

**REASON**

**GROUP**

original thinking | lasting impact



**RECONCILIATION  
ACTION PLAN**

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**REFLECT**

# Reconciliation Action Plan

REFLECT

July 2018 - June 2019

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## INTRODUCTION



### Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome Reason Group to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Reason Group joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Reason Group a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Reason Group will lay the foundations for future RAPs and reconciliation initiatives.

We wish Reason Group well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Reason Group on its first RAP, and look forward to following its ongoing reconciliation journey.

A handwritten signature in blue ink, appearing to read 'Karen Mundine'.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**

## Our Business

Reason is a proudly Australian, professional services firm based in Canberra with one office location. Our purpose isn't just to be a world-class consulting practice. It's to make Australia better.

That's why we are working to build a Smarter Australia. A country with a world-class public service sparking world-class private sector innovation.

We are about delivering positive intergenerational change that creates a lasting impact for all Australians. We want to see an environment where Aboriginal and Torres Strait Islanders are empowered to leverage the assets of their Indigenous Estate to gain maximum social and economic advantage.

Our government client base includes departments that work with Aboriginal and Torres Strait Islander peoples to seek improved outcomes. This means we are well positioned to influence policy implementation and optimise the delivery of services across priority areas.

We are also actively working to engage with private sector partners to deliver outcomes, working with Aboriginal and Torres Strait Islander communities through establishing new commercial ventures. Our aim is to facilitate external investment in smart ideas that leverage the Indigenous Estate to increase financial returns and create jobs for communities.

To deliver on the Smarter Australia strategy, Reason must be able to effectively and appropriately engage with Aboriginal and Torres Strait Islander stakeholders, communities and their Elders. This will be achieved through developing mutually respectful and productive relationships.

Working together we will strive to leave Australia a better place than we found it.

Our core business is to provide business transformation, social innovation and project leadership services to Government and the private sector. We employ 30 staff members and at this stage have 1 Aboriginal staff member.

## Our RAP Journey

Reason Group has a strong commitment to reconciliation and wants to see a future with improved race relations, equality and equity, unity, institutional Integrity and historical acceptance. Reason Group can contribute to these dimensions of reconciliation through their work with Government Departments and industry partners. A Reconciliation Action Plan is being developed to ensure Reason Group can contribute to reconciliation in an appropriate, high impact and measurable manner. Reason Group is at the beginning of its reconciliation journey and as such has developed a Reflect Reconciliation Action Plan (RAP).

The RAP is endorsed by the CEO, WILLIAM SCHEER and registered with Reconciliation Australia. Reconciliation Australia provides guidance to organisations interested in developing and evolving their own approaches to reconciliation, as well as formal endorsement of RAPs. The RAP is also reviewed every 12 months in line with Reason's strategic direction to ensure continual alignment.

The custodian of our RAP is the Reconciliation Action Plan Working Group. The working group will work closely with the Operations Team and senior leaders to guide the execution of the RAP activities. The working group will monitor the delivery of the plan including its contribution to the Reason's strategy and internal culture. Principal and RAP Champion, Shane Rice, Principal of Reason Group will champion the RAP internally.

The working group will report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report. The working group will also report progress to external stakeholders and clients as well as internally within the Reason Group.

Reconciliation Australia has identified four stages for developing a Reconciliation Action Plan. A RAP includes a series of actions and activities listed under three standard headings; relationships, respect and opportunities.

- A **Reflect** RAP is for organisations laying strong foundations for successful future RAPs
- An **Innovate** RAP is for organisations that have developed a strong governance structure including relationships with their Aboriginal and Torres Strait Islander stakeholders and are ready to develop and implement programs for cultural learning, Aboriginal and Torres Strait Islander employment, supplier diversity, as well as actions tailored to their core business and sphere of influence.
- A **Stretch** RAP is for organisations who have demonstrated they are confident in their approach and ready to challenge themselves by setting measurable targets for the actions outlined in their RAP.
- An **Elevate** RAP is for organisations with a long, successful history in the RAP Program; completed a strong Stretch RAP and demonstrating leadership through significant national impact.

We have established a Reconciliation Action Plan Working Group, commenced Executive Committee meetings with an Acknowledgement of Country, communicated information on significant dates (Australia Day, Apology), sent a small team to Wilcannia to meet with the local Aboriginal Land Council to investigate opportunities and were instrumental in the development of a session to include the Indigenous Land Corporation at a national agricultural conference.

## RELATIONSHIPS



Reason Group will build relationships with Aboriginal and Torres Strait Islander people.

Establishing relationships with Aboriginal and Torres Strait Islander organisations and stakeholders to identify and realise opportunities that deliver economic and social outcomes. Sound relationships formed through collaboration with Aboriginal and Torres Strait Islander people and their communities will deliver the best outcomes.

No	Action	Deliverable	Timeline
1	RAP Working Group (RWG) actively monitors RAP development and implementation	Oversee the development, endorsement and launch of the RAP.	01/07/2018
		Ensure there are Aboriginal and Torres Strait Islander peoples and decision-making staff from across our organisation on the RWG.	01/07/2018
		Meet at least four times per year to monitor and report on RAP implementation.	01/07/2018
		Appoint an internal RAP Champion(s) from senior management.	01/07/2018
		Establish a Terms of Reference for the RWG.	01/07/2018
		Establish a register of external Aboriginal and Torres Strait Islander advisors available to the RWG and establish a Reference Group to provide cultural advice and guidance.	01/07/2018
		Develop and distribute an expression of interest to join the RWG to appropriate community members.	01/07/2018
2	Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships	Organise at least one internal NRW event each year aligned to a Smarter Australia initiative.	27/05/2019

	between Aboriginal and Torres Strait Islander staff and other staff	Register all NRW events via Reconciliation Australia's NRW website.	27/05/2019
		Encourage staff and senior leaders to participate in external events to recognise and celebrate NRW. This will be done at the team meeting prior to Reconciliation Week	24/05/2019
		Invite an Aboriginal and/or Torres Strait Islander community member/s into our office to connect and share experiences relating to our strategic direction.	27/05/2019
		Support an external NRW event that could include in kind support and/or partnering with community organisations.	27/05/2019
		Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. Link will be provided at team meeting prior to Reconciliation Week	24/05/2019
		Ensure our RAP Working Group participates in at least one external NRW event each year.	27/05/2019
3	Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.	01/07/2018
		Develop and implement a strategy to communicate our RAP to all staff and external clients and stakeholders. Examples include inductions, responses to tenders, launch.	30/07/2018
		Promote reconciliation through espousing the benefits of the RAP through ongoing active engagement with all stakeholders.	30/07/2018

		Engage our senior leaders to ensure they are actively involved in RAP actions. Present to EC	30/09/2018
4	Create mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.	Meet with relevant local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	30/06/2019
		Develop and implement an Aboriginal and Torres Strait Islander client engagement plan to inform proposals and delivery of engagements with our Aboriginal and Torres Strait Islander stakeholders and communities.	01/07/2018
		Maximise our relationships so that we can work with our Aboriginal and Torres Strait Islander clients and stakeholders to develop and realise opportunities.	01/09/2018
		Reinforce relationships by establishing partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence.	01/09/2018
		Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.	01/09/2018
		Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.	01/09/2018
5	Reinforce relationships through shared recognition of successes	Communicate outcomes of RAP activities to promote a better understanding of what reconciliation means to Reason.	01/07/2018

## RESPECT



The Reason Group respects Aboriginal and Torres Strait Islander peoples, cultures, lands, histories and rights.

Building respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, histories and rights aligned to an overarching commitment to reconciliation. We will embed respect within the Reason Group through delivering a cultural development program that engages with Aboriginal and Torres Strait Islander peoples, both through our client engagements as well as events such as NAIDOC week.

No	Action	Deliverable	Timeline
6	Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements to enable the development of mutually respectful and productive relationships	Develop, implement and review an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff and incorporate in the Reason group curriculum.	01/09/2018
		All staff to complete basic level of awareness training and register completion in development plans.	30/08/2018
		Before commencing engagements with Aboriginal and Torres Strait Islander clients staff should complete a contextual awareness program specific to the environment.	01/12/2018
		Promote Reconciliation Australia's Share Our Pride online tool to all staff.	01/07/2018
		Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	30/09/2018
		Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	01/07/2018
		Conduct a review of cultural awareness training needs within our organisation. Conduct awareness survey	01/07/2018
7	Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our	Explore who the Traditional Owners are of the lands and waters in our local area.	01/07/2018
		Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence.	01/07/2018

	organisation functions	Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).	01/07/2018
8	Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	Support all staff to participate in NAIDOC Week events.	01/07/2018
		Encourage staff to spend at least two hours attending NAIDOC week activities and presentation encouragement at team meeting.	01/07/2018
		Provide flexibility for all Aboriginal and Torres Strait Islander staff to participate in community NAIDOC Week events.	01/07/2018
		Include guidance for participation in activities during NAIDOC Week in relevant HR policies and procedures.	01/07/2018
		In consultation with Aboriginal and Torres Strait Islander peoples, hold an internal or public NAIDOC Week event beginning with the team meeting in 2018.	01/07/2018
		Work with a NAIDOC Week Committee to support an external NAIDOC Week community event.	01/07/2019
		Ensure senior staff acknowledge NAIDOC Week and its importance.	01/07/2018
		Raise awareness and share information amongst our staff of the meaning of NAIDOC Week, which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	01/07/2018

		Introduce our staff to NAIDOC Week by promoting community events in our local area.	01/07/2018
		Ensure our RAP Working Group participates in an external NAIDOC Week event.	01/07/2018
9	Acknowledge all significant dates and provide opportunities for staff to engage with culture and community.	Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.	01/07/2018
		Develop a list of significant dates to be celebrated.	01/07/2018

## OPPORTUNITIES



We will identify and enable opportunities with and for Aboriginal and Torres Strait Islander peoples.

Extending opportunities to the Aboriginal and Torres Strait Islander sector with the aim of supporting endeavours that contribute to Aboriginal and Torres Strait Islander economic independence. To support this, the Reason Group aims to increase levels of Aboriginal and Torres Strait Islander staff. We are also committed to engaging and partnering with Aboriginal and Torres Strait Islander businesses where appropriate, particularly when completing engagements for Aboriginal and Torres Strait Islander clients.

No	Action	Deliverable	Timeline
10	Increase Aboriginal and Torres Strait Islander recruitment, retention and professional development opportunities	Be an organisation that is attractive to Aboriginal and Torres Strait Islander employees.	01/07/2018
		Develop, implement, review and update Aboriginal and Torres Strait Islander employment and retention strategy, which includes professional development e.g. job advertisements state that Reason encourages applications from Aboriginal and Torres Strait Islanders	30/12/2018
		Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	30/12/2018
		Advertise all job vacancies in Aboriginal and Torres Strait Islander media.	30/12/2018
		Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	30/12/2018
11	Increase Aboriginal and Torres Strait Islander supplier diversity	Use Supply Nation where practicable	01/07/2018
		Promote procurement opportunities to Aboriginal and Torres Strait Islander businesses through engagements with Aboriginal and Torres Strait Islander communities.	01/07/2018
		Engage with Aboriginal and Torres Strait Islander Chambers of Commerce.	30/12/2018
		Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	30/12/2018

		Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	30/12/2018
12	Increase opportunities for Aboriginal and Torres Strait Islander organisations.	Investigate opportunities to participate in pro bono activities.	01/07/2018
		Continue to support Aboriginal and Torres Strait Islander leadership as part of delivering client engagements.	01/07/2018

## GOVERNANCE



Tracking progress and reporting is critical for the success of the Reconciliation Action Plan.

No	Action	Deliverable	Timeline
13	Build support for the RAP	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	01/09/2018
		Investigate participation in the RAP Barometer.	01/07/2018
		Develop and implement systems and capability needs to track, measure and report on RAP activities through i-Timesheets	01/07/2018
		Investigate opportunities to measure the impact of RAP activities.	30/09/2018
		Define resource needs for RAP development and implementation	01/07/2018
14	Report RAP achievements, challenges and learnings internally and externally	Publicly report our RAP achievements, challenges and learnings via the Reason website.	01/07/2019
		Communicate quarterly updates on RAP progress to all staff at team meetings.	01/07/2018
		Develop communications to clients on progressing reconciliation actions.	30/12/2018
		Gather feedback from Aboriginal and Torres Strait Islander stakeholders on the execution of this plan.	30/06/2019
15	Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	01/01/2019
		Send draft RAP to Reconciliation Australia for feedback.	01/05/2018
		Submit draft RAP to Reconciliation Australia for formal endorsement.	30/06/2018

## DOCUMENT CONTROL

### PROJECT DETAILS

<b>Project Sponsor</b>	Willian Scheer	CEO, WILLIAM SCHEER, Reason Group
<b>RAP Working Group</b>	Manager, Emily Woodward	Manager
	Senior Consultant, Amanda Phillips	Senior Consultant

### APPROVALS

Name	Position	Comments	Date
<b>CEO, WILLIAM SCHEER</b>	CEO, WILLIAM SCHEER	Endorsed to submit to Reconciliation Australia	19/01/2018

### VERSION CONTROL

Version	Date	Author	Comments
<b>1.5</b>	1/05/2017	Manager, Emily Woodward	Final draft incorporating Reconciliation Australia comments
<b>2.0</b>	29/05/2018	Manager, Emily Woodward	Final endorsed by Reconciliation Australia

## **ACKNOWLEDGEMENT**

Reason Group wishes to thank the staff of Reconciliation Australia for their time, effort and cooperation during the preparation of this plan.

## **DISCLAIMER**

The recommendations within this report should be reviewed and endorsed by the executive before implementation.

The materials presented in this report reflect Reason Group's best judgement in light of the available information at the time of preparation.

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