



RECONCILIATION  
ACTION PLAN

INNOVATE

# Mallee CMA

*Innovate*

## Reconciliation Action Plan

*September 2017 – September 2019*





# Artwork



Artist: Veronica (Ronnie) Harrandine  
Title: Gathering of Knowledge (2017)  
Medium: Oil on Canvas (760x1001mm)

This artwork symbolises the coming together of two cultures for the protection of Country and to preserve Aboriginal sites, lands, water-ways, flora and fauna. Respect and acknowledgement of the expertise which comes from both Indigenous cultural practices and western knowledge are represented.

One stems from thousands of years of caring for Country and the other is based on western scientific practice. Both look at the same landscape but see it through different eyes. Understanding and appreciation for each other's cultural views and knowledge will ensure that Country is valued, sustained and maintained for future generations.

The artwork is a Murray River landscape, used and enjoyed for cultural practices and recreation. I have placed a Coolamon floating above the landscape and inside is an Aboriginal message stick and book. The pages of the book are bleached and the words faded, with missing lines. For the book to be strong and complete, it must include the knowledge of both cultures.

This artwork celebrates the importance of healing, preserving and caring for Country, to maintain cultural knowledge. The Coolamon, an Aboriginal gathering tool, ultimately sustains life, hence the title of the painting, Gathering of Knowledge.



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## Acknowledgement of Country

The Mallee Catchment Management Authority (CMA) acknowledges and respects Traditional Owners, Aboriginal communities and organisations. We recognise the diversity of their cultures and the deep connections they have with Victoria's lands and waters.

We value partnerships with them for the health of people and country.

The Mallee CMA Board, management and staff pay their respects to Elders past and present, and recognise the primacy of Traditional Owners' obligations, rights and responsibilities to use and care for their traditional lands and waters.

## Mallee CMA Innovate RAP - CEO Statement



Reconciliation Australia congratulates Mallee CMA on the development of its inaugural Reconciliation Action Plan (RAP).

By adopting an Innovate RAP, Mallee CMA is demonstrating its commitment to be aspirational and innovative, gain a deeper understanding of its sphere of influence, and establish the best tailored approach to advance reconciliation. Its commitments in this RAP position the organisation well to create relationships, respect and opportunities, which are essential to reconciliation.

Mallee CMA is dedicated to building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples, and organisations, in order to achieve mutually beneficial outcomes. This dedication is displayed in its actionable goal to meet with local Aboriginal and Torres Strait Islander organisations to facilitate future engagement across the local region.

Leading by example by practicing respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is a key aspect of Mallee CMA's RAP commitments. This is exemplified

by its target to investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop a cultural awareness training strategy.

Commitment to advancing reconciliation through developing employment and training opportunities for Aboriginal and Torres Strait Islander peoples is at the core of Mallee CMA's values. It demonstrates this through its commitment to review current HR and recruitment policies to ensure there are no barriers for Aboriginal and Torres Strait Islander peoples to participate in its workforce.

On behalf of Reconciliation Australia, I congratulate Mallee CMA on this Innovate RAP, and look forward to following its reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia





# 1. Foreword

## 1.1 A message from the Mallee CMA Board Chair

The Mallee Catchment Management Authority (CMA) is very proud to have developed our first Reconciliation Action Plan. As an organisation, the Mallee CMA is keenly focussed on the integrated management of our catchment, with a central role in supporting Aboriginal and Torres Strait Islander peoples and organisations to participate in the management of our land, water and biodiversity.

The Mallee CMA's Reconciliation Action Plan will strengthen and support the aspirations, objectives and actions set out in the organisation's Indigenous Participation Plan which is a central tenet of Mallee CMA Cultural Competency Framework.

Our Reconciliation Action Plan is about strengthening collaboration, recognition, acknowledgement and mutual respect, it demonstrates the desire for positive change and continual improvement in the Mallee CMA workplace. We recognise that by working together we can improve relationships with Traditional Owners and Indigenous communities and by sharing responsibility together, we will strengthen the cultural competency of the Mallee CMA.

The plan acknowledges the Traditional Owner groups as the custodians of the land and demonstrates the value we place on their knowledge and expertise.

We acknowledge the contribution of Traditional Owners and Indigenous community members in the development of our first Reconciliation Action Plan and thank them for their input. We look forward to working together with continued collegiate spirit to achieve the actions, responsibilities and targets set out in this plan. This plan is a living document which will be revisited regularly. As the Chairperson I will be working alongside the Board and senior management to ensure strong support in achieving the targets we have set ourselves. I look forward to reporting to Reconciliation Australia and our wider community on the progress of Mallee CMA Reconciliation Plan.

Sharyon Peart  
Chair  
Mallee CMA Board

## 2. Our Vision for Reconciliation

**Our vision for reconciliation is a reconciled, just and equitable Australia, where all peoples work in partnership to care for our land, water and biodiversity.**

The Mallee CMA affirms its commitment to reconciliation with Aboriginal and Torres Strait Islander peoples, the oldest living culture in the world, through the development and implementation of this Reconciliation Action Plan.

Working together on Natural Resource Management (NRM) and other activities including education, outreach and community engagement, Aboriginal and Torres Strait Islander and non-Indigenous peoples can grow and share their knowledge.

We recognise Aboriginal and Torres Strait Islander peoples as the first inhabitants of Australia and respect their enduring connection to lands, skies, waters, plants and animals. Mallee CMA commits to enabling Aboriginal and Torres Strait Islander peoples to contribute to and benefit from our NRM activities. Working together Aboriginal and Torres Strait Islander and non-Indigenous peoples can have a positive impact on the Mallee landscape.

## 3. Our Business

The Mallee CMA region covers 3.9 million hectares, which is around one fifth of Victoria. The largest catchment area in the state, it runs along the Murray River from Nyah to the South Australian border and south through vast dryland cropping areas and public reserves. The region is recognised nationally and internationally for the diversity and uniqueness of its natural, cultural and productive landscapes.

The primary role of the Mallee CMA is to facilitate integrated and ecologically sustainable management of natural, cultural and productive landscapes occurring within the region. Programs and projects are delivered against the region's priorities for these landscapes, as detailed in the Mallee Regional Catchment Strategy 2013-2019.

According to the 2015-2016 Mallee CMA Annual Report, the Mallee CMA employed approximately 47 staff at four locations across the Mallee region (47.2 FTE staff). In 2017 four full time staff, or 8.5% of the workforce, identified as Aboriginal or Torres Strait Islander people.

The Mallee CMA has developed an Indigenous Participation Plan which sets a pathway for Aboriginal and Torres Strait Islander peoples to get involved with our core on ground work: water management, enhancing biodiversity, supporting sustainable agricultural practices and controlling invasive plants and animals. Throughout this work Mallee CMA staff have built and maintained a strong relationship with Aboriginal and Torres Strait Islander peoples and groups across the Mallee.





## 4. Indigenous Land & Water Management in the Mallee

The Mallee has been occupied for thousands of generations by Aboriginal people, with human activity dating as far back as 23,400 years ago. The region's rich and diverse Aboriginal heritage has been formed through the historical and spiritual significance of sites associated with this habitation, together with the strong connection Traditional Owners continue to have with the Mallee's natural landscapes.

The Traditional Owner groups of the region (within the parameters of the Mallee CMA consultation and engagement processes) include, but are not limited to: Latji Latji; Wadi Wadi; Wamba Wamba; Tati Tati; Jari Jari; Kureinji; Nyeri Nyeri; Ngintait; Ngarkat; and Barengi Gadjin Land Council Aboriginal Corporation - Wotjobaluk, Jaadwa, Jadawadjali, Yupagalk, and Wergaia.

At the time of publishing, within the Mallee CMA region there is:

- One Native Title determination by the Barengi Gadjin Land Council Aboriginal Corporation, which is also a Registered Aboriginal Party;
- One registered Native Title claim by the First People of the Millewa-Mallee Aboriginal Corporation;
- An application to become a Registered Aboriginal Park (RAP) by the First People of the Millewa-Mallee Aboriginal Corporation; and

- A pending settlement by The First People of the Millewa-Mallee Aboriginal Corporation under Victoria's Traditional Owner Settlement Act (2010). The Mallee CMA acknowledges that there may be further claims and applications in process, and will ensure that the Reconciliation Action Plan is updated as required in order to acknowledge the procedural rights of those involved.

The Mallee CMA would also like to acknowledge the many Aboriginal and Torres Strait Island people living in the Mallee whose traditional land may be outside the Mallee region and those whose families have lived in an area for many generations, who are not part of Traditional Owner groups.

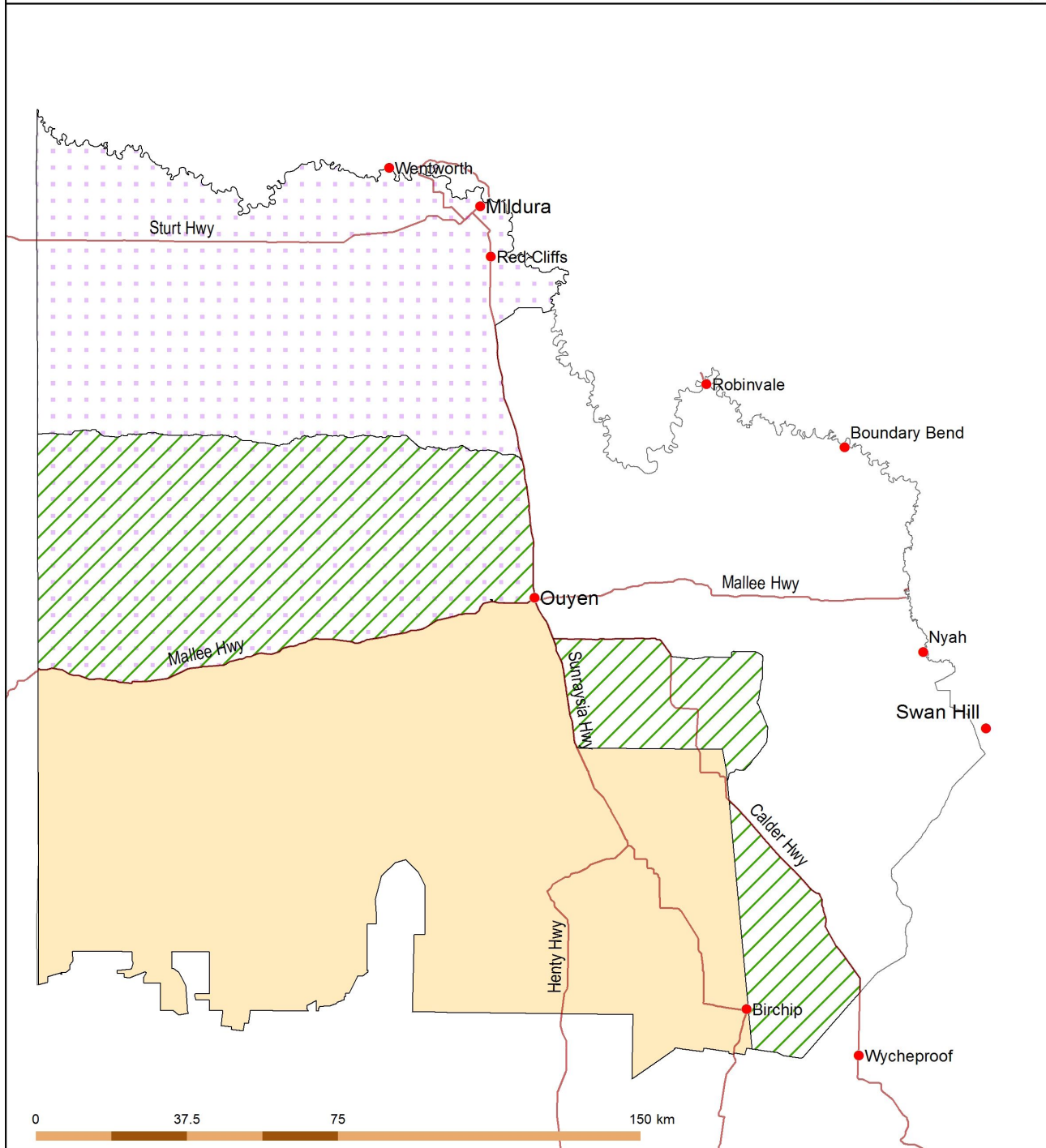
The Mallee CMA would like to thank the many Traditional Owners, Aboriginal communities and organisations it has worked with over many years who have helped implement a range of plans, projects and programs to improve and protect our natural resources. The Mallee CMA greatly values these partnerships and will continue to work collaboratively in the future.







**Registered Aboriginal Parties & Registered Aboriginal Party Applicants**  
Correct as at 17/11/2017




**Registered Aboriginal Parties**

 Barengi Gadjin Land Council Aboriginal Corporation

**Registered Aboriginal Party Applicants**

 Barengi Gadjin Land Council Aboriginal Corporation

 First People of the Millewa-Mallee Aboriginal Corporation



VICTORIA

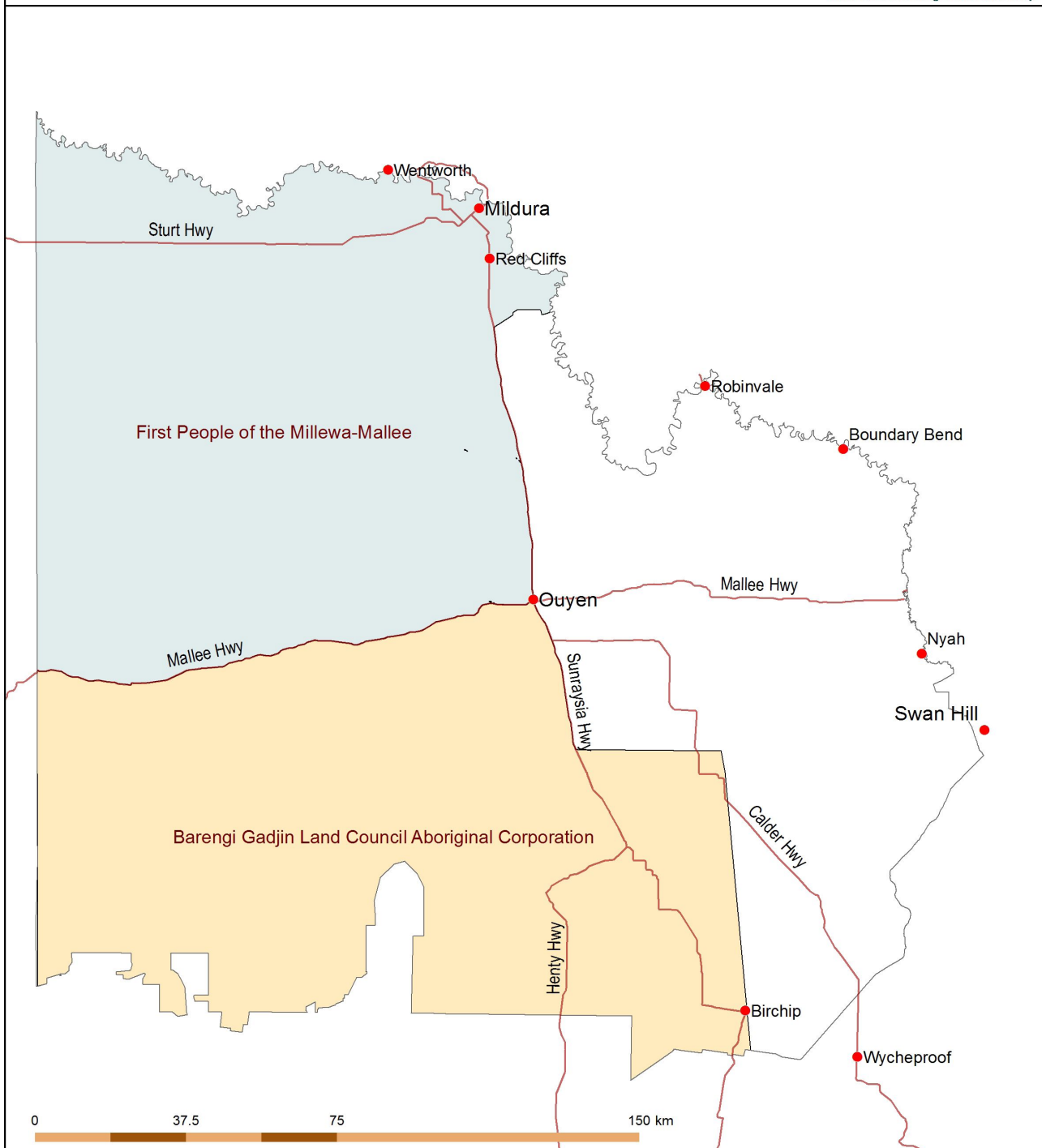
Map Scale: 1:1,294,744



Print Date: 23/11/2017  
Projection: GDA 1994 MGA Zone 54

Contains Dept. of Environment, Land, Water & Planning data.  
Disclaimer: The creators do not warrant that this map is definitive nor free of error and do not accept liability for loss arising from reliance on information provided herein. © State of Victoria 2017

# Native Title Act - Applications and Determinations in the Victorian Mallee as of 17/11/ 2017



- Native Title Applications - Currently Registered
- Native Title Determinations or Settlements



Map Scale: 1:1,294,744



Print Date: 23/11/2017  
Projection: GDA 1994 MGA Zone 54

Contains Dept. of Environment, Land, Water & Planning data.  
Disclaimer: The creators do not warrant that this map is definitive nor  
free of error and do not accept liability for loss arising from reliance on  
information provided herein. © State of Victoria 2017

## 5. Our Journey Towards Reconciliation

The Mallee CMA has a long history of working in partnership with Traditional Owners and Aboriginal communities to care for the region's land, water and biodiversity. The following are some examples.

### **Cultural Heritage Management Plans (CHMPs) and assessments**

The Mallee CMA, in partnership with Traditional Owners and Aboriginal stakeholders, completed its first CHMP in 2008 to inform large-scale environmental construction works. Prior to this, the Mallee CMA worked closely the North-West Cultural Heritage Program, which represented Traditional Owners in the region.

The Mallee CMA has since completed a further 10 CHMPs and conducts cultural heritage assessments of on-ground works projects, prior to the commencement of works. Traditional Owners have generously supported and been actively involved in this process, and it is hoped this will continue.

### **NAIDOC Celebrations**

Together with partner agencies (Parks Victoria; the Department of Environment, Land, Water and Planning (DELWP); Department of Economic Development, Jobs, Transport and Resources (DEDJTR)), the Mallee CMA hosts annual NAIDOC celebrations. For many years, these celebrations have been held in cooperation with the regional NAIDOC events (i.e. to avoid events clashing in the community) and are open to all Traditional Owner and Aboriginal community members and organisations. The Mallee CMA also proudly supports the "Uncle Ralph Harradine Caring for Country Award", which is awarded each year in recognition of an individual's work caring for Country.

### **Aboriginal Reference Group**

Established in 2012, the Aboriginal Reference Group (ARG) is a sub-committee of the Mallee CMA Board. The ARG was established to foster two way communication between the Mallee CMA and Aboriginal stakeholders, and provide guidance on Aboriginal community engagement and input into Mallee CMA initiatives and regional plans.

ARG members evaluate the value of the group each year, to ensure the ARG continues to be facilitated in a way that allows for culturally-appropriate and meaningful engagement. Key finding in regards to the Aboriginal Reference Group 2016 evaluation were that members:

- Identified primary motivations for participating as being to keep up to date with NRM projects in the region (100%), share knowledge (80%), and learn new skills (80%);
- Rated their awareness of Mallee NRM projects/ programs as a result of ARG participation as being between moderate and significant (average rating of 6.1/10);
- Generally rated the opportunity to provide feedback at meetings/workshops as either excellent (40%) of good (40%); and
- Rated their confidence that the feedback they provide is being listened to/acted on as being between moderate and significant (average rating of 6.5/10).



### **Acknowledgement of Traditional Owners**

In March 2016, the Mallee CMA Board endorsed the Mallee CMA's Cultural Competency Framework. This document articulates the organisation's commitment to support and deliver effective engagement of Traditional Owners and Aboriginal people in decision making and management processes in the Mallee region. This includes a commitment to meaningful, culturally-appropriate and effective consultation and engagement.

Key components of this framework are the development and implementation of both the Mallee Indigenous Participation Plan (IPP) and the Mallee CMA Reconciliation Action Plan (this document). The IPP aims to increase the participation of Indigenous people in the Mallee CMA's Natural Resource Management programs. The IPP is a practical guide for the Mallee CMA to partner with and involve Traditional Owners, Aboriginal people and communities in the planning, consultation and implementation of NRM investment. The RAP (this document) will help the Mallee CMA formalise existing strategies, and build on existing partnerships with Traditional Owners, Aboriginal communities and individuals. The ARG will have an active role in overseeing delivery of actions identified in both the Mallee IPP and RAP.

In delivery of the Cultural Competency Framework, Mallee CMA Board, management and staff have (or will) undertake accredited cultural competency training; an Acknowledgement of Country is displayed at each physical entry to the organisation; each event/formal meeting facilitated by the organisation commences with a Welcome to Country or an Acknowledgement of Country; and all staff and all on-ground contractors complete online cultural heritage compliance induction.

Relevant internal policies and procedures are in place to support delivery of the Mallee CMA Cultural Competency Framework and its associated plans.

The Mallee CMA also actively supported the development and implementation of the Aboriginal Participation Guideline for Victorian Catchment Management Authorities, and the subsequent Implementation Plan – Pathways to Participation (launched in 2016).

## 6. Our Reconciliation Action Plan

The Mallee CMA has developed this Reconciliation Action Plan (RAP) to formalise our commitment to creating meaningful relationships, enhancing respect and promoting sustainable opportunities for Aboriginal and Torres Strait Islander communities, organisations and businesses to care for our land, water and biodiversity.

The Mallee CMA's RAP builds on the strong relationships already formed with Aboriginal and Torres Strait Islander peoples, organisations and groups.

In formulating our first RAP, the Mallee CMA conducted an initial review of our current position in the Reconciliation process. Upon reflection, we determined that of the four key stages of Reflect, Innovate, Stretch and Elevate, the Mallee CMA is ready for the 'Innovate' stage.

An "Innovate" RAP is suited to organisations that have developed relationships with Aboriginal and Torres Strait Islander stakeholders and are ready to develop or implement programs for cultural learning, Aboriginal and Torres Strait Islander employment and supplier diversity.

An Innovate RAP will give the Mallee CMA the freedom to develop and test new and innovative approaches, and firmly embed the plan across our organisation as a whole.

Advice, guidance and support for the Mallee CMA RAP has been provided by the RAP working group, which consists of MCMA staff and members of the Mallee CMA Aboriginal Reference Group (ARG). The Reconciliation Action Plan working Group members include:

- Chair of the Aboriginal Reference Group (Indigenous community member)
- Two members of the Aboriginal Reference Group (one Indigenous and one non-Indigenous community members)
- Indigenous NRM Project Officer (Indigenous staff member)
- General Manager Operations and Community
- Communications, Engagement and Events Officer

Our Reconciliation Action Plan champions are the six committee members, who will have strong support from the ARG members, along with the Board, management and staff of the Mallee CMA.

In this Reconciliation Action Plan, our proposed actions are listed in the following tables under four key themes:

- Relationships
- Respect
- Opportunities
- Tracking Progress and Reporting

Each action listed includes responsibilities for implementation; associated targets; and the timeframe for implementation.







## 6.1 Relationships

### Building mutually beneficial relationships between the Mallee CMA and Traditional Owners, Aboriginal communities and individuals.

The Mallee CMA's reconciliation vision is to enable Aboriginal and Torres Strait Islander peoples to contribute to and benefit from Natural Resource Management (NRM) and enable the growth and sharing of Mallee cultural knowledge. Mallee CMA recognises the importance of ongoing effective relationships with Traditional Owners, and the role these relationships play in managing and utilising the state's natural resources across the Mallee CMA region. Additionally we will develop and implement good governance practices and engagement protocols.

FOCUS AREA: Partnership - Consultation - Knowledge - Collaboration

Action	Responsibility	Timeline	Deliverables
The Reconciliation Action Plan working group actively monitors RAP development, endorsement and launch. It oversees implementation of RAP actions, tracks progress and reporting.	General Manager Operations and Community.	<p><i>Sept 2017</i> <i>March 2018</i> <i>August 2018</i> <i>March 2019</i> <i>August 2019</i></p> <p><i>Sept 2017</i> <i>Sept 2018</i> <i>Sept 2019</i></p> <p><i>Sept 2017</i> <i>Sept 2018</i> <i>Sept 2019</i></p> <p><i>Sept 2017</i> <i>Sept 2018</i> <i>Sept 2019</i></p>	<p>Hold a minimum of two RAP working group meetings per year to monitor RAP development, implementation of actions and to track and report on progress. The following objectives are to be reported on:</p> <ul style="list-style-type: none"> <li>• RWG oversees the development, endorsement and launch of the RAP.</li> <li>• Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.</li> <li>• Establish Terms of Reference for the RWG.</li> </ul>
Celebrate and participate in National Reconciliation Week.	General Manager Operations and Community	<p><i>3 June 2018</i> <i>3 June 2019</i></p> <p><i>3 June 2018</i> <i>3 June 2019</i></p> <p><i>3 June 2018</i> <i>3 June 2019</i></p> <p><i>3 June 2018</i> <i>3 June 2019</i></p> <p><i>3 June 2018</i> <i>3 June 2019</i></p>	<ul style="list-style-type: none"> <li>• Host one internal celebration event annually as part of National Reconciliation Week.</li> <li>• Register all National Reconciliation Week events via the Reconciliation Australia website.</li> <li>• Encourage all staff to participate in at least one event during National Reconciliation Week.</li> <li>• Promote and support an external National Reconciliation Week event.</li> <li>• Ensure our RAP Working Group participates in an external event to recognise National Reconciliation Week.</li> </ul>



Action	Responsibility	Timeline	Deliverables
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes in the Mallee CMA region.	General Manager Operations and Community	<p><i>Dec 2017</i></p> <p><i>Dec 2017</i></p>	<ul style="list-style-type: none"> <li>• Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.</li> <li>• Utilise Mallee CMA Community Capacity Evaluation methodology to track stakeholder satisfaction and effectiveness of programs to ensure feedback is being utilised to improve relationships and progress toward reconciliation.</li> </ul>
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	General Manager Operations and Community	<p><i>Sept 2017</i></p> <p><i>Sept 2018</i></p> <p><i>Sept 2019</i></p> <p><i>Dec 2017</i></p> <p><i>May 2018</i></p>	<ul style="list-style-type: none"> <li>• Meet with local Aboriginal and Torres Strait Islander organisations to facilitate future engagement across the local region.</li> <li>• Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.</li> <li>• Promote reconciliation through ongoing active engagement with all stakeholders.</li> </ul>



## 6.2 Respect

### Create an organisational culture that is welcoming and inclusive of Aboriginal and Torres Strait Islander peoples.

Mallee CMA respects Aboriginal and Torres Strait Islander people and values their culture and knowledge. We also respect the rights and needs of Aboriginal and Torres Strait Islander people to benefit from the region's land, water and biodiversity.

We seek to create genuine opportunities to collaborate with Aboriginal and Torres Strait Islander people. In addition to this, we celebrate the success of Aboriginal and Torres Strait Islander peoples and the sharing of their customs, cultures, knowledge and languages.

Action	Responsibility	Timeline	Deliverables
Engage Mallee CMA employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	CEO	<i>Sept 2017</i> <i>Sept 2018</i> <i>Sept 2019</i>  <i>Sept 2017</i> <i>Sept 2018</i> <i>Sept 2019</i>  <i>May 2018</i> <i>May 2019</i>  <i>Dec 2017</i> <i>Dec 2018</i>  <i>Dec 2017</i> <i>Dec 2018</i>	<ul style="list-style-type: none"> <li>Review and revise the Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff, which defines cultural learning needs of employees in all areas of our business.</li> <li>Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.</li> <li>Provide opportunities for RAP working group, RAP champions, Board members and other key leadership staff to participate in cultural training.</li> <li>Commit to a minimum of 90% of our staff completing Cultural Awareness Training, as monitored through quarterly reports.</li> <li>Require all new staff complete the Mallee CMA cultural awareness induction.</li> </ul>
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as inclusion of a Welcome to Country or Acknowledgement of Country at the commencement of all meetings.	CEO	<i>Sept 2017</i>  <i>Sept 2017</i>  <i>Sept 2017</i>  <i>Sept 2017</i>  <i>Sept 2017</i>	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.</li> <li>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</li> <li>Invite a Traditional Owner to provide a Welcome to Country at significant events such as our NAIDOC day celebrations and on country cultural training events.</li> <li>Ensure Acknowledgement of Traditional Owners is delivered at the commencement of all important internal or external meetings</li> <li>Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.</li> </ul>





Action	Responsibility	Timeline	Deliverables
Provide and continually improve our staff training programs for those working closely with Aboriginal and Torres Strait Islander people	CEO	<i>Dec 2017</i> <i>Dec 2018</i>	<ul style="list-style-type: none"> <li>• Provide the opportunity for relevant staff to attend training on Aboriginal cultural heritage and engagement, within 12 months of commencement with the Mallee CMA.</li> </ul>
Support our Indigenous staff to engage with their culture and community through NAIDOC Week events.	CEO	<i>May 2018</i> <i>May 2019</i>  <i>June 2018</i> <i>June 2019</i>	<ul style="list-style-type: none"> <li>• Actively review human resources policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week events.</li> <li>• Provide opportunities for Aboriginal and Torres Strait Islander staff to participate in activities associated with NAIDOC Week in the local community.</li> </ul>
Acknowledge Traditional Owners through visual displays at our buildings.	CEO	<i>June 2018</i>   <i>June 2018</i>	<ul style="list-style-type: none"> <li>• Develop visual displays acknowledging Traditional Owners at relevant points throughout Mallee CMA's main office in Irymple.</li> <li>• Ensure signage acknowledging Traditional Owners is erected at the main entrances to the Mallee CMA office in Irymple.</li> </ul>
Maintain a corporate calendar that promotes days of significance for Aboriginal and Torres Strait Islander peoples.	Human Resources Officer	<i>Jan 2018</i>	<ul style="list-style-type: none"> <li>• Develop and make widely accessible via the Mallee CMA intranet a calendar detailing significant days for Aboriginal and Torres Strait Islander peoples and encourage staff to participate in events in our local community to celebrate or commemorate the dates of significance such as: <ul style="list-style-type: none"> <li>• Mabo Day</li> <li>• International Day of the Worlds Indigenous People</li> <li>• Anniversary of the National Apology</li> <li>• Australia day – (Invasion Day or Survival Day)</li> <li>• The Deadly Awards</li> <li>• National Sorry Day</li> </ul> </li> </ul>



## 6.3 Opportunity

### **Increase and enhance opportunities for Aboriginal people to participate in natural resource management.**

Mallee CMA will continue to provide opportunities to Indigenous people to retain the tradition for caring for land and water as well as opportunities for employment to support this. We are committed to increasing the recruitment and retention of Aboriginal and Torres Strait Islander peoples in our workforce. These strategies include pathways to obtain employment in the Mallee CMA, and professional development and promotion strategies to assist in improving retention strategies. We will learn from and contribute to business practices that build a stronger link for Aboriginal and Torres Strait Islander peoples in business, employment, procurement and education.

Action	Responsibility	Timeline	Deliverables
Improve access for Aboriginal and Torres Strait Island people in regard to Mallee CMA employment opportunities.	CEO	<i>Dec 2017</i>  <i>Sept 2018</i>  <i>Sept 2018</i>  <i>Sept 2019</i>	<ul style="list-style-type: none"> <li>Investigate options for employment advertising to reach a broader Indigenous network.</li> <li>Advertise all vacancies in Aboriginal and Torres Strait Islander media.</li> <li>Review our HR and recruitment policies and procedures to ensure no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.</li> <li>Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships).</li> </ul>
Increase the recruitment and retention of Indigenous staff within Mallee CMA.	CEO	<i>Dec 2017</i>  <i>Sept 2018</i>  <i>Sept 2018</i>  <i>Sept 2019</i>  <i>Sept 2019</i>	<ul style="list-style-type: none"> <li>Investigate encourage and promote career pathways for Indigenous staff.</li> <li>Identify the number of Aboriginal and Torres Strait Islander people applying for roles with the Mallee CMA.</li> <li>Collect information from our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.</li> <li>Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.</li> <li>Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development.</li> </ul>



Action	Responsibility	Timeline	Deliverables
Actively Promote Aboriginal and Torres Strait Islander local artwork and cultural artefacts.	CEO	Dec 2018	<ul style="list-style-type: none"> <li>Identify all artwork and artefacts on public display at the Mallee CMA's main office, noting what they are, who produced them and their use.</li> </ul>
		Dec 2018	<ul style="list-style-type: none"> <li>Identify opportunities to support and promote artwork craft created by local Aboriginal communities.</li> </ul>
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	CFO	Dec 2017	<ul style="list-style-type: none"> <li>Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>
		Dec 2018	<ul style="list-style-type: none"> <li>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</li> </ul>
		Dec 2018	<ul style="list-style-type: none"> <li>Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.</li> </ul>
		Dec 2017	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>
		Dec 2018	<ul style="list-style-type: none"> <li>Look for opportunities to engage Aboriginal and Torres Strait Islander people in delivery of projects for the Mallee CMA.</li> </ul>





## 6.4 Tracking Progress and Reporting

Mallee CMA will continue to track progress and provide reports back to Aboriginal and Torres Strait Island peoples via a range of communication and engagement activities. Ongoing facilitation of the Aboriginal Reference Group will provide opportunities for the Mallee CMA to continue to work closely with Aboriginal and Torres Strait Island people via a structured process, which will be supported by a range of more informal opportunities.

Action	Responsibility	Timeline	Deliverables
Report Reconciliation Action Plan achievements, challenges and learnings to Reconciliation Australia.	CEO	<i>Sept 2017</i> <i>Sept 2018</i>  <i>Sept 2019</i> <i>May 2018</i>	<ul style="list-style-type: none"> <li>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually</li> <li>Investigate participating in the RAP Barometer.</li> </ul>
Report Reconciliation Action Plan achievements, challenges and learnings internally and externally.	General Manager Operations and Strategy	<i>June 2018</i> <i>June 2019</i>	<ul style="list-style-type: none"> <li>Publically report our RAP achievements, challenges and learnings to our Aboriginal Reference Group and the Mallee CMA Board.</li> </ul>
Review, refresh and update Reconciliation Action Plan 6 months prior to its expiry - Send draft RAP to Reconciliation Australia for review and feedback. - Submit draft RAP to Reconciliation Australia for formal endorsement.	General Manager Operations and Strategy	<i>April 2019</i>  <i>June 2019</i>  <i>Sept 2019</i>	<ul style="list-style-type: none"> <li>Liaise with Reconciliation Australia to develop a new RAP based on learning, challenges and achievements.</li> <li>Send draft RAP to Reconciliation Australia for review and feedback.</li> <li>Submit draft RAP to Reconciliation Australia for formal endorsement.</li> </ul>



For more information about the Mallee CMA's Innovate Reconciliation Action Plan, please contact:

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