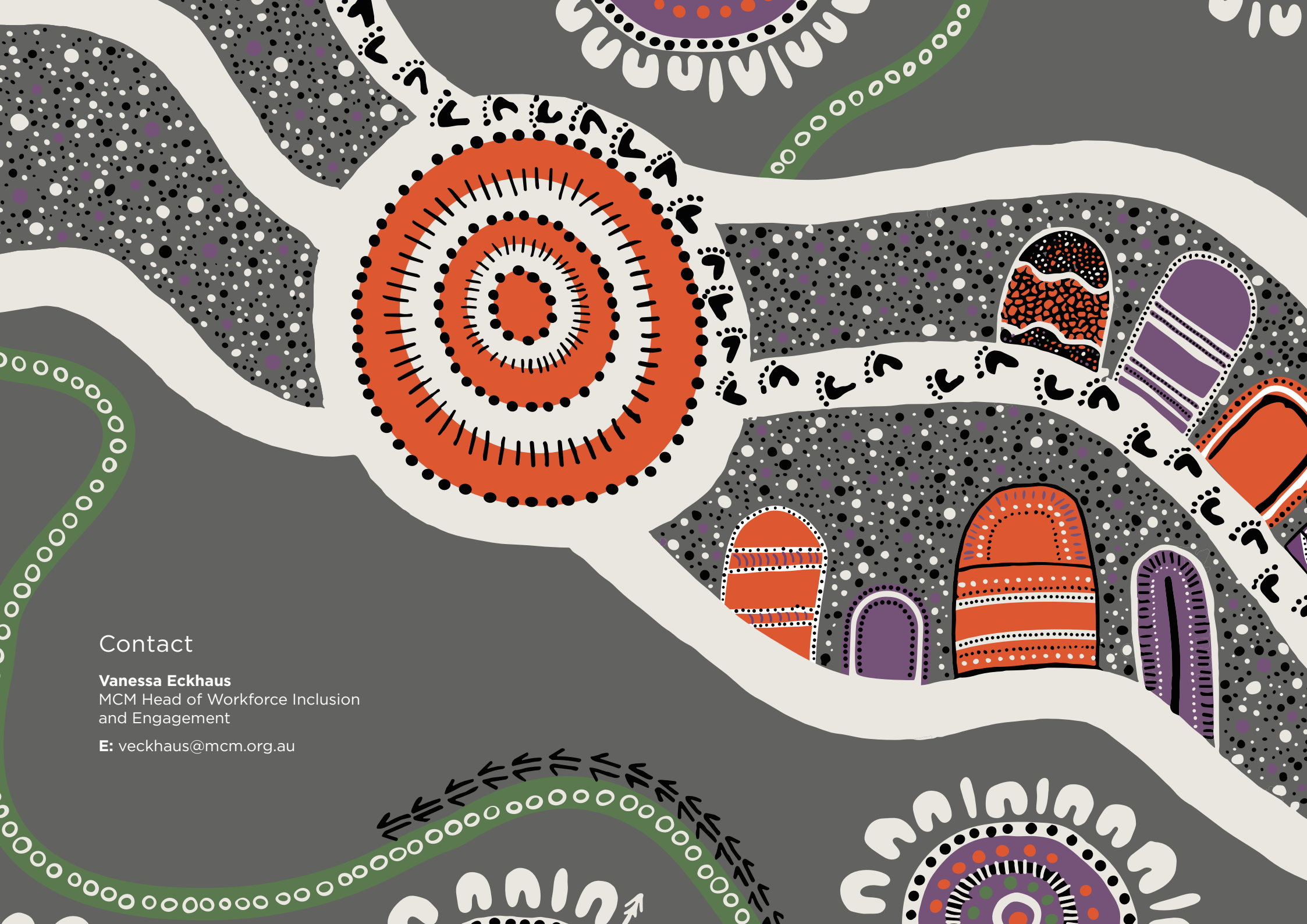
ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing First Nations' recruitment, retention, and professional development.	Build understanding of current First Nations' staffing to inform future employment and professional development opportunities.	March 2027	Head of Human Resources
	Engage with First Nations' staff to consult on our recruitment, retention and professional development strategy.	June 2027	Head of Human Resources
	Co-design and implement a First Nations' recruitment, retention and professional development strategy, through working together with a First Nations'-led organisation, as well as existing First Nations' staff members who would like to be involved.	Dec 2027	Head of Human Resources
	Advertise job vacancies to effectively reach First Nations' stakeholders.	June 2027	Head of Human Resources
	Review HR and recruitment procedures and policies to remove barriers to First Nations' participation in our workplace.	June 2027	Head of Human Resources
	Investigate and implement student placements specifically for First Nations' students. Aiming to offer 3 student placements to a First Nations' student in 2027 and 5 student placements in 2028.	Dec 2028	Head of Human Resources
	Investigate the option of offering a bursary for a First Nations' student to complete their studies in an area relevant to MCM's services, with a commitment to employment with MCM post qualification.	September 2028	Head of Human Resources
	Use Diversity Data Map comparison of workforce data with the data of the people we support, to assess future objectives that will support improving First Nations' employment outcomes, including a continuing emphasis on Cultural Safety and work towards increasing First Nation's members of MCM workforce.	Feb 2027	GM, People Quality & Safety
11. Increase First Nations supplier diversity to support improved economic and social outcomes.	Integrate opportunities for First Nations' businesses within MCM procurement policies and procedures, removing any barriers to procuring from First Nations' businesses.	June 2027	Head of Facilities and Fleet
	Implement in MCM procurement policies and procedures that a desktop Cultural Heritage Assessment will be performed on all land acquisitions, even where not required under planning or zoning schemes.	Ongoing with review in Dec 2026 & Dec 2027	Head of Property Development
	Incorporate Mandatory Set Aside guidelines into property development projects, where expenditure up to \$10,000 will be allocated to First Nations businesses, condition on demonstrated ability and value for money.	Ongoing with review in Dec 2026 & Dec 2027	Head of Property Development
	Require a minimum 2% of overall spend on property development projects to go towards First Nations businesses and report on this annually.	Ongoing with reporting July 2027 & July 2028	Head of Property Development
	Grow organisational knowledge of existing relevant First Nations businesses, including attending Deadly In Melbourne First Nations Business Expo annually.	Annually in June.	Head of Facilities and Fleet
	Consider First Nations' businesses when any existing contracts expire.	Ongoing with review in Dec 2026 & Dec 2027	Head of Facilities and Fleet
	Develop a procurement policy for MCM Housing that incorporates commitments to First Nations' supplier diversity.	July 2027	Executive Officer, MCM Housing
	Investigate Supply Nation and/or Kinaway Membership for procurement options.	Ongoing with review in Dec 2026	Head of Facilities and Fleet
	Develop and communicate opportunities for procurement of goods and services from First Nations' businesses to employees.	May 2027 & May 2028	Head of Facilities and Fleet
	Develop commercial relationships, including the option of contractual relationships, with First Nations' businesses.	Dec 2027	Head of Facilities and Fleet



Governance



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
12. Align our work with First Nations' Peoples, Communities, Organisations under applicable Quality Standards.	Research and identify Quality Standards relevant to First Nations peoples we support and our workforce	March 2027	Head of Quality & Risk
	Ensure that the work of MCM Services, Quantum Support Services and MCM Housing (and relevant shared services) complies with (or exceeds) all Quality Standards relevant to First Nations' Peoples we support and workforce.	December 2027	Head of Quality & Risk
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain First Nations' representation on the RAP Working Group.	Annually in February	Head of Workforce Inclusion
	Conduct an annual review of the Terms of Reference for this group and update as required.	Annually in February	Head of Workforce Inclusion
	Meet at least six times per year to drive and monitor RAP implementation.	Monthly from February - December each year	Head of Workforce Inclusion
14. Provide appropriate support for effective implementation of RAP commitments.	Define and allocate resource needs for RAP implementation.	May 2027, May 2028	Executive Sponsor
	Engage our senior leaders and other employees in the delivery of RAP commitments.	May 2027, May 2028	Head of Workforce Inclusion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2026	Head of Workforce Inclusion
	Appoint and maintain a RAP Champion (Executive Sponsor) for the RAP Working Group, to support RAP activities and outcomes.	Annually in February	GM, People Quality & Safety
15. 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.	Jun 2027, Jun 2028	Head of Workforce Inclusion
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2027 & 2028	Head of Workforce Inclusion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Head of Workforce Inclusion
	Regularly report RAP activities to all staff and senior leaders at least quarterly, through Connect, Talking Points and Wave.	April, July, Oct, Jan	Manager, Internal Communications
	Report RAP effectiveness to the MCM Group Board quarterly.	April, July, Oct, Jan	Executive Sponsor
	Publicly report our RAP achievements, challenges and learnings, annually through our Annual Report.	December 2026 & 2027	Head of Digital Communication & Marketing
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2027	Executive Sponsor
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	By November 2028	Head of Workforce Inclusion
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2028	Head of Workforce Inclusion



Contact

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