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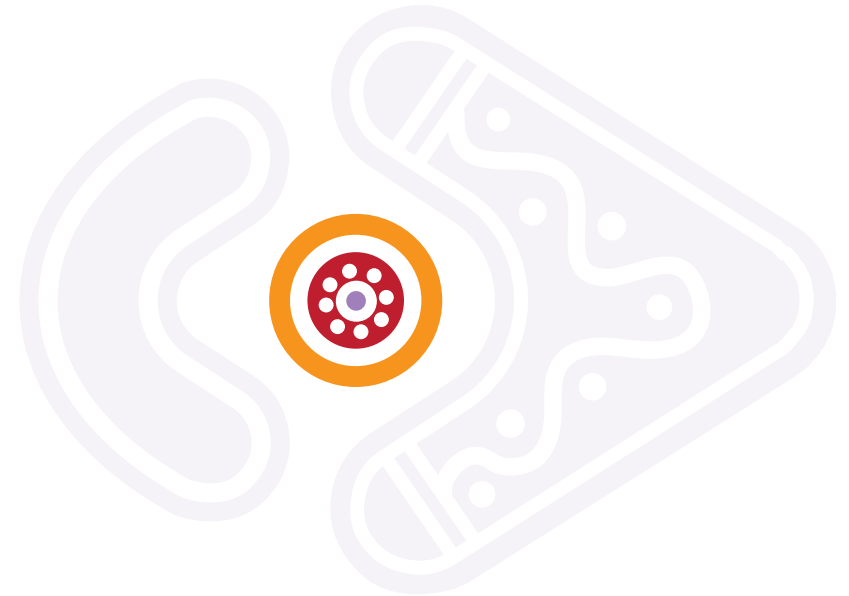
# Innovate Reconciliation Action Plan

June 2022 - June 2024



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# Acknowledgement

MAX Solutions recognises the Traditional Owners of the land and pays respect to Elders past, present and emerging. Please note that following a process of consultation with Indigenous staff across MAX, the Indigenous Advisory Committee has endorsed the use of the term 'Indigenous' being used to refer to Aboriginal and Torres Strait Islander peoples.

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This document contains images of Indigenous people from our services. We acknowledge their permission to use their images.

## Cover Page

Robert Jones, a Koori man with connection to Wardandi and Kaartdijin Noongar cultures.

## Page 2

Amy Elbourn, photographed here on Awabakal country.

## Page 6

Corey Northover, a Noongar man photographed at his employer, Roelands in South West WA.



# Brand Story

Artwork Story by Riki Salam

## “Fire Country”

Wood spins, stones struck, a spark is lit, Country is illuminated. Clap sticks call, a deep low drone travels over land and sea, Ochre is ground, bodies painted, initiation rites, knowledge passes from one generation to the next. Leaders emerge guiding our way as we navigate across Land, Sea and Sky.

Dreaming tracks carved out long ago brings new ways, we belong to this land, Country speaks to us. Flames are fuelled by the wind of change, voices rise up, songs are sung - embers fly in the night sky, people gather, celebrations begin, this Country is renewed.

### The MAX Solutions RAP Artwork story

This artwork is about the passing on of knowledge to the next generation, the spark that is ignited into a flame. Learning from one another, talking two ways, understanding each other. Weaving together the hopes, dreams and aspirations of People from many different places all across Country. The spark that ignites flames of knowledge, renews Country, enriches Culture and empowers People.

‘Fire Country’ artwork by artist:  
Riki Salam - We Are 27 Creative



# Message from Managing Director

**I acknowledge the Traditional Owners of this land, the world's oldest continuing cultures, and pay my respects to you, your communities and leaders, and those who have gone before you.**

The gaps in outcomes for Indigenous Australians persist with little progress being made. There is hope that the new National Agreement on Closing the Gap, which has been developed in partnership between governments and the Coalition of Aboriginal and Torres Strait Islander peak organisations, will put the expertise and knowledge of Indigenous people at the centre of driving change.

At MAX, we remain committed to working with Indigenous Australians, their communities and organisations to ensure that reconciliation transcends what we do each and every day. We know about the enormous positives that come from employment, for both individual health and wellbeing, and also the impact that employment has on younger generations.

As I look back at some of the more memorable achievements of our last RAP, I am most proud of meeting our goals and maintaining our commitment to listening to Indigenous people, despite the challenges of these times.

With the guidance of our Indigenous Advisory Committee (IAC), through our last RAP we:

- › Developed and maintained the Indigenous Voice within our business through our IAC
- › Reached five percent Indigenous employment at MAX
- › Hosted a nation-wide discussion with From the Heart and Uphold and Recognise on the importance of the Constitutional Recognition of Indigenous Australians
- › Made a submission to the Parliamentary Inquiry on an Indigenous Voice to Parliament
- › Increased our purchasing from Indigenous organisations
- › Received a Welcome to Country from the Turrbal Traditional Owners and included a permanent Acknowledgement of Country at our National Operations Centre in Brisbane
- › Celebrated NAIDOC and Reconciliation Week
- › Embedded in our EBA a paid day of cultural leave and maintained our existing Ceremonial Leave provision
- › Developed and delivered a new program on the effects of racism, ensuring that all staff across MAX not only understood the impact that racism has but also how they can take action

Our IAC is now in its third year and continues its role as a central committee bringing the voices of Indigenous people to the issues that matter to them, helping us to develop this new RAP, and holding us to account for meeting these commitments and meeting them the right way.

This new RAP challenges us to strengthen the foundations built through our first RAP and to develop and build our relationships and connections with Indigenous people. 2022 will be another year of change for MAX, including the continuing challenges of the COVID pandemic, as well as significant changes to our largest employment services program, jobactive. Whatever these changes and challenges, we remain firmly committed to continuing to take forward our RAP commitments.

**Deborah Homewood**  
Managing Director



# Message from Chair of the Indigenous Advisory Committee

**I acknowledge the Traditional Owners of this land, and pay my respects to you, our communities and Elders, and those that have gone before us.**

Over the past two and a half years, I have chaired the MAX Indigenous Advisory Committee (IAC). The IAC brings together Indigenous leaders from across MAX's business and provides the structure for Indigenous people to discuss and guide development and implementation of MAX's RAP. To all of those who have been involved in the work of the IAC, both past and current members, thank you for your contribution.

This is my second RAP with MAX and as I look back at what we have achieved so far, I see the continuing and developing leadership of Indigenous people within the business and how the commitment to ensuring a strong Indigenous Voice within MAX has continued to build.

A standout to me was the panel discussion broadcast to all MAX staff with MAX's Managing Director, Deborah Homewood, Dean Parkin of 'From the Heart' Damien Freeman and myself from 'Uphold and Recognise' talking

about the importance of the Indigenous Voice to Parliament and Constitutional Recognition and how the objectives of the Uluru Statement from the Heart could be achieved.

Our first RAP also saw the IAC involved in developing a new learning and development program for employees on the effects of racism. Many of the IAC leaders provided their personal insights and stories to create a powerful and immersive program that helped to understand how destructive racism is but also how to take action when it happens.

As with the last two years, the next two years will be full of challenge and opportunity. I commend MAX for the actions and achievements to date, and for its continuing commitment to reconciliation.

I look forward to seeing the impact of the RAP in the way that MAX delivers its services, engages with the community, and develops its Indigenous leadership.

**Sean Gordon**  
Chair of the Indigenous  
Advisory Committee



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# Our vision

A strong Indigenous voice from our Indigenous staff that is central to our decision making and where Indigenous people have equitable access to employment and opportunities.

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# Message from RA

## **Reconciliation Australia commends MAX Solutions on the formal endorsement of its second 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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. MAX Solutions continues to be part of a strong network of more than 1,100 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 MAX Solutions will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to MAX Solutions 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 MAX Solutions 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, MAX Solutions will ensure shared and cooperative success in the long-term.

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

Congratulations MAX Solutions on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia







## Our Business

**MAX is a national provider of human services delivering employment, training and health services across Australia since 2002.**

We deliver services to 36000 people from a diverse range of backgrounds, of which around 16% are Indigenous Australians. Based in community, our core business is helping customers to develop skills, find sustainable employment and live healthy lives, no matter their background or circumstance. We believe that the representation of employees within our business should reflect those people we provide services to. At the commencement of our 2022-24 RAP, we have 55 Indigenous employees, which constitutes 4.6% of our workforce. The Indigenous employee representation of 4.6% is also represented by an Indigenous Advisory Committee as part of our RAP governance framework.

Our approach to building culturally capable services is to work with the Indigenous communities we serve, their leaders and organisations and to provide a safe and welcoming environment for anyone accessing services.

# Our RAP

**Our Reconciliation Action Plan 2022-2024 (RAP) outlines our vision for reconciliation and the role that we can play over the next two years to build a stronger role for Indigenous Australians in the nature of the services we deliver and find opportunities to promote and support reconciliation.**

Our RAP builds on the work of our Indigenous Advisory Committee and RAP Working Group over the past three years. In looking back at what has been achieved over this time, we can see major changes in how we take forward our commitment to reconciliation and support an enduring Indigenous Voice within our business. Some of these achievements have been:

- > Changing our recruitment practices to better meet the needs of Indigenous people and maintaining strong representation of Indigenous people in our business.
- > Developing new programs to support Indigenous School-Based Trainees and Site-Based Traineeships in MAX.
- > Continuing to build our Indigenous supplier diversity, which now sees more than 60 Indigenous organisations as part of the MAX supply chain.
- > Continuing to strengthen our partnerships with Indigenous organisations that support our Indigenous customers prepare for, and be successful in, work.
- > Supporting the priorities of Indigenous people through hosting a company-wide discussion on the importance of Constitutional Recognition of Indigenous Australians, as well as a Voice to Parliament with 'From the Heart' and 'Uphold and Recognise'.

- > Providing a submission to the Australian Government on the Indigenous Voice to Parliament.
- > Changing our Enterprise Agreement to include a paid day of cultural leave, and continuing access to ceremonial leave.
- > Developing our Cultural Policy including in relation to appropriate Acknowledgement of Country and Welcome to Country protocols.
- > Welcome to Country ceremony and plaque dedication at our National Operations Centre by Aunty Maroochy Barambah from Turrbal Traditional Owners.
- > Celebrated Reconciliation Week and NAIDOC weeks.
- > Through the IAC and Diversity and Inclusion Committee, developing a powerful program to share the experiences of people, and highlight the impacts of racism on people we work with every day. This encourages all MAX team members to be active in standing up to racism.
- > Working with non-Indigenous businesses to strengthen their reconciliation programs

Our RAP continues to challenge us to do more and to maintain and strengthen the structures we have developed to take forward our RAP. To make big changes, you need strong leaders. Mr Sean Gordon, a proud Wangkumarra and Barkindji man as both a member of the MAX Advisory Board and as the Chair of our Indigenous Advisory Committee (IAC), will continue to support senior Indigenous leaders from across the MAX business and in leading the implementation of our RAP.

A strong focus for the IAC has been empowerment

and ensuring a strong Indigenous Voice in the design and delivery of our programs. Within the company, our aim is to ensure our people are culturally competent, our Indigenous employees feel culturally safe, that we are working with and supporting Indigenous business and doing all we can to lift the rates of Indigenous employment.

We remain committed to delivering our in-house Indigenous School Based Trainees program which supports young Indigenous people to gain a Certificate III in Business while finishing their schooling. Our trainees are supported with a mentor, program champions and trainer, and undertake meaningful and interesting work in various placements across MAX. Our commitment to them means there are supported to complete their schooling, and hopefully come to work at MAX when they have finished. We have had many former School Based Trainees working in our business including in management roles.

Our new Indigenous Site Based Trainee program provides an opportunity for Indigenous people in our employment services programs to join our team and gain a qualification over 12 months. This new program is designed to provide opportunities for people that may otherwise struggle to get work in our industry. Those trainees are supported by an Indigenous mentor, their work colleagues, our training team and our Indigenous staff network.



# Reconciliation Action Plan Working Group

The RAP WG is Chaired by MAX's Chief Operating Officer, Darren Hooper.

Meeting each quarter, the RAP WG provides a forum for the Indigenous Advisory Committee (IAC) and senior managers to meet and consider reforms, actions and the progress of RAP deliverables.

The RAP WG comprises:

MAX's Chief Operating Officer

Chair and leaders of the Indigenous Advisory Committee (IAC)

Senior managers responsible for the delivery of RAP commitments

The IAC is independently Chaired by Mr Sean Gordon and includes six Indigenous leaders from across MAX. Those leaders also chair or co-chair one of the three sub-groups of the IAC which is open to all Indigenous employees at MAX.

The IAC meets at least six times per year, as do the subgroups. Providing a forum for all Indigenous staff to come together and discuss

issues of importance, consider how MAX could improve its support for Indigenous people and the progress of our RAP. IAC leaders bring the voices of Indigenous staff to the IAC and RAP WG meetings and ensure that these views inform decision making.

While many organisations rely on external bodies or one or two key Indigenous advisors, MAX's commitment to reconciliation is evidenced by the appointment of an independent Chair and Indigenous staff from within the organisation being directly part of the governance of our RAP WG. This has been a highly effective model over the past three years, ensuring that Indigenous staff have a safe space to come together and discuss what is important to them, and that the voice of Indigenous people is central to the decision-making process.

Both the RAP WG and IAC are supported by a Secretariat.

## RAP WG members are:

### **Darren Hooper**

Chief Operating Officer - Chair of RAP WG

### **Sean Gordon**

Member of MAX Solutions Advisory Board, IAC Chair and RAP WG Member

### **Stephanie Watson**

IAC Leader and (Co Chair of the QLD, NT IAC Sub Group)

### **Kiri Harris**

IAC Leader and (Co Chair of the QLD, NT IAC Sub Group)

### **Ameiy McKean**

IAC Leader and (Co Chair of the TAS, SA, WA IAC Sub Group)

### **Samantha Hall**

IAC Leader and (Co Chair of the TAS, SA, WA IAC Sub Group)

### **Lance Edwards**

IAC Leader and (Co Chair of the NSW, VIC, ACT IAC Sub Group)

### **Damien Martin**

IAC Leader and (Co Chair of the NSW, VIC, ACT IAC Sub Group)

### **John Parsons**

General Manager Marketing and Communications - RAP WG Member

### **Andrew Davitt**

National Programs Manager Indigenous Outcomes - RAP WG Member

### **Peter Southam**

Operations Manager HR - RAP WG Member

### **Simone Dutton**

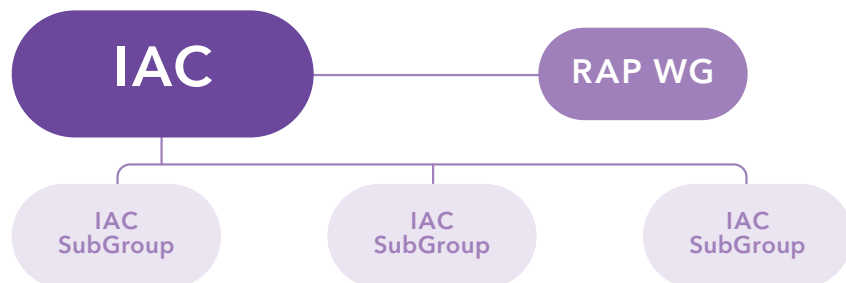
Manager Learner and Development Partnering - RAP WG Member

### **Samantha Brown**

General Manager QLD - RAP WG Member

### **Eddie Mills**

Secretariat of IAC and RAP WG



# Relationship

To continue to work in partnership with individuals, communities and businesses, to build active and deep connections that ensure a strong Aboriginal and Torres Strait Islander voice in the shape of the services we deliver

Action	Deliverable	Timeline	Responsibility
1. Maintain existing and identify new beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Through the IAC, and in partnership with Aboriginal and Torres Strait Islander stakeholders and organisations, review the guiding principles for engagement with Indigenous organisations and communities.	November 2022	National Manager Indigenous Programs
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2022	State Manager
2. Maintain existing and identify new relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	March, May 2023 March, May 2024	General Manager Marketing and Communications
	RAP Working Group members to participate in two or more external NRW events.	27 May - 3 June 2023 27 May - 3 June 2024	RAP Working Group Secretariat
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023 27 May - 3 June 2024	National Manager Indigenous outcomes
	Organise at least one NRW event each year.	May 2022 May 2023	National Manager Indigenous outcomes
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022 May 2023	National Manager Indigenous outcomes
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	October 2022 October 2023	HR Project Manager
	Ensure that all staff receive training on the RAP and cultural protocols as part of their induction.	October 2022 October 2023	Manager Learning and Development Partnering

# Relationship

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Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	October 2022 October 2023	General Manager Marketing and Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2022 October 2023	National Manager Indigenous Outcomes
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	October 2022 October 2023	National Manager Indigenous Outcomes
	Ensure a strong Indigenous voice in the design and delivery of our internal and external programs.	October 2022 October 2023	National Manager Indigenous Outcomes
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2022	HR Project Manager
	Through the IAC, review and communicate an anti-discrimination policy for our organisation.	November 2022	HR Project Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2022	HR Project Manager
	Senior Leaders and staff to complete 'effects of racism training.	October 2022 October 2023	Manager Learning and Development Partnering

# Respect

**To be culturally respectful and build strong connections that genuinely benefit Aboriginal and Torres Strait Islander people.**

MAX is committed to a harmonious approach to reconciliation, and part of this is respecting and understanding Indigenous people’s pride for cultures and histories. We are dedicated to empowering Indigenous people to share their knowledge and educate our employees, and for our employees to seek and be given the opportunity to obtain that knowledge. We believe that this exchange will generate sustainable employment through support, knowledge and respect. By having a better understanding of Indigenous cultures this will enable us to better serve our Indigenous customers seeking employment.

Action	Deliverable	Timeline	Responsibility
5. Improve understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Review of cultural learning needs within our organisation.	November 2022	National Manager Indigenous outcome
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March 2023	National Manager Indigenous outcome
	Continue to implement and communicate a cultural learning strategy for our staff.	March 2023	National Manager Indigenous outcome
	Leadership staff will participate in formal and structured cultural learning.	March 2023	Manager Learning Development Partnering
6. Work in Partnership with Aboriginal and Torres Strait Islander organisations to deliver culturally appropriate services for our Indigenous customers and staff.	Work with Indigenous Traditional Owner organisations in organising Cultural experiences for Indigenous Customers and staff.	October 2022 October 2023	National Manager Indigenous outcome
	Work with Indigenous community organisations to provide culturally appropriate mentoring and coaching for our Indigenous customers	October 2022 October 2023	National Manager Indigenous outcome

# Respect

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Action	Deliverable	Timeline	Responsibility
7. Continue to respect Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2022 May 2023	National Manager Indigenous outcome
	Through the IAC, review the cultural protocols policy, including protocols for Welcome to Country and Acknowledgement of Country.	November 2022	National Manager Indigenous outcome
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October 2022 October 2023	General Manager Marketing and Communications
	Include an Acknowledgement of Country at the commencement of important meetings.	October 2022 October 2023	General Manager Marketing and Communications
8. Continue to respect Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2022 July 2023	National Manager Indigenous Programs
	Promote and encourage participation in external NAIDOC events to all staff.	Prior to NAIDOC Week 2022 & 2023	General Manager Marketing and Communications
	Review HR Policies and procedures to remove barriers to staff participating in NAIDOC Week.	Prior to NAIDOC Week 2022 & 2023	HR Operations Manager

# Opportunities

MAX is uniquely positioned as a provider of employment and health services to Aboriginal and Torres Strait Islander Australians, to help close the gap in employment disadvantage by increasing the representation of Aboriginal and Torres Strait Islander staff working in our business and by supporting Indigenous businesses both through our program delivery and supply chain.

Action	Deliverable	Timeline	Responsibility
9. Continue to build 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.	September 2022 July 2023	HR Project Manager
	Through the IAC, consult with Aboriginal and Torres Strait Islander staff on our recruitment, retention, and professional development strategy.	September 2022	HR Project Manager
	Through the IAC, review the Aboriginal and Torres Strait Islander Employment, Retention and Professional Development Strategy.	November 2022	HR Project Manager
	Review how job vacancies are being advertised to ensure they are effectively reaching Aboriginal and Torres Strait Islander candidates.	September 2022	HR Project Manager
	Through the IAC, review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2022	HR Project Manager
	Continue to meet our target of 5% Indigenous employment.	October 2022 October 2023	HR Project Manager
	Facilitate the Indigenous School Based Trainees Program.	October 2022 October 2023	National Manager Indigenous Outcomes
	Facilitate the Indigenous Site Based Trainees Program.	October 2022 October 2023	National Manager Indigenous Outcomes



# Opportunities

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Action	Deliverable	Timeline	Responsibility
10. Improve Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Through the IAC, review the Aboriginal and Torres Strait Islander procurement strategy.	March 2023	National Manager Indigenous Outcomes
	Continue Supply Nation membership.	September 2022 September 2023	National Manager Indigenous Outcomes
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2023	National Manager Indigenous Outcomes
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2023	National Manager Indigenous Outcomes
	Continue to work with existing Aboriginal and/or Torres Strait Islander partners and identify opportunities to increase the number of Aboriginal and/or Torres Strait Islander organisations we work with.	September 2022 September 2023	National Manager Indigenous Outcomes

# Governance

Action	Deliverable	Timeline	Responsibility
11. Maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	October 2022 October 2023	National Manager Indigenous Outcomes
	Review the Terms of Reference for the RWG.	November 2022	National Manager Indigenous Outcomes
	Meet at least four times per year to drive and monitor RAP implementation.	Quarterly 2022 - 2024 March, June, September, December	National Manager Indigenous Outcomes
	Through the RAP WG, review the Indigenous Advisory Committee terms of reference.	July 2022 July 2023	National Manager Indigenous Outcomes
12. Maintain an effective Indigenous Advisory Committee (IAC)	IAC to meet at least six times per year.	2022 June, July, August, September, November, December	IAC Chair
		2023 - 2024 February, March, April, June, September, December	
	Identify any additional training or support that may assist IAC leaders in their role.	October 2022 October 2023	Manager, Learning and Development Partnering

## Governance

Action	Deliverable	Timeline	Responsibility
12. Maintain an effective Indigenous Advisory Committee (IAC)	IAC leaders to chair state based subgroups at least six times per year, with these groups accessible to all Indigenous staff.	2022 June, July, August, September, November, December	IAC Leaders, RAP Working Group Secretariat
		2023 - 2024 February, March, April, June, September, December	
	IAC leaders to welcome all new Indigenous staff to MAX and ensure they are connected in with their state based sub-group.	October 2022 October 2023	IAC Leaders, RAP Working Group Secretariat
13. Continue to provide appropriate support for effective implementation of RAP commitments.	Review resource needs for RAP implementation.	October 2022 July 2023	National Manager Indigenous Outcomes
	Engage our senior leaders and other staff in the delivery of RAP commitments.	October 2022 October 2023	National Manager Indigenous Outcomes
	Maintain and review appropriate systems to track, measure and report on RAP commitments.	October 2022 October 2023	National Manager Indigenous Outcomes
	Continue to have an internal RAP Champion from Senior Management.	October 2022 October 2023	Managing Director

## Governance

Action	Deliverable	Timeline	Responsibility
14. Continue to build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022 September 2023	National Manager Indigenous Outcomes
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly 2022 - 2024	National Manager Indigenous Outcomes
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2022 October 2023	National Manager Indigenous Outcomes
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	National Manager Indigenous Outcomes
	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.	February 2023 February 2024	RAP Working Group Secretariat
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2022 August 2023	RAP Working Group Secretariat
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	July 2024	National Manager Indigenous Outcomes
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2023	National Manager Indigenous Outcomes



## Contact details:

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