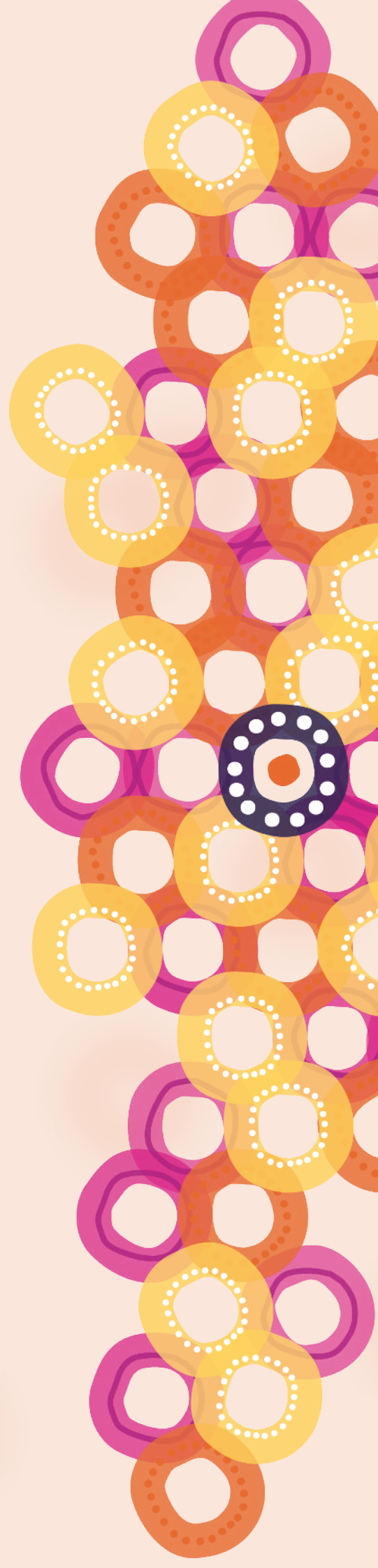




Reconciliation Action Plan

August 2022 - August 2024



A MESSAGE FROM KAREN MUNDINE

Reconciliation Australia commends the Benchmark Group 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. The Benchmark Group 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 the Benchmark Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

Congratulations the Benchmark Group on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



A MESSAGE FROM THE OWNERS

As senior leaders and co-owners of The Benchmark Group, we feel privileged to launch our second Innovate Reconciliation Action Plan (RAP).

We acknowledge that we work on the land of the Wurundjeri people of the Kulin nation.

We pay our respects to Elders past, present, and emerging, and acknowledge Aboriginal and Torres Strait Islanders peoples as the first peoples of Australia.

First Nations peoples have never ceded sovereignty and remain strong in their enduring connection to land and culture. This land is, was, and always will be Aboriginal land.

We recognise the ongoing impacts of colonisation and subsequent government policies, including the removal of people from their families, their lands and their cultures, that continue to threaten the cultural safety of Aboriginal and Torres Strait Islander Peoples.

The decision to continue our organisation's journey and our own journey towards a process of reconciliation remains one of our proudest accomplishments.

This is not a new commitment for our business. We have been taking active steps for many years to build relationships and create opportunities for Aboriginal and Torres Strait Islander peoples. This new RAP builds on the work we have undertaken and commits our team to an ambitious but sustainable plan that seeks to strengthen our relationships with Aboriginal and Torres Strait Islander peoples to empower social, economic and cultural wellbeing.

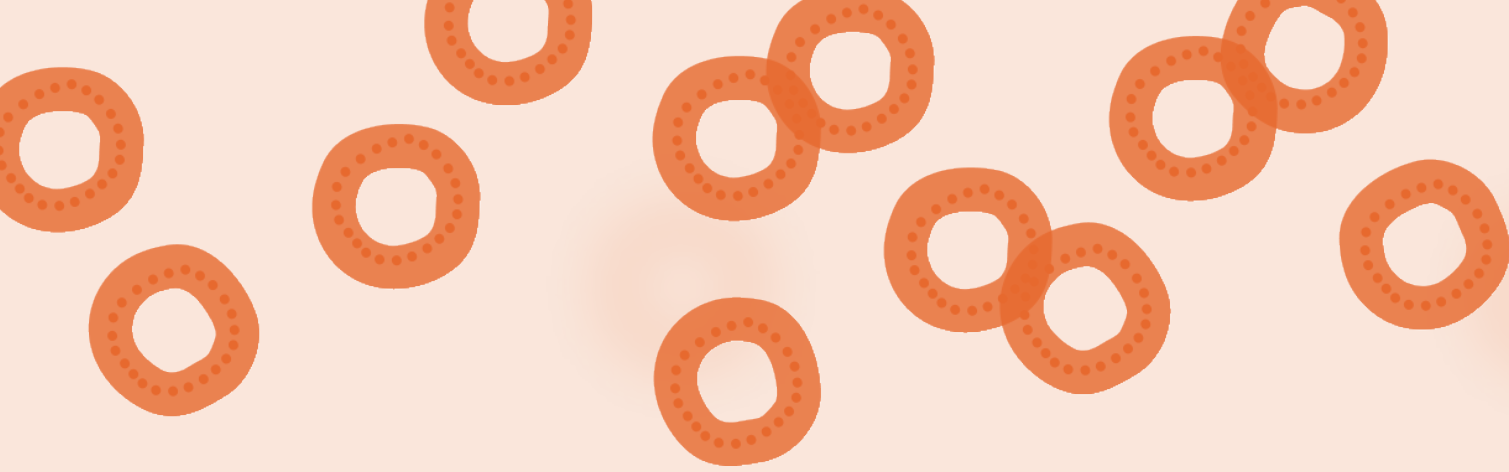
As part of our Reconciliation Action Plan, we will explore and implement a range of actions that work towards achieving our unique vision for reconciliation. We aspire to achieve authentic change, to be active listeners, story tellers and leaders within our industry and be part of an ongoing conversation with our customers, our stakeholders and our students about the importance of reconciliation and our commitment to this process.

Launching our new Innovate Reconciliation Action Plan (RAP) is the first step in an ongoing process for us as individuals and for our organisation and we look forward to the road ahead.

Drew Sutherland
CEO

Kath Sutherland
General Manager





BETTER CONNECTIONS, BETTER OUTCOMES ARTWORK STORY

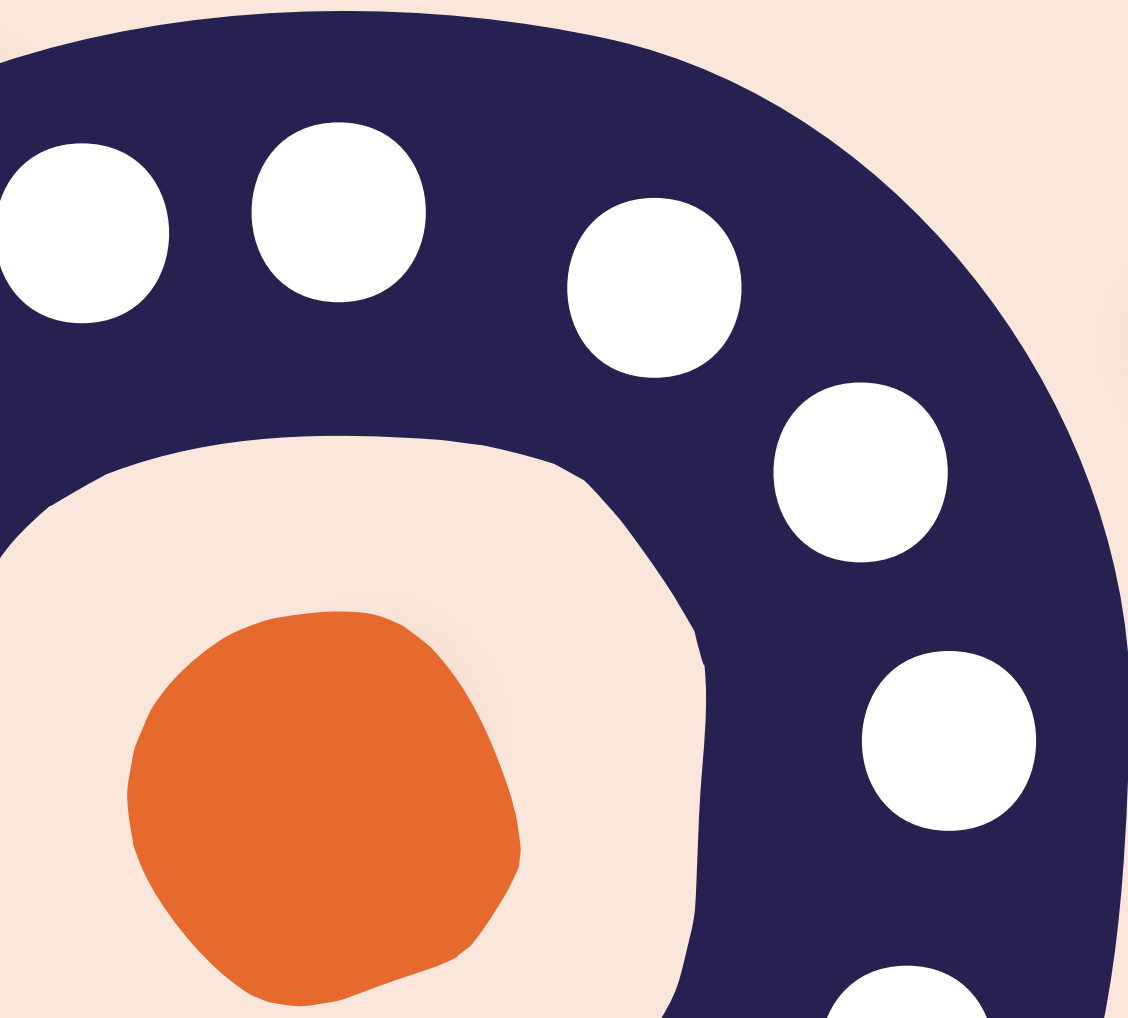
The Benchmark Group's 'Better Connections, Better Outcomes' artwork was developed using Gilimbaa's unique creative framework, the 'Fish Trap', which allows critical and complex cultural, historical and social contexts to be incorporated into a contemporary creative process.

The artwork depicts the people who drive authentic health experiences for communities and build better connections and outcomes that improve the health system for individuals everywhere.

The journey begins with a shift in thinking towards the need for stronger connections, but building the right connections is just the beginning. When all the artwork elements come together, a single, interlocked system is revealed; symbolising the strength and lasting nature of connection.

Through the artwork, we can see how a system of strong connections has advantages for health professionals, patients and the system as a whole, and how it paves the way for a shift towards a more positive, genuine, and supported journey.

The artwork was created by Gilimbaa artist Rachael Sarra, Goreng Goreng in 2018.



OUR VISION FOR RECONCILIATION

Our vision is to create an environment that recognises, embraces and values Aboriginal and Torres Strait Islander peoples, knowledge, and cultures.

Achieving this vision for reconciliation requires us to strive to achieve authentic change, to be active and respectful listeners, storytellers and leaders within our industry, and be part of an ongoing conversation with our customers, our stakeholders, and our students about the importance of reconciliation and our commitment to this process.

The Benchmark Group and accessIQ acknowledge that our head office is on the land of the Wurundjeri people of the Kulin nation. We pay our respects to Elders past, present, and emerging, and acknowledge Aboriginal and Torres Strait Islander peoples as the first peoples of Australia.

First Nations peoples have never ceded sovereignty and remain strong in their enduring connection to land and culture. This land is, was, and always will be Aboriginal land.

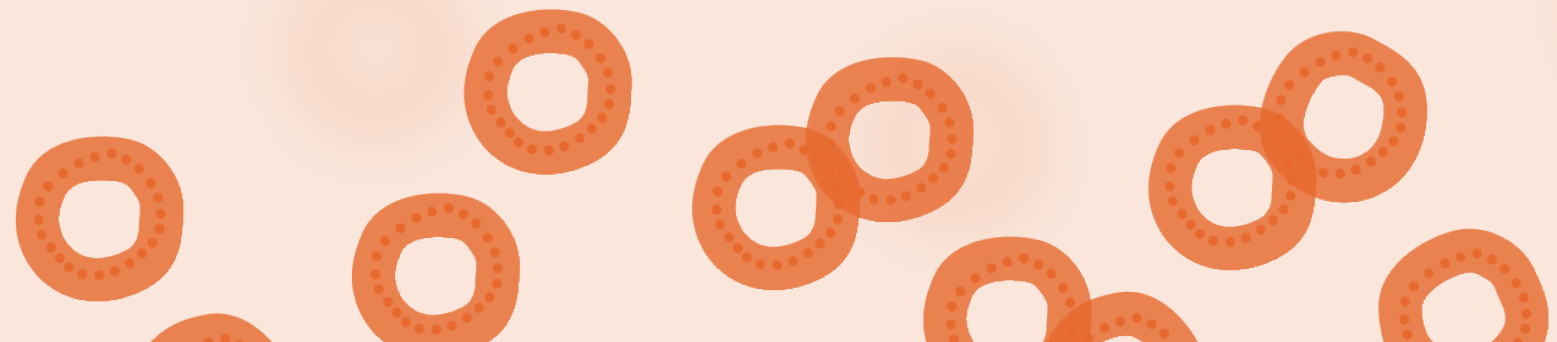
Reconciliation is central to the driving principles behind the Benchmark Group and accessIQ's strategic vision. A core element of our strategic plan is improving health outcomes for Aboriginal and Torres Strait Islander People.

To achieve this, The Benchmark Group and accessIQ commit to the following principles:

- To demonstrate an understanding and respect for the traditions and perspectives of the many Aboriginal and Torres Strait communities across the Country
- To learn from Aboriginal and Torres Strait Islander peoples, communities and organisations and embed these learnings into our work
- To deliver culturally appropriate and engaging course content by building genuine and respectful relationships with all Aboriginal and Torres Strait Islander peoples, organisations, peak bodies and communities.



Nationally accredited skills-based training, delivered nationally - Photography: Gilimbaa, 2019



OUR BUSINESS

The Benchmark Group (RTO. 21824) is a Registered Training Organisation (RTO) that develops and delivers a range of programs and professional development workshops to meet the needs of health care workers nationally. Our programs are delivered nationally, in both online and face-to-face settings across metropolitan, regional and rural Australia.

As of early 2022, we employ 22 permanent staff members across three states, and engage with approximately 24 contract trainers and assessors nationally. We have one employee who identifies as an Aboriginal person, and we also engage with several Aboriginal and/or Torres Strait Islander contract trainers nationally. We have two office locations—our head office is located on the land of the Wurundjeri people in Cremorne, Victoria; and an office on the land of the Yugambah language people on the Gold Coast, Queensland.

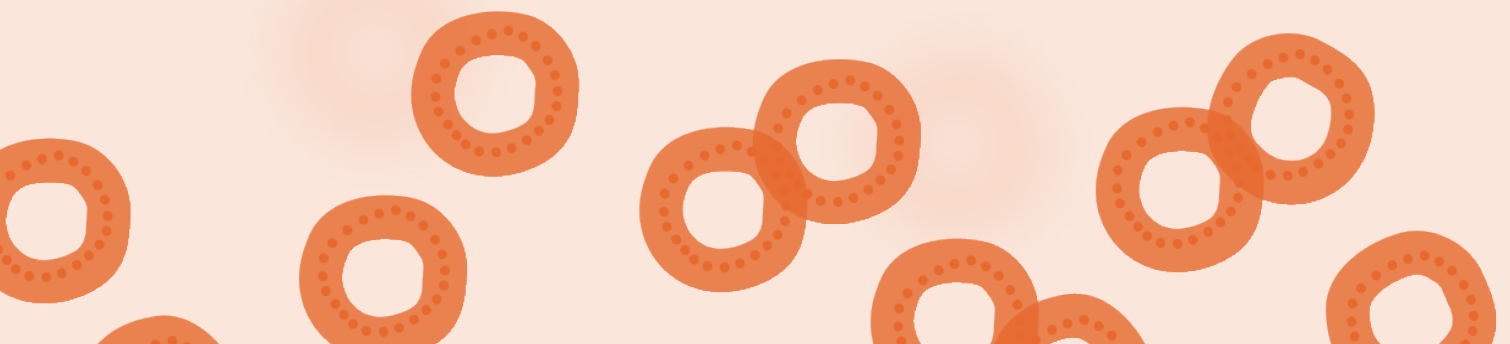


Over the last few years we have delivered content funded by the Australian Government Department of Health (DoH), specifically catered to individuals working within Aboriginal and Torres Strait Islander health. During this process, The Benchmark Group have worked cooperatively across the primary health industry, with Aboriginal and Torres Strait Islander Community Controlled Health Organisations (ACCHOs), State and Commonwealth agencies, private sector institutions, and industry stakeholder groups — with the aim of creating positive learning outcomes for health professionals and positive health outcomes for their clients.

As an RTO working in the primary health sector, our focus is on the delivery of programs designed to provide students with the opportunity to expand their scope of practice, skills and careers. We concentrate on skills and knowledge that can be immediately implemented in a vocational context. Skills learnt today can be used tomorrow.

To support the delivery of online content, The Benchmark Group built an online Learning, Student, and Event Management system: **accessIQ**.

In 2020, **accessIQ** was established as a stand-alone entity that now has four employees and supports a range of organisations with online learning across the healthcare sectors. **accessIQ** currently supports over 25,180 students on the system.



OUR RAP

The Benchmark Group and accessIQ recognise that close, respectful, and collaborative working relationships with Aboriginal and Torres Strait Islander peoples, organisations, peak bodies, and communities not only benefit our Sales but will help contribute to better health outcomes for Aboriginal and Torres Strait Islander peoples more broadly. It is for this reason that we wish to continue to deliver on the commitments in our Reconciliation Action Plan.

In May 2020, The Benchmark Group had their first Innovate RAP endorsed by Reconciliation Australia and are delighted to include our colleagues at accessIQ in the development and delivery of our 2022-2024 Innovate RAP.

As of early 2022, our RAP Working Group consists of representation from each of our teams—Education, Sales/Marketing, Leadership, and accessIQ. RAP Working Group Members are:

- Des Seneviratne (Digital Development and internal RAP Champion - The Benchmark Group)
- Mbūgua wa Kihara (Student Experience Lead - The Benchmark Group)
- Karttik Adams (Business Analyst & Project Lead - accessIQ)
- Kath Sutherland (General Manager - The Benchmark Group)
- Nicole Wheals (Project Integration Manager - The Benchmark Group)

In addition:

- External advisor: Mel Robinson (Director of Aboriginal Health - Child and Adolescent Health Service - Perth Children's Hospital - with connection to Ngarinyin and Gidja Country in the Kimberley).

Our 2020-2022 RAP formalised our organisations' commitments to reconciliation. Since launching our RAP, we have had great success in integrating our commitments into our day-to-day and project work across both businesses.

Whilst our organisations had included an Acknowledgement of Country at the beginning of our meetings for some years, over the last two years this has been prioritised and developed, with all staff not only acknowledging Country, but personalising their acknowledgements. The team have continued to celebrate NAIDOC and National Reconciliation weeks, and we have further invested in our cultural safety training, with a series of virtual and in-person trainings delivered by Uncle Bill Nicholson, a Wurundjeri Elder and Traditional Custodian of the lands where our head office is based, in Melbourne's inner Northeast.

We have continued to work collaboratively with Aboriginal and Torres Strait Islander health organisations including the National Aboriginal Community Controlled Health Organisation (NACCHO), its state-based affiliates and their member services, the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) and the National Association of Aboriginal and Torres Strait Islander Health Workers and Practitioners (NAATSIHWP).

We have proactively sought input from Aboriginal and Torres Strait Islander health professionals in the design of our programs, an example being our Chronic Disease Advisory panel, made up of Aboriginal and/or Torres Strait Islander health professionals.

In 2021, The Benchmark Group developed and launched a new online course, Promoting Participation in the National Immunisation Program. The program was supported with funding from GSK, while the design, content, and delivery were managed internally. Upon launch, the program was made available at no cost for individuals working in Aboriginal and Torres Strait Islander health. We are delighted to have the opportunity to work collaboratively in this space, and the uptake from students has been fantastic, with over 500 registrations in the first month.

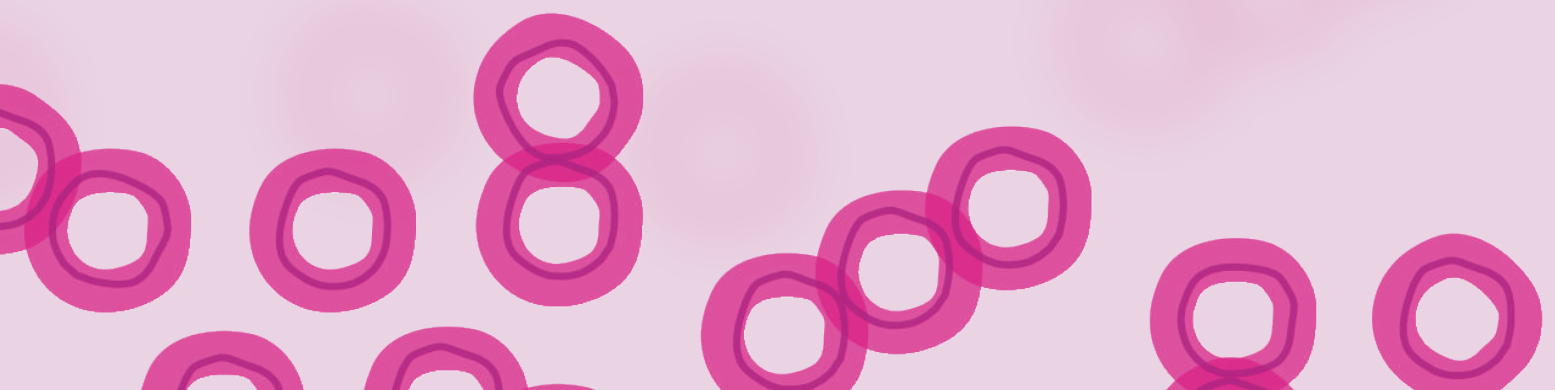
In 2021, The Benchmark Group also had an opportunity to upskill Registered Nurses (RNs) to become recognised Nurse Immunisers with funding from the Australian Government DoH. In line with our RAP commitments, we offered funded positions to RNs working in ACCHOs and have supported 51 Aboriginal and/or Torres Strait Islander Nurses, and 119 Nurses working in ACCHOs—18% of our total allocation—to become recognised Nurse Immunisers. In addition, while our funding did not cover those working in the Northern Territory, we were delighted to provide our own sponsorship for 11 Nurses from the Central Australian Aboriginal Congress (CAAC).

In 2019, accessIQ entered into a partnership agreement with The Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) to support the delivery of an online program for the Nursing and Midwifery professions. This program, Murra Mullangari: Introduction to Cultural Safety and Cultural Humility, was launched on National Close the Gap day in 2022.

The implementation of our first Innovate RAP was not without challenges. Some deliverables, including face-to-face celebrations, were impacted by the COVID-19 pandemic, but were able to be converted into virtual activities.

We also encountered challenges around maintaining Aboriginal and Torres Strait Islander representation on our RAP Working Group. In 2020, an Aboriginal colleague and RAP member left the organisation, which meant that we struggled to maintain Aboriginal and Torres Strait Islander representation on our RAP Working Group. Fortunately, we were able to engage external representation through our networks in 2021, and continue to proactively seek to recruit Aboriginal and Torres Strait Islander people for internal roles, through both engagement with an Aboriginal recruitment agency, and advertising via our networks in this space.

Reflecting on our successes and challenges, we look forward to continuing our organisations' journey in our 2022-2024 Innovate RAP.





RELATIONSHIPS

The Benchmarque Group and accessIQ know that genuine connections and collaboration fosters better outcomes organisationally, for our students, and for the broader community. Within the context of our work, we acknowledge building and maintaining meaningful relationships with Aboriginal and Torres Strait Islander organisations and individuals is necessary to best meet the needs of the health workforce and help to produce better health outcomes for our communities.

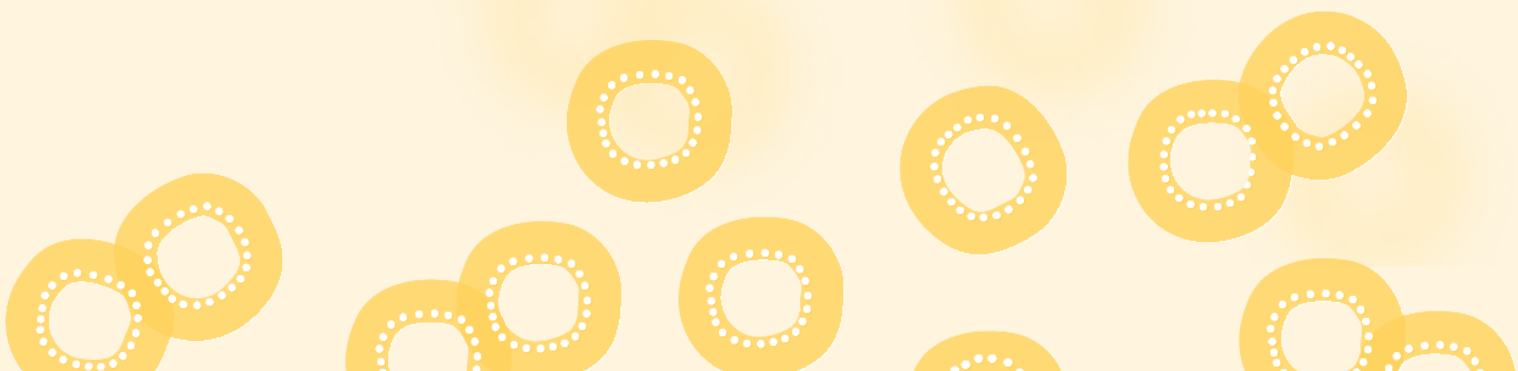
As we build new and strengthen existing relationships with Aboriginal and Torres Strait Islander peoples and organisations, we will be able to better equip health professionals to meet ever-changing health priorities.

FOCUS AREA:

This area relates to several of The Benchmarque Group and accessIQ's strategic priorities including:

- **Priority 2:** 'Improving health outcomes for Aboriginal and Torres Strait Islander People.'
- **Priority 3:** 'Creating meaningful, mutually beneficial relationships with external organisations and partners to grow the business', and
- **Priority 5:** 'Strengthening our organisational culture that values diversity and collaboration.'

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Strengthen relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to review guiding principles for future engagement.	July 2023, 2024	Partnerships Manager
	Review our Aboriginal and Torres Strait Islander engagement plan to strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, particularly with regard to course development.	June 2023, 2024	Lead: Partnerships Manager Support: Learning and Development Manager & Trainer and Content Specialist





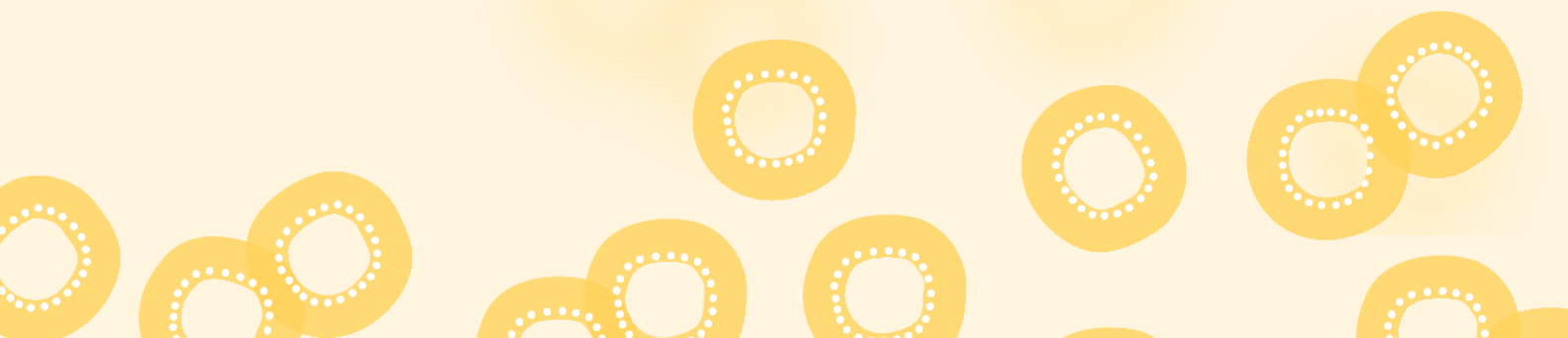
RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Strengthen relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations	Promote the opportunity to participate in and act in an advisory role on our RAP Working Group, while overlapping with Aboriginal and Torres Strait Islander Organisations.	Review March 2023, 2024	Lead: Partnerships Manager Support: General Manager
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024	Course Coordinator
	Ensure RAP Working Group members participate in an external NRW event.	May 2023, 2024	Partnerships Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023, 2024	CEO
	Organise an event at our head offices for NRW.	May 2023, 2024	Course Coordinator
	Register NRW events via Reconciliation Australia's NRW website.	May 2023, 2024	Course Coordinator
	Communicate with all trainers informing them of activities during NRW and equipping them with relevant information.	May 2023, 2024	Lead: Learning and Development Manager Support: Course Coordinator



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Promote NRW activities actively via monthly newsletter, social media and email signatures.	May 2023, 2024	Communications & Design Specialist
3. Promote reconciliation through our sphere of influence.	Develop and implement a strategy to communicate our RAP to internal and external stakeholders—including internal staff, contracted trainers, clients and students.	September 2022, 2023	Lead: Partnerships Manager Support: Communication and Design Specialist
	Communicate our commitment to reconciliation publicly.	September 2022, 2023	Lead: CEO Support: General Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2022, 2023	Lead: Partnerships Manager Support: Project Integration Manager
	Host our RAP on our websites, ensuring it is prominent and easily accessible.	August 2022	Lead: Business Analyst & Project Lead - accessIQ Support: Communication and Design Specialist





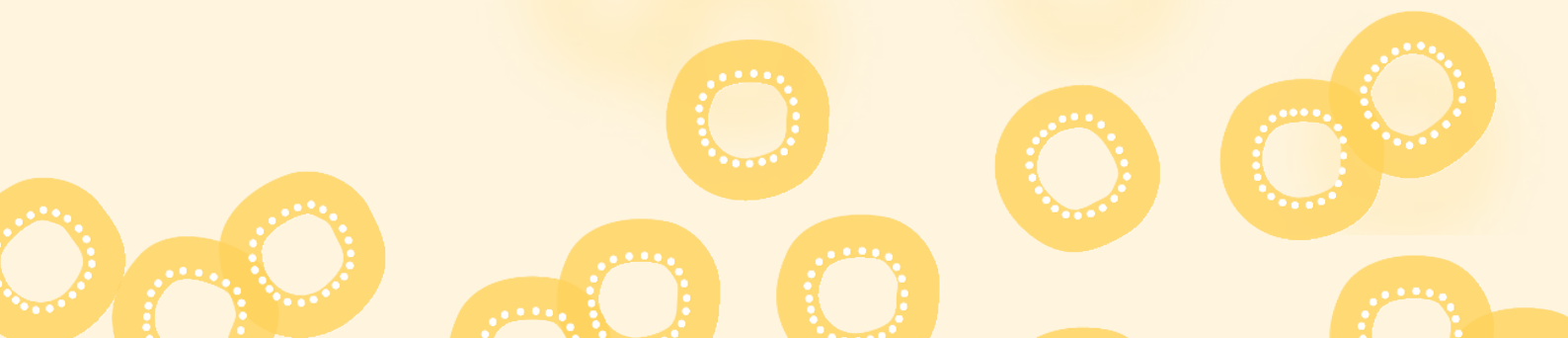
RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Promote our RAP through our monthly newsletter, our regular trainers newsletter, email signatures, and social media posts.	August 2022, 2023	Communications & Design Specialist
	Collaborate with RAP organisations and other like-minded organisations working within the healthcare spaces to explore ways to advance reconciliation.	October 2022	Partnerships Manager
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of people policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2022	Lead: General Manager Support: Digital Development
	Review and share our organisations anti-discrimination policies across the organisations.	October 2022	General Manager
	Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2022	Lead: General Manager Support: Learning and Development Manager



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	Share anti-discrimination policy with all staff and contractors on an annual basis.	November 2022	Lead: General Manager Support: Learning and Development Manager
3. Promote reconciliation through our sphere of influence.	Educate senior leaders on the effects of racism.	October 2022	CEO
	Improve awareness and comprehension of all staff on the ongoing effects of colonisation and contemporary racism through ongoing conversations and learning opportunities.	October 2022	CEO





RESPECT

As a business, we recognise and respect the long-held knowledge, histories, cultures, and experiences of Aboriginal and Torres Strait Islander peoples and work to integrate this throughout both our business activities and educational materials.

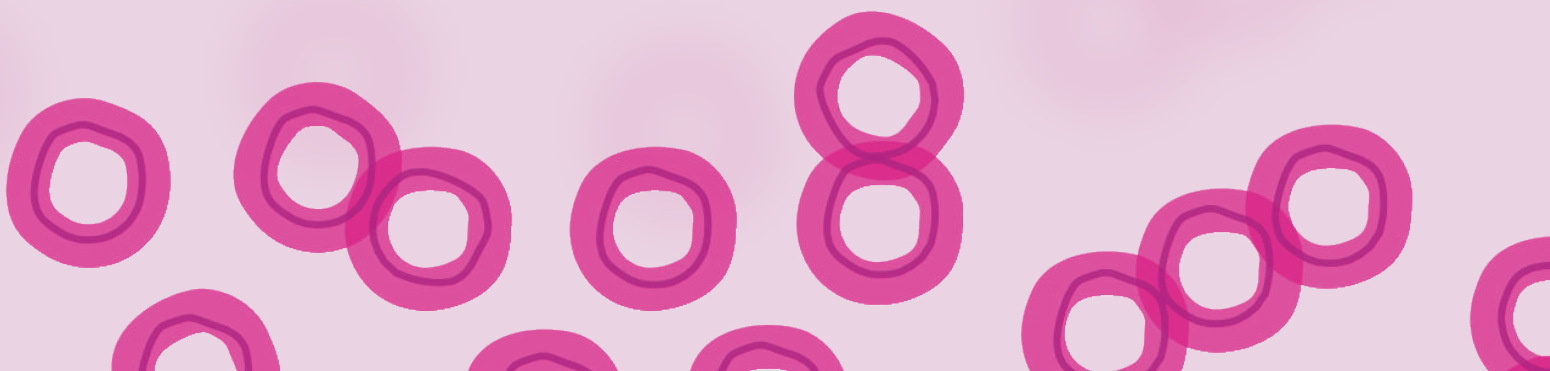
More specifically, respect for Aboriginal and Torres Strait Islander peoples and cultures informs how our business designs and delivers our content nationally. Delivering culturally safe content in a culturally competent manner will equip our students to better meet the needs of their patients and improve health outcomes for Aboriginal and Torres Strait Islander people.

FOCUS AREA:

This area relates to The Benchmark Group and accessIQ's strategic priority 2 and 5:

- **Priority 2:** 'Improving health outcomes for Aboriginal and Torres Strait Islander People.'
- **Priority 5:** 'Strengthening our organisational culture that values diversity and collaboration.'

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct an annual review of cultural learning needs within our organisations, including self-assessments for new and existing staff.	October 2022, 2023	Lead: Project Integration Manager Support: General Manager
	Continue to consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors to inform and develop our cultural learning strategy.	October 2022, 2023	Lead: General Manager Support: Project Integration Manager
	Develop, implement, and communicate an ongoing cultural learning strategy document for our staff.	November 2022	Lead: Project Integration Manager Support: General Manager





RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Provide opportunities for all staff to participate in formal and structured cultural learning in a variety of settings (online, face-to-face workshops or cultural immersion).	November 2022, 2023	Lead: CEO Support: General Manager & Business Analyst & Project Lead - accessIQ
	Develop a calendar of events and opportunities to advance learning and appreciation of Aboriginal and Torres Strait Islander cultures, histories, and achievements.	July 2023, 2024	Lead: Business Analyst & Project Lead - accessIQ Support: Technology Manager - accessIQ
	Encourage all staff to participate in RWG meetings and to lead and contribute to RAP Projects.	Review June 2023, 2024	Lead: General Manager Support: Leadership Team
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2022, 2023	Lead: Project Integration Manager
	Provide a guide for new staff as a part of their onboarding, detailing the purpose and significance behind our cultural protocols.	Review December 2022, 2023	General Manager





RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Communicate and maintain a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country with all staff.	November 2022	Lead: Communications & Design Specialist Support: Business Analyst & Project Lead - accessIQ
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2022	Lead: Partnerships Manager Support: RAP Working Group
	Continue to include an Acknowledgement of Country and/or other appropriate protocols at the commencement of important meetings.	August 2022, 2023	Lead: CEO Support: All staff
	Source or develop a resource for staff to customise Acknowledgement of Country to specific geographic location in appropriate contexts.	December 2022	Lead: Project Integration Manager Support: Communication and Design Specialist
	Acknowledge Traditional Owners in Zoom and email signatures.	July 2023	Lead: Communication and Design Specialist Support: Technology Manager - accessIQ





RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Include an Acknowledgement of Country at entry to our head office.	November 2022	CEO
	Include cultural leave and make provisions for cultural leave in our organisational leave policy. This will include enabling and encouraging staff to work on January 26th and providing a day in lieu on a more inclusive date.	January 2023, 2024	CEO
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023, 2024	Lead: Partnerships Manager Support: Course Coordinator
	Promote and encourage participation to all staff, including follow-up discussion after events.	First week in July 2023, 2024	Lead: Partnerships Manager Support: Course Coordinator
	Monitor revisions of people policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	June 2023, 2024	General Manager
	Staff to promote NAIDOC week and other Aboriginal and Torres Strait Islander dates of significance to wider networks, e.g. through email signatures and via social media.	November 2022, 2023	Lead: Communication and Design Specialist Support: Sales Manager





OPPORTUNITIES

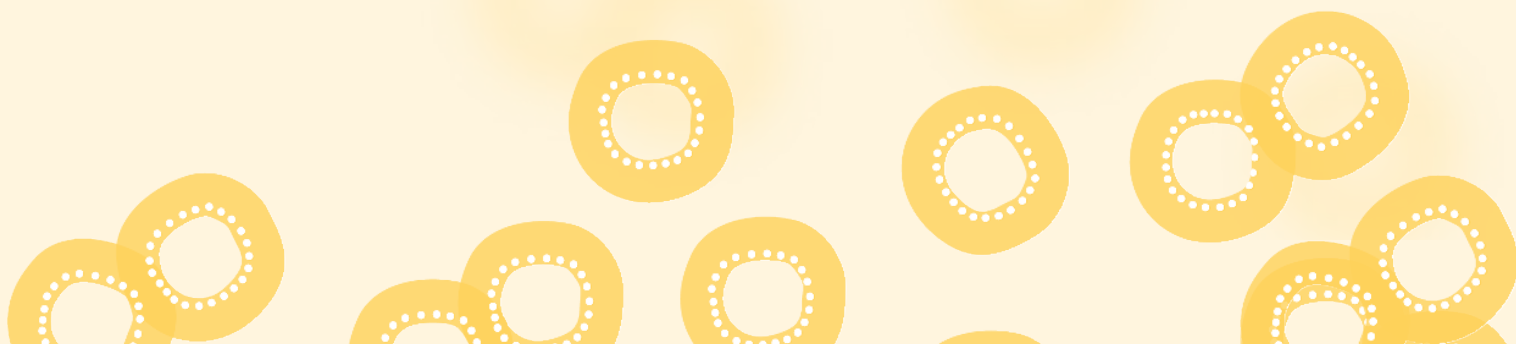
The Benchmark Group seeks to create new and strengthen existing opportunities for Aboriginal and Torres Strait Islander peoples and organisations involvement at every level of the work we do. Providing employment, professional development and other opportunities for Aboriginal and Torres Strait Islander people helps to build workforce capacity and will ultimately help to bridge the gaps in employment, economic, and health outcomes between Aboriginal and Torres Strait Islander peoples and other Australians. Providing opportunities for Aboriginal and Torres Strait Islander people will be mutually beneficial to our organisation as it will develop our perspective and knowledge from the ingenuity of Australia's First Peoples. We hope to promote inclusion and diversity, not only within our organisation but in our content and delivery to others.

FOCUS AREA:

This area relates to several of The Benchmark Group and accessIQ's strategic priorities, including:

- **Priority 3:** 'Creating meaningful, mutually beneficial relationships with external organisations and partners to grow the business.'
- **Priority 5:** 'Strengthening our organisational culture that values diversity and collaboration.'

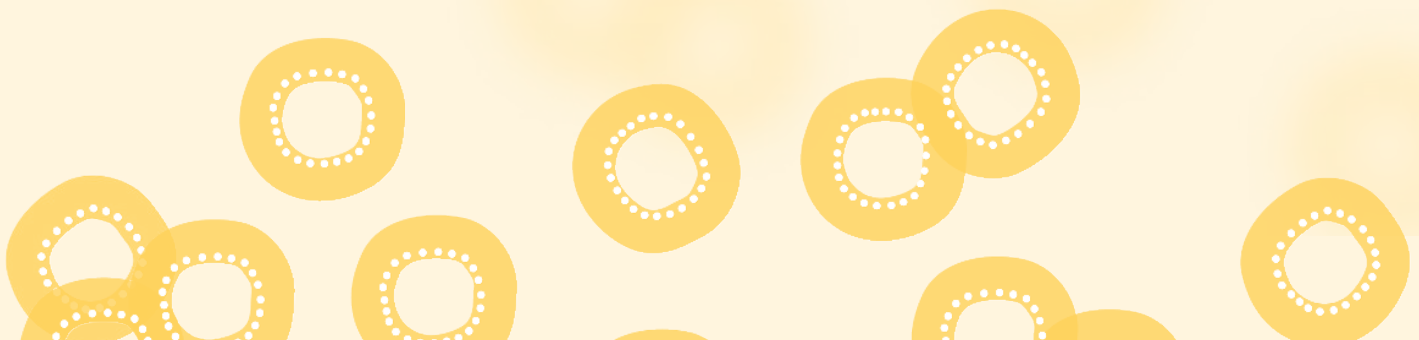
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build employment opportunities for Aboriginal and Torres Strait Islander people and increase future employment and professional development opportunities for existing staff.	November 2022, 2023, and February 2023, 2024	Lead: General Manager Support: CEO
	Review our recruitment, retention, and professional development strategy to make sure it incorporates Aboriginal and Torres Strait Islander future staff members.	September 2022, 2023 and February 2023, 2024	Lead: General Manager Support: CEO





OPPORTUNITIES

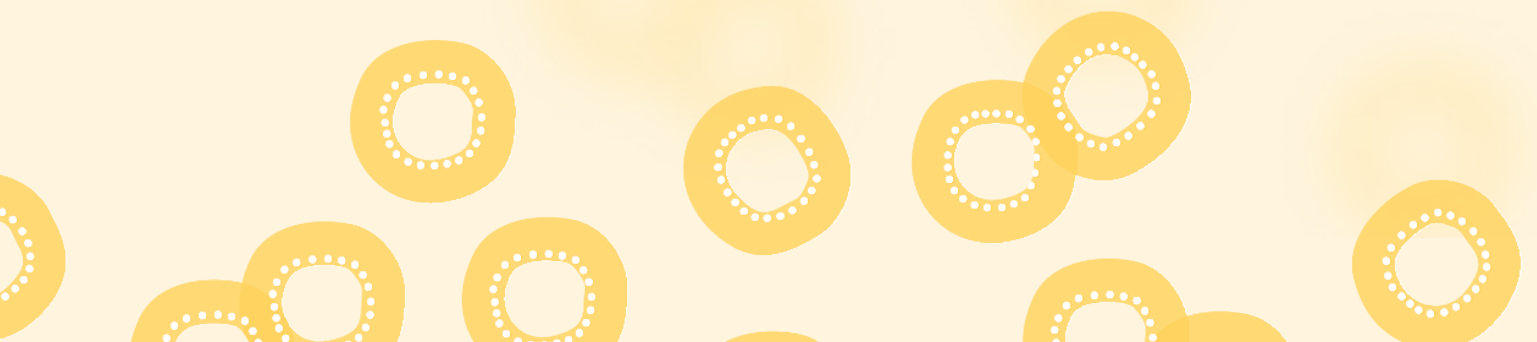
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August 2022	Lead: General Manager Support: CEO
	Partner with Aboriginal and Torres Strait Islander talent agencies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2022, 2023 and May 2023, 2024	Lead: General Manager Support: CEO
	Review recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace and programs/courses.	November 2022	Lead: Digital Development Support: Learning and Development Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop, implement and circulate an Aboriginal and Torres Strait Islander procurement strategy to support the policy.	November 2022	Lead: Finance Lead Support: CEO
	Develop a list of Aboriginal and Torres Strait Islander suppliers.	November 2022	Lead: Finance Lead Support: CEO





OPPORTUNITIES

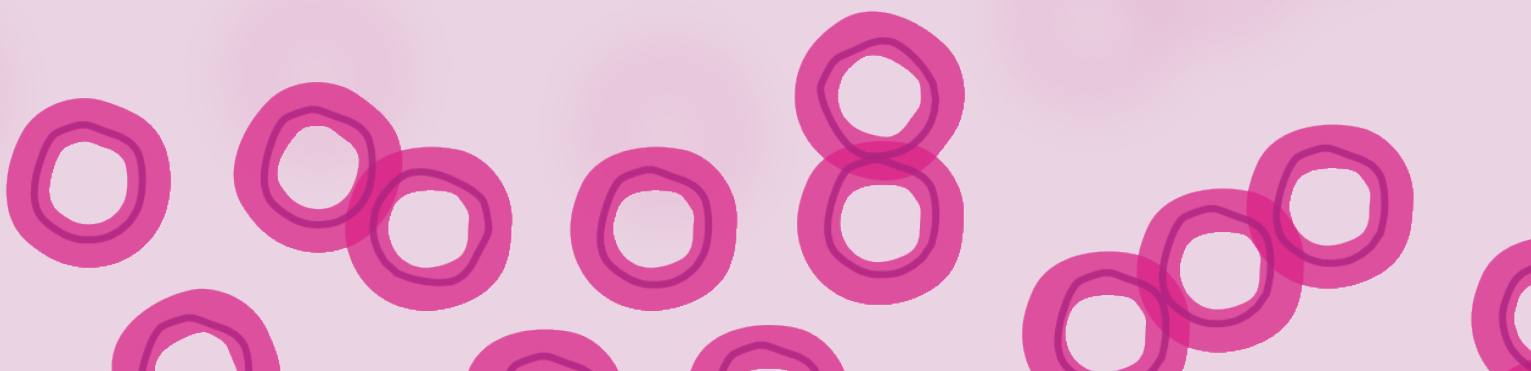
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2022	Lead: Finance Lead Support: CEO
	Review and update procurement practices to remove barriers to procuring goods and services including training venues from Aboriginal and Torres Strait Islander businesses.	November 2022	Lead: CEO Support: Finance Lead
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	November 2022	Lead: CEO Support: Partnerships Manager
10. Provide professional development opportunities for Aboriginal and Torres Strait Islander healthcare professionals.	Provide ten annual scholarships for Aboriginal and/or Torres Strait Islander health professionals to complete our fee-for-service programs at no cost.	October 2022, 2023	Lead: Partnerships Manager Support: Trainer and Content Specialist
	Prioritise Aboriginal and/or Torres Strait Islander applicants and those working in ACCHOs when we have new tender opportunities or to fully-funded programs.	November 2022, 2023, and February 2023, 2024	Lead: Project Integration Manager Support: Sales Manager
	Support scholarships for Aboriginal and/or Torres Strait Islander health professionals to attend CATSINaM and NAATSIHWP Professional Development conferences and/or professional development opportunities.	November 2022, 2023, and February 2023, 2024	Lead: Partnerships Manager Support: CEO





GOVERNANCE

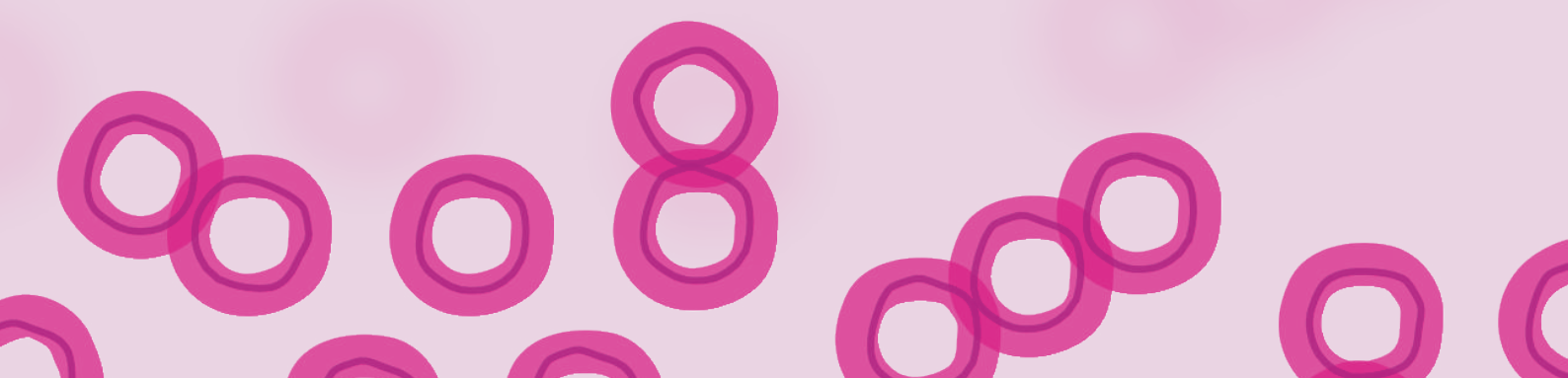
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	August 2022, November 2022, February 2023, August 2023, November 2023	Lead: CEO Support: General Manager
	Review and update Terms of Reference for the RAP Working Group.	August 2022, 2023	RAP Committee Lead and Team
	Meet monthly as a RAP Committee and Quarterly All Staff updates to drive and monitor RAP implementation.	August 2022, 2023 November 2022, 2023 and February 2023	RAP Committee Lead and Team
12. Provide appropriate support for effective implementation of RAP commitments.	Review and define resource needs for RAP implementation.	August 2022, 2023, November 2022, 2023 and February 2023	General Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	August 2022, 2023, November 2022, 2023 and February 2023	Lead: General Manager Support: CEO
	Maintain appropriate systems to track, measure and report on RAP commitments.	August 2022, 2023, November 2022, 2023 and February 2023	RAP Committee Lead and Team
	Maintain an internal RAP Champion from senior management.	August 2022	General Manager
	Invite new staff members to RAP Working Group meetings, and provide the opportunity to join the RAP Working Group as part of the routine onboarding process.	August 2022, 2023	Partnerships Manager





GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	August 2022, 2023	RAP Committee Lead and Team
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2022, 2023	RAP Committee Lead and Team
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	RAP Committee Lead and Team
	Report RAP progress to all staff and senior leaders quarterly.	August 2022, 2023, November 2022, 2023 and February 2023	RAP Committee Lead and Team
	Publicly report our RAP achievements, challenges and learnings, annually.	July 2023, 2024	Lead: CEO Support: RAP Committee Lead
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Committee Lead and Team
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2023	RAP Committee Lead and Team





GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Develop a RAP communication strategy to inform staff of progress of RAP commitments, i.e. RAP Slack channel for all staff, team meetings, all staff meetings, Stand Up, etc.	September 2022	Lead: Communications & Design Specialist Support: Business Analyst & Project Lead - accessIQ
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	RAP Committee Lead and Team

CONTACT DETAILS

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