



*H. James 2020.*

# INNOVATE

September 2020 – September 2022

**Access**  
GROUP SOLUTIONS  
strength in service

  
RECONCILIATION  
ACTION PLAN  
**INNOVATE**



## Acknowledgement

WE RECOGNISE ABORIGINAL  
AND TORRES STRAIT  
ISLANDER  
PEOPLES AS THE TRADITIONAL  
CUSTODIANS OF THIS LAND  
AND WE PAY OUR RESPECTS  
TO ELDERS PAST, PRESENT  
AND FUTURE



## Identity – Allan McKenzie

Do you hear your grandmothers voice, do you practice your grandfathers lesson. Do you take your children to Mother Earth, feel her beneath their feet, watch her animals move across her. Pick her fruit, smell her flowers and feel at peace when you know you are connected to your identity. A proud descendant of an ancient and the oldest living culture in the world... we have sat with out kin listening, learning, practicing and loving. Nobody in that circle cared what shade of skin you had. They knew that connection come from within.

You felt the beat of Mother the magnetisation to her and our ancient ways and you were called daught, son, niece. Nephew, uncle, aunty, Mother or father. We are one ! united, sovereign First Nation people of the land we still continue to protect.

We are now as proud as then, all different shades of colours – but we are still proud Aboriginal People connected to Country. Always was always will be Aboriginal Land.

I did this piece thinking of you all, thinking of my own family, my wife, my children, our families and my respect for our resilience but representing the shades we have now become. We are Country.

We are now as proud as then, all different shades of colour – but we are still proud Aboriginal People connected to Country





# Allan McKenzie

## GAMILAROI/WIRADJURI MAN

Allan McKenzie is a proud Gamilaroi/Wiradjuri man who possesses a powerful combination of strong cultural knowledge, respect and experience. Allan, possesses through life skills acquired in many Nations from Custodians and Elders a high level of cultural knowledge based on traditional methods and applies them in today's society to ensure Aboriginal culture continues to be alive and practiced.

Allan is known for his vibrant and contemporary colour palette that pulsates this then use of traditional symbols and representation.

A modern story-teller, educator through optic engagement and protector of culture, Allan has taken the social media world by storm. Allan captivates his audience with his vibrant aesthetics and then moves them in a narration across, land, water, language into a pool of culture immersion.

Allan McKenzie is the new age of contemporary Aboriginal Art.



# Lyrebird – Hunter Barnes

## BECAUSE OF HER I CAN

This is part of my native animal series. I wanted to capture in oils the beauty of the muted colours of the Lyrebird against its eye-catching tail.

The reason I chose this in my collection was due to its dreaming story below.

The Lyrebird in the Dreaming story, is given the role of the Peacemaker in the first great dispute between all creatures.

As a reward, the spirits gave Lyrebird the ability to be only animal able to communicate to all the other animals.



## Hunter Barnes

### NGIYAMPAA – PILAARRKIYALU (Keewong Mob)

The Ngiyampaa (pronounced nee-yan-par) are dryland people. Ngiyampaa Country takes in the plains and rocky hills east of the Darling River, extending north from Willandra Creek.

Hunter Barnes is a proud Ngiyampaa man descendant of Jimmy Keewong and Kitty Nerange. Hunter is well known for his realism oil paintings, portrait and contemporary Aboriginal artwork. Hunter through his family, practices his culture and over the last four years, moved into storytelling of Country through his artwork and artefact making.

Hunter continues to grow his artistic expression aligned with his cultural responsibility and respect as a First Nations man.





## Our vision for reconciliation

Our vision for reconciliation is for the future of Australia to be free of discrimination and racism and bring all together as one in unity.

For Australia to be deeply educated in the rich histories and cultures of Aboriginal and Torres Strait Islander peoples

To understand the experiences of past generations and respect and rejoice for future generations.

*We are the Strength in Service and we have the  
Strength to walk as one*

## Our business

Established in 1991, Access Group Solutions offers a comprehensive range of integrated and specialist services such as Facilities Management, Security, Cleaning, Asset Maintenance and other specialist soft and hard services.

The fundamental philosophy of Access Group Solutions is strength in service. Every aspect of our service is tailored to meet our client's individual needs.

Access Group Solutions has a dedicated and highly customer focused team of professionals who provide strategic support to Retail, Commercial and Industrial portfolios. We utilise our management expertise and specialised integrated service models to provide an unparalleled standard of service that is paramount to the growth and efficiency of our client's business. Access Group Solutions is guided by integrity, innovation, and a desire for a sustainable business.

## Our vision and values

Our vision is to deliver service excellence that balances social, environmental and economic priorities. We strive to incorporate these visions and values into daily operations to benefit not only our client, but the community.



## INTEGRITY

*Always act above reproach*

## LOYALTY

*Support each other, our clients and our company*

## COMMITMENT

*Be dedicated to going beyond expectations*

## TEAMWORK

*Know that we only succeed as a team*

## RESPECT

*value the differences in others*



## Our Workplace Our People

Access Group Solutions currently employ 810 employees locally within the community of the site in which we operate, with high regard for referrals, family and long-term staff. We pride ourselves on the fact that a large majority of our employees will stay within the organisation for at a minimum of 10 years.

Access Group Solutions is proud to be a multi-cultured company embracing, learning and celebrating the differences in others. Our business is devoted to diversity within the workplace, showcasing strong woman in leadership roles.

We currently have 17 identified Aboriginal and Torres Strait Islander employees and wish to expand and welcome more employees within our organisation. Over the past 12 months we have increased employment from 13 identified Aboriginal and Torres Strait Islander staff to 17 Aboriginal and Torres Strait Islander staff which is an increase of 31%. AGS believe this is an outstanding effort and are excited to continue over the coming years.

Our organisations geographic reach spans from Queensland through to Victoria. Across these regions we have several facilities sites which we proudly operate under the banner of our clients.

AGS recently moved into the Northern Territory and are excited to be part of the community

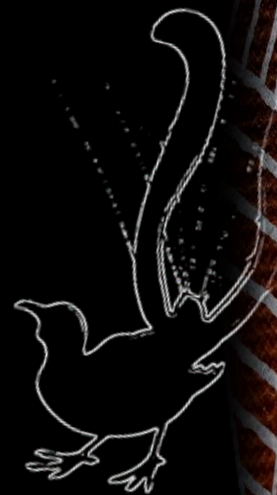
We currently have office Locations in the following areas:

**Queensland** - Level 19, 10 Eagle Street Brisbane

**Victoria** - Suite 1405, St Kilda Towers, 1 Queens Road Melbourne

Main Support Office

**New South Wales** - 129 Victoria Road, Gladesville Sydney NSW.





## 2017 Prior to our RAP

In 2017 Access Group Solutions management attended one of our North Coast client community engagement programs in the local area, AGS provided a generous donation to assist with supply of tools and equipment and participated in the "making good" in conjunction with Kirinari Newcastle Hostel which provides accommodation for Aboriginal secondary school students. Access Group was a part of a team which assisted to create a better outdoor area, such as a plantation, a Basketball Court and re-painting of surfaces.

In 2017 Access Group Solutions partnered with M180 employment to further our commitment to reconciliation in placing Aboriginal and Torres Strait Islander peoples into the workplace and in 2018 Access Group Solutions has continued working with Kirinari Hostel assisting with employment within the local Centre of the Newcastle region providing experience and casual employment opportunities.

Our further commitments are noted within the summary of our Reflect RAP

## Our RAP

Access Group Solutions ("AGS") has developed this Reconciliation Action Plan to show our commitment in reconciliation through our company culture, our workplace environments and our business activities. AGS believes in a SAFEPLACE for all to work, communicate and bond within our organisation and to show respect and appreciation for Aboriginal and Torres Strait Islander peoples.

AGS wish to expand employment opportunities and traineeships to Aboriginal and Torres Strait Islander peoples, Learn and understand the history of the Traditional Owners of the land and educate our employees to better their understanding whilst providing a respectful and safe workplace for Aboriginal and Torres Strait Islander peoples.

The Chair of our Reconciliation Work Group is Rebecca Curran – Innovation and Compliance Manager. Rebecca is a young leader who has a strong passion to make a difference through reconciliation. Rebecca has successfully developed and maintained the promise AGS made through the Reflect Reconciliation Action Plan, ensuring all members of the Reconciliation Work Group "RWG" are supported, educated, informed and part of the decision-making process.

Over the previous 12 months Rebecca has built long lasting relations with Aboriginal and Torres Strait Islander peoples and businesses, developed training programs company wide, organised



celebrations for dates of significant and partnered with Co-Chair Aimee Khoury – People & Culture Manager to implement an Aboriginal and Torres Strait Islander employment program.

***Access Group Solutions have a passion to educate their people on Aboriginal and Torres Strait Islander peoples, histories and cultures and protocols to ensure moving forward towards our journey of reconciliation we do it respectfully and are knowledgeable about the Traditional Owners of the land of which we call home.***

***We will endeavour to encourage our people to be positively involved in community, support political movements with Aboriginal and Torres Strait Islander peoples and celebrate each milestone achieved for the Traditional Owners of the land.***

Access Group Solutions are “people people” with core business in the service industry. We are striving to achieve Equality and Equity through employment opportunities, mentoring programs, building strong lasting relations with Aboriginal and Torres Strait Islander business partnerships to provide equality and equity within our workplace and sphere of influence.

Our aim is to continue to increase employment of Aboriginal and Torres Strait Islander peoples by 3% and providing opportunities for our current employees to be able to advance in their careers.

We are proud to partner with the NRL youth employment program offering the opportunity for young Aboriginal and Torres Strait Islander peoples an opportunity to start their careers as they progress through school or to learn valuable skills through work experience.

Access Group Solutions is passionate about providing support to local communities and Aboriginal and Torres Strait Islander peoples through support of their talents and selection of suppliers to connect with that give back to the community





## Note from Rebecca - Reconciliation Work Group Chair

I promise to be committed to educate, encourage and connect with all within our organisation to support and guide them on our way through our reconciliation journey together. I am proud of how far Access Group Solutions have come over the past 12 months, how involved our employees have been and how supportive our senior management is towards our Reconciliation Action Plan.

The friendship/partnership and relationships we have built over the past 12 months are truly invaluable.

Aimee Khoury - People & Culture Manager

## Note from Aimee - Reconciliation Work Group Co-Chair

I am proud of the journey Access Group Solutions has taken towards reconciliation. We all look forward to more learnings, interactions and building lasting relationships.

Access Group Solutions endeavours to increase employment and career growth opportunities for Aboriginal and Torres Strait Islander Peoples across all portfolios and within our influence.



## Access Group Solutions Reconciliation Work Group (RWG)

Each Reconciliation Work Group member was allocated as a reconciliation champion for each state in which they work.

### Gina Rhodes - RWG Member - Senior Cleaning Service Employee - Aboriginal Representative

In May 2020, AGS invited Gina Rhodes, long term cleaning employee who has been within the company since 2010 at our Newcastle Centre Charlestown Square to be a member of our RWG. Gina Rhodes is a proud Worimi woman who is known and loved throughout the community.

Gina is a valuable member to the RWG and to the business, Gina has always been an unofficial mentor for new Aboriginal and Torres Strait Islander employees within Access Group Solutions and plays a key role within the area of operation in assisting and delivery of cultural training and activities.

Gina has assisted in the employment of Aboriginal Peoples throughout the areas of Newcastle, one of which is her son who has a passion for story telling through Aboriginal Art and currently engaged by AGS to design a mural on our break room wall.

Through Gina's assistance and relationships within the local community, AGS are proud to have 10 identified Aboriginal employees at our Charlestown Square site.

AGS are actively looking to appoint another existing Aboriginal employee from their area of operations to be a part of the RWG and playing a key role in action items and deliverables for the Victorian area of operation.



Gina Rhodes





## RWG Members - State Champions

QLD Champion

Steve Jedrasiak – Service Manager



NSW RAP Champion

John Muir – Service Manager



VIC RAP Champion

Ahmad Mustafa –

Security & Intelligence Manager



## RWG Members – Senior Management

Jason Raj – AGS General Manager



Fred Khoury – AGS Managing Director



Sasha Jovanoski –  
AGS National Operations Manager



Arvi Bawa - NSW & Victoria  
Senior Service Manager





## External Consultant

AGS has previously done extensive work with Boomalli Consultancy Group teaching learning about culture, history, protocols and Advisory.

Boomalli Consulting has over fifteen years' industry (business/employment development) and life skills through culture and family that enable the company to engage and work collaboratively with Indigenous business owners, community and aspirants.

Its focus is the development and progression of Aboriginal people and community and this dedication takes the company across many social and economic development sectors.

### Shannon Barnes

Managing Director and Founder – Boomalli

Shannon is a proud Ngilyampaa woman, bringing to the company a powerful combination of strong cultural respect and experience coupled with demonstrated high-level business development capacity. Shannon holds qualifications in Business Management, Human Resources, Project Management, Community Consultation and Conflict Resolution. Her career has taken her across many sectors including community services, business development (state government) and the manufacturing industry (international company).

*The cultural exchange program  
Shannon delivers is educational  
and inspiring.*

*Toni*

*I feel the cultural exchange program provided me with a deeper  
understanding of Aboriginal Peoples, histories and cultural protocols.  
The extra benefit was the amazing artefact workshop, being able to learn  
about traditional items which are made from natural items and used in  
significant manners.*

*Aimee*



*Access Group Solutions  
Reflect Reconciliation Action  
Plan 2019 - 2020*





AGS launched their first Reflect RAP in March 2019 with a clear vision to educate our people, increase Aboriginal and Torres Strait Islander employment opportunities, build relations and partnerships with Aboriginal and Torres Strait Islander owned companies, support and be a part of progress for local Aboriginal and Torres Strait Islander people building a career through procurement of product or services and to be involved in the celebrations of history, cultures and peoples.

AGS have become over this period of time actively involved within our external stakeholders and client's events and journey towards reconciliation.

Throughout this time AGS has successfully upheld and exceeded our promise and commitment to reconciliation.

- AGS worked with local artist Allan Makenzie to design the artwork for our Reflect RAP which tells the story of Core of Country and the original painting which is proudly displayed at our main support office in the reception area to show our respect for the land which we live. Next to the Core of Country we have a profile and acknowledgment to the artist Allan Makenzie.
- We continued our work with Allan by procurement of services, providing an Aboriginal artefact workshop for our state managers, a team bonding session where Allan and our team worked together to design our own painting telling the story that brings us together for the start of our reconciliation journey. AGS proudly displayed a handmade Yidakai by Allan at their main point of contact reception.
- Allan provided a team bonding workshop at our Wollongong location, telling the story of history and culture and working with our teams on the floor to design and display their own artwork which speaks of their journey towards reconciliation.
- AGS will continue to work with Allan and support Allan into our next Innovate Reconciliation Action Plan.
- AGS wish to continue their relationship with Boomalli for years to come.
- National Reconciliation Week 2019 AGS launched their Reflect RAP with a cultural exchange workshop with Aboriginal owned Boomalli Consultancy Group, with learnings of culture, history, political, protocols and advisory on how to respectfully work with Aboriginal and Torres Strait Islander peoples and communities.
- AGS perform an Acknowledgement of Country at events of significant, such as site weekly morning meetings, business



meetings with clients, team events such as site BBQ's, employee awards. Our vision for the future is to organise for a Welcome to Country to be provided for new sites before we commence work for the first time.

- AGS attend events for NRW such as smoking & dance ceremonies in Victoria, Queensland and NSW. Our Victorian team experience an Aboriginal Cultural Walk with Yidaki and attended a Sorry Day event.
- NRW was the launch of our RAP starting with a cultural exchange workshop, artefact workshop, team building sessions, learning of famous Aboriginal and Torres Strait Islander peoples. Our teams working under the banner for our clients participated in our client events for NRW.
- National Reconciliation Week 2020 AGS hosted morning and/or afternoon tea at their sites of operations whilst discussing and learning about key events for Aboriginal and Torres Strait Islander Peoples that lead to National Reconciliation Week. Internal AGS employees who identify as Aboriginal and Torres Strait Islander Peoples lead these group gatherings by sharing stories significant to their mob and nation, internal employees brought in artefacts which belonged to ancestors for their colleagues to experience.
- National Reconciliation Week 2020 AGS sites of operations started their Acknowledgement of Country of which they performed at the start of the weekly morning meeting on each site of operation and the RWG implemented an Acknowledgement of Country to be performed at the start of significant events, such as client meetings and formal internal meetings.
- AGS used their social media platforms and internal communication platforms to show recognition to National Reconciliation Week
- NAIDOC Week was the launch of AGS Culture and History training across the company using an online platform with set training modules for each month to complete, we provided slides on the local people and Traditional Owner groups of each area for our teams and participated in client events.
- We have recently partnered with Aboriginal owned Indigiprint printing member of Supply Nation in Victoria for procurement of products throughout our profile.
- Underpinning everything AGS does with the RAP, is the desire to keep community engagement at a local level and operate respectfully by providing genuine opportunities for First Nations





people by providing the education necessary for our staff and empower them to find innovative ways to incorporate the RAP into their everyday duties. For our frontline security officers, we believe this will in the long run inspire a meaningful relationship with their local First Nations Communities and allow them to develop a mutually respectful relationship with individuals who they interact with.

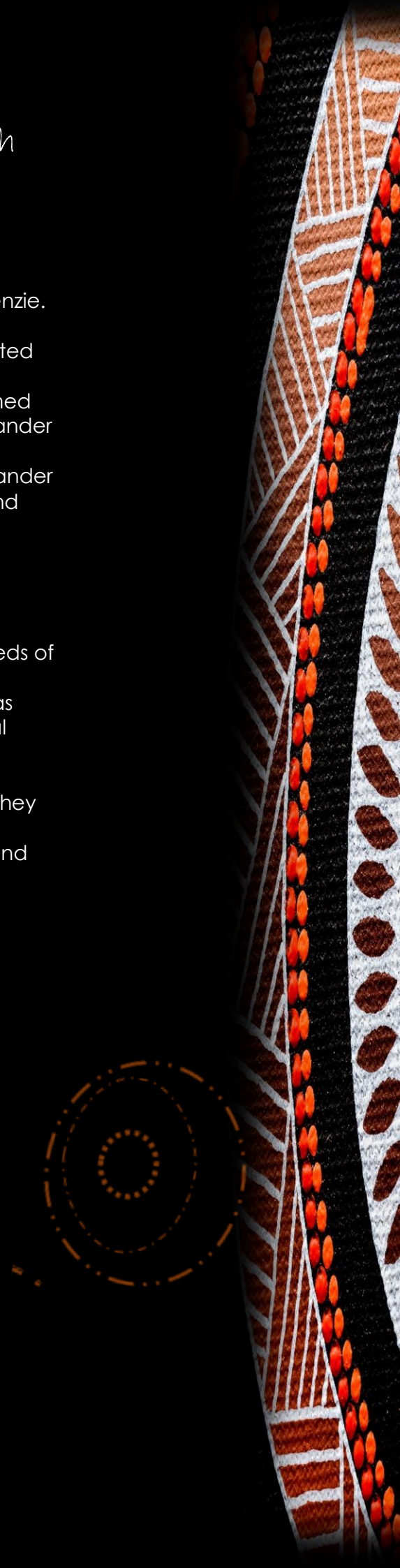
- The latest partnership we have endeavored to work into our everyday operations, is with the NRL. The NRL School to Work Program is a wonderful initiative supported through eleven of the NRL clubs utilizing the positive profile of the game to assist First Nations school students by providing work placement opportunities and stable employment by providing mentoring and support on an ongoing basis. A recent endeavor, we have offered our sites as potential work placement arenas for the Melbourne, Sydney, the Illawarra, Central Coast and Newcastle areas, and have pledged to assist training opportunities and pathways for employment.
- AGS have expressed interest to their clients in sphere of operations to actively be involved in their reconciliation journey and have been involved in the organization of events which are planned to held year ending 2020. This includes the engagement of local Aboriginal and Torres Strait Islander Peoples within the community to assist in the creation of a cultural space.
- In October 2019 AGS were announced a finalist at the Australian Security Industry Association Limited "ASIAL" awards for Indigenous Employment



## The key learnings from working through the Reflect RAP:

- Aboriginal and Torres Strait Islander cultures and histories through research, liaising with Aboriginal and Torres Strait Islander staff and community leaders such as Allan Makenzie.
- Meaning of Cultural Protocols and how they are conducted
- Learning more about the aims of "Closing the gap" - Aimed at improving the lives of all Aboriginal and Torres Strait Islander Australians by delivering better health, education and employment outcomes for Aboriginal and Torres Strait Islander people, and eliminating the gap between Indigenous and non-Indigenous Australians.
- Meaning of dates of significance – e.g. NAIDOC Week, National Reconciliation Week.
- Equality and Equity in the workplace – identifying the needs of Aboriginal and Torres Strait Islander staff members and ensuring their cultural background is celebrated as well as providing opportunity for staff to attend events of cultural significance.

AGS has seen a significant change in our people and the way they feel about reconciliation through education, increase in employment from understanding culture and offering support and inclusion within the communities of which we work.







## Relationships

Building strong and lasting relations within our communities of operations is important to AGS to connect people, learn and understand the cultures and histories of Aboriginal and Torres Strait Islander peoples. It is important to AGS to foster strong relationships across the sphere of operations with Aboriginal and Torres Strait Islander Peoples, with internal and external stakeholders and with internal employees to the business to increase diversity within the workplace and encourage inclusion and provide opportunities and career progression to Aboriginal and Torres Strait Islander Peoples.

## Relationships

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	January 2021	CSR Manager
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	April 2021	People & Culture Manager
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2021, 2022	CSR Manager
	<ul style="list-style-type: none"> <li>RWG members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2021, 2022	CSR Manager
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May - 3 June 2021, 2022	CSR Manager
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year.</li> </ul>	27 May - 3 June 2021, 2022	CSR Manager
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>.</li> </ul>	27 May - 3 June 2021, 2022	CSR Manager
<b>3. Promote reconciliation through our sphere of influence.</b>	<ul style="list-style-type: none"> <li>Implement strategies to engage our staff in reconciliation.</li> </ul>	April 2021	CSR Manager
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly.</li> </ul>	April 2021	People & Culture Manager
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	April 2021	General Manager
	<ul style="list-style-type: none"> <li>Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.</li> </ul>	April 2021	General Manager



	<ul style="list-style-type: none"> <li>• Include an overview of the RAP as part of staff induction processes.</li> </ul>	November 2020	CSR Manager
	<ul style="list-style-type: none"> <li>• Encourage partners and other sector organisations to develop a RAP.</li> </ul>	April 2021	General Manager
4. <b>Promote positive race relations through anti-discrimination strategies</b>	<ul style="list-style-type: none"> <li>• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	July 2021	People & Culture Manager
	<ul style="list-style-type: none"> <li>• Develop, implement and communicate an anti-discrimination policy for our organisation.</li> </ul>	September 2021	People & Culture Manager
	<ul style="list-style-type: none"> <li>• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy</li> </ul>	July 2021	People & Culture Manager
	<ul style="list-style-type: none"> <li>• Educate senior leaders on the effects of racism.</li> </ul>	September 2021	People & Culture Manager
	<ul style="list-style-type: none"> <li>• Host a screening of the Final Quarter for all staff and facilitate a discussion following the film using the associated resources.</li> </ul>	February 2021	People & Culture Manager



# Respect

Learning about Aboriginal and Torres Strait Islander Cultures and histories are key learning and a major aspect of the Reconciliation Action Plan for AGS. Providing knowledge to our employees and service providers helps build an understanding on past events and assist in providing a better future. Learning correct cultural protocols empowers our company to ensure we engage in the correct manner and show respect to the Traditional Custodians of the land. AGS endeavour to learn and use correct protocol and procedure, celebrate dates of significance and reflect on the past and bring equal opportunity





## Respect

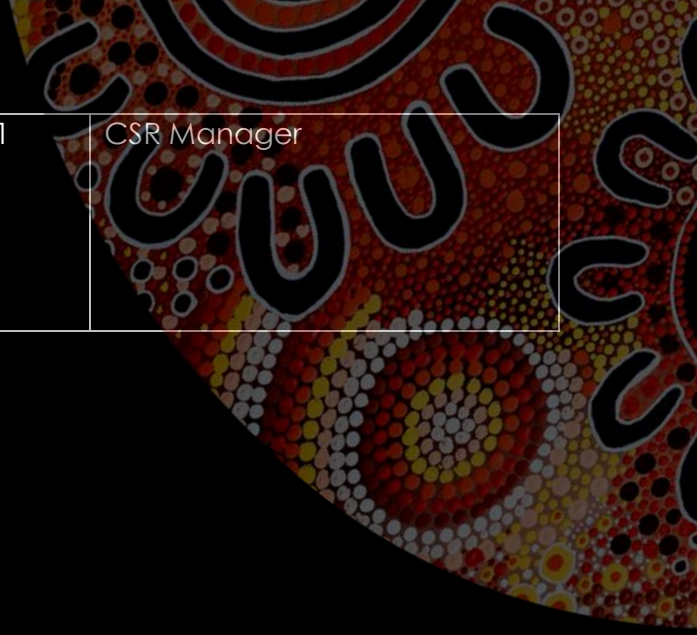
Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	June,2021	CSR Manager
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</li> </ul>	September,2021	National Operations Manager
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural learning strategy for our staff.</li> </ul>	November,2021	National Operations Manager
	<ul style="list-style-type: none"> <li>Provide opportunities for RWG Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	December 2021	General Manager
	<ul style="list-style-type: none"> <li>Investigate local cultural immersion opportunities for staff.</li> </ul>	October 2020	People & Culture Manager
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	January, 2021	National Operations Manager
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	December,2020	National Operations Manager
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year</li> </ul>	December,2020	National Operations Manager

	<ul style="list-style-type: none"> <li>• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	December,2020	National Operations Manager
7. <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	<ul style="list-style-type: none"> <li>• RWG Working Group to participate in an external NAIDOC Week event.</li> </ul>	November,2020 July 2021, 2022	CSR Manager
	<ul style="list-style-type: none"> <li>• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	March,2021	People & Culture Manager
	<ul style="list-style-type: none"> <li>• Promote and encourage participation in external NAIDOC events to all employees.</li> </ul>	November 2020, July, 2021, 2022	CSR Manager
8. <b>Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance.</b>	<b>NAIDOC Week</b> <ul style="list-style-type: none"> <li>• recognise NAIDOC Week by educating staff about significant events relating to NAIDOC Week.</li> <li>• hold an internal screening night for NAIDOC Week welcoming all employees to come together and watch Aboriginal and Torres Strait Islander films. NAIDOC Week 2020 will screen "In My Blood It Runs"</li> </ul>	November 2020, July 2021, 2022	CSR Manager
	<b>National Sorry Day</b> <ul style="list-style-type: none"> <li>• recognise National Sorry Day by educating staff about National Sorry Day, remembering and acknowledging the mistreatment of Aboriginal and Torres Strait Islander Peoples.</li> </ul>	November 2020, July 2021, 2022	CSR Manager
	<ul style="list-style-type: none"> <li>• RWG will organise and participate in holding Morning Teas and/or BBQ across our sites of operations to celebrate and acknowledge National Sorry Day.</li> </ul>	May 2021, 2022	CSR Manager
	<ul style="list-style-type: none"> <li>• encourage all internal employees and managers to join external stakeholders and client events.</li> </ul>	May 2021, 2022	CSR Manager
		May 2021, 2022	CSR Manager



	<b>National Reconciliation Week</b> <ul style="list-style-type: none"> <li>recognise National Reconciliation Week by educating staff about National Reconciliation Week and holding morning teas to discuss the significant events which lead to National Reconciliation Week.</li> <li>encourage internal employees to provide an Acknowledgement of Country at the start of morning meeting across our sites of operations.</li> <li>AGS Support Office and Managers along with the RWG will provide an Acknowledgment of Country at the start of significant events.</li> <li>provide a calendar of events within the local areas of operations.</li> <li>participate in external stakeholder and client events for National Reconciliation Week.</li> </ul>	May 2021, 2022	CSR Manager
		May 2021, 2022	CSR Manager
		May 2021, 2022	CSR Manager
		May 2021, 2022	CSR Manager
		May 2021, 2022	CSR Manager
	<b>International Day of the World's Indigenous People</b> <ul style="list-style-type: none"> <li>recognise International Day of the World's Indigenous Peoples by internal learnings and to raise awareness of the protection of rights of the Worlds Indigenous Peoples.</li> <li>Learn about the achievements of Aboriginal and Torres Strait Islander Peoples which has contributed towards the movement of reconciliation.</li> </ul>	August 2021, 2022	People & Culture Manager
		August 2021, 2022	People & Culture Manager





	<ul style="list-style-type: none"><li>• AGS will promote local community events recognising these dates of significance to internal employees by providing an online calendar and information of events within the local communities and encourage all employees to participate</li></ul>	March,2021	CSR Manager
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# Opportunities



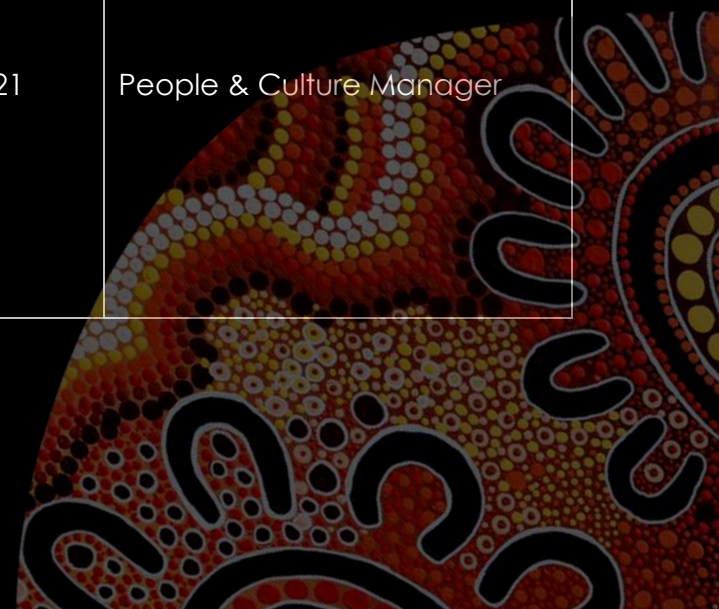
Providing employment opportunities for Aboriginal and Torres Strait Islander peoples within AGS is important to ensure equal opportunity, increase employment of Aboriginal and Torres Strait Islander peoples within communities, provide valuable life skills which can be transferred to other places of work to assist in a better outcome for the future. AGS believe procurement of services or products from Aboriginal and Torres Strait Islander businesses is vital and assist in growth of businesses owned by Aboriginal and Torres Strait Islander peoples whilst providing AGS the opportunity to build strong relationships.

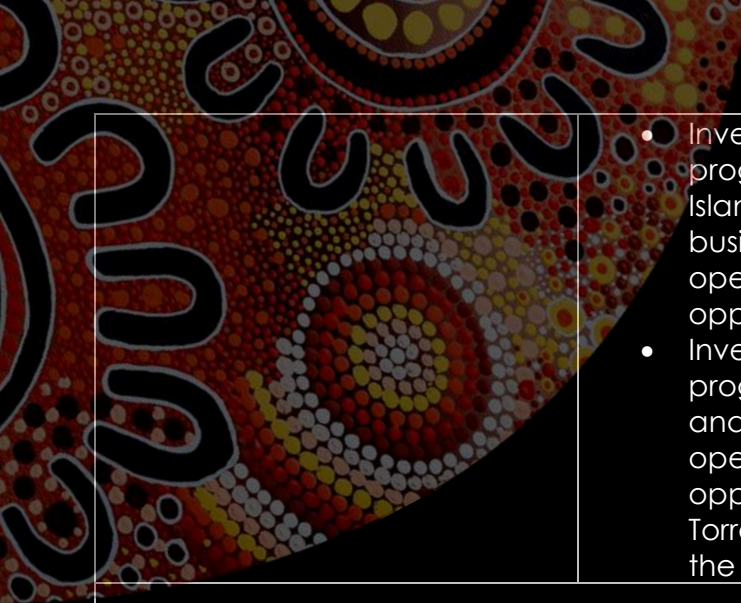
Opportunities			
Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities</li> </ul>	March 2021	People & Culture Manager
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy</li> </ul>	June 2021	People & Culture Manager
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	September 2021	People & Culture Manager
	<ul style="list-style-type: none"> <li>Include provisions within employment contracts for Aboriginal and Torres Strait Islander employees to attend dates of significance.</li> </ul>	September 2021	People & Culture Manager
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders in all areas of operations.</li> </ul>	November 2020	People & Culture Manager
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	November 2020	People & Culture Manager
	<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce and review annually.</li> </ul>	January 2021, January 2022	National Operations Manager





10 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	September 2021	National Operations Manager
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	September 2021	General Manager
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	December 2021	General Manager
	<ul style="list-style-type: none"> <li>Assist AGS employees who own Aboriginal and Torres Strait Islander businesses with advertising on the AGS website and other social media platforms their services.</li> </ul>	December 2021	National Operations Manager
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	September 2021	General Manager
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	September 2021	General Manager
11 Develop Supportive Mentorship Programs for Aboriginal and Torres Strait Islander Peoples within our sphere of influence	<ul style="list-style-type: none"> <li>Investigate and develop a mentorship program for Aboriginal and Torres Strait Islander peoples internal within the AGS business, within the Northern Territory area of operation, to ensure career growth opportunities.</li> </ul>	March 2021	People & Culture Manager
	<ul style="list-style-type: none"> <li>Investigate and develop a mentorship program and advertise through local business and communities within the Northern Territory area of operations to increase employment opportunities and retention of Aboriginal and Torres Strait Islander Peoples with a focus on the Security Sector.</li> </ul>	March 2021	People & Culture Manager





	<ul style="list-style-type: none"><li>• Investigate and develop a mentorship program for Aboriginal and Torres Strait Islander peoples internal within the AGS business, within the Victorian area of operation, to ensure career growth opportunities with focus on the Security Sector.</li><li>• Investigate and develop a mentorship program and advertise through local business and communities within the Victorian area of operations to increase employment opportunities and retention of Aboriginal and Torres Strait Islander Peoples with a focus on the Security sector.</li></ul>	January 2021	Security & Intelligence Manager
		January 2021	Security & Intelligence Manager



Governance



## Governance

Action	Deliverable	Timeline	Responsibility
12 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> <li>Invite an Aboriginal and/or Torres Strait Islander employee for the Victorian area of operations to be a part of the RWG, to assist with the AGS Reconciliation journey within the area of operations and to champion actions and deliverables throughout the Reconciliation Action Plan for AGS.</li> </ul>	December 2020	CSR Manager
		December 2020	CSR Manager
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>	December, 2020	CSR Manager
	<ul style="list-style-type: none"> <li>Meet at least four times per year on a minimum of a quarterly basis to drive and monitor RAP implementation.</li> </ul>	September, December 2020, March, June, September, December 2021, March, June 2022	CSR Manager
	<ul style="list-style-type: none"> <li>Invite an Aboriginal and/or Torres Strait Islander employee to be a part of the RWG to represent the Northern Territory area of operations.</li> </ul>	December 2021	National Operations Manager
	<ul style="list-style-type: none"> <li>Ensure the Appointed RWG representative of the Northern Territory areas of operations is a first point of contact and support for all AGS</li> </ul>	December 2021	National Operations Manager



	Aboriginal and Torres Strait Islander employees due to the distance between AGS support office and the Northern Territory.		
13 Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation	December 2020	CSR Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments	January 2021	CSR Manager
	• Define and maintain appropriate systems to track, measure and report on RAP commitments	January 2021	CSR Manager
	• Appoint and maintain an internal RAP Champion from senior management.	December 2020	CSR Manager
14 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2020 30 September 2021	CSR Manager
	• Report RAP progress to all staff and senior leaders quarterly.	September, December 2020, March, June, September, December 2021 March, June 2022	CSR Manager
	• Publicly report our RAP achievements, challenges and learnings, annually.	September 2021, September 2022	CSR Manager
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	CSR Manager



15 Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"><li>• Register via Reconciliation Australia's website to begin developing our next RAP.</li></ul>	December, 2021	CSR Manager
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Contact details

Name: Rebecca Curran

Position: Business Manager - CSR

Phone: 0426 264 190

Email: [Rebecca.c@accessgroupsolutions.com.au](mailto:Rebecca.c@accessgroupsolutions.com.au)

