

Innovate Reconciliation Action Plan

MARCH 2022 – MARCH 2024

**Creating
Communities**





ADVICE: This document may contain images of Aboriginal and Torres Strait Islander peoples who have passed away.

We acknowledge the Traditional Owners of Country throughout Australia and their continuing connection to land, sea and community. We acknowledge that our Jolimont office is situated on Whadjuk Noongar Boodja. We pay our respect to Whadjuk Noongar people and culture, and to all Elders, past, present and emerging.

Our Commitment

We recognise the ancestral ties and sovereignty that Aboriginal and Torres Strait Islander people have to the lands and waters their ancestors traversed throughout the Country we now call Australia for over 60,000 years.

We thank Aboriginal and Torres Strait Islander people for naming, caring for and being Custodians of the landscapes, languages, cultures and law in this Country. This rich heritage enriches and enlivens our collective lives, communities, organisations, environments and economies.

We wholeheartedly commit to following and listening to the evolving Aboriginal and Torres Strait Islander stories of these landscapes and cultures.

We also commit to working deeply with Aboriginal and Torres Strait Islander people as we collectively lay down new foundations and walk together.

We are serious and we commit to this journey.

We will do what we say.



Our Vision for Reconciliation

We support the Uluru Statement from the Heart.

Our reconciliation vision is for a fair and inclusive community founded on acceptance of our shared history and authentic relationships with First Nations people.

Through all our work, we hope to see people compelled to seek and commit to “fair and truthful”¹ relationships with First Nations people and that this will spread into the broader community.

We aspire to be a place where our staff acknowledge and celebrate Aboriginal and Torres Strait Islander experiences, histories, cultures and actively embed it into all elements of our work.

Together with our values, this vision for reconciliation is underpinned by:

- **Respect**
the values and beliefs of Aboriginal and Torres Strait Islander people
- **Understand**
the potential impact our business may have on Aboriginal and Torres Strait Islander people and their communities
- **Increase**
the involvement of Aboriginal and Torres Strait Islander people and their communities in the success of our business
- **Support**
programs that strengthen and promote the interests and aspirations of Aboriginal and Torres Strait Islander people
- **Encourage**
all employees to develop an awareness of Aboriginal and Torres Strait Islander cultures.

Our Business

Kaya!

Creating Communities works alongside organisations and communities to uncover new pathways to move forward together.

We engage people and organisations to find common ground and build social value through:

- **Discovering**
the spirit of communities, the uniqueness of places and the wealth of latent opportunities that reside in projects;
- **Designing**
strategies that inspire action and collaboration to create positive ways forward;
- **Delivering**
change that matters by building capacity, convening partners, and establishing governance for sustained results.

This is our 3D method. We apply this approach to the big challenges limiting people, communities and business in rural, urban and remote communities.



Creating Communities delivers fresh insights to help people, communities and business thrive in ever-changing contexts. We employ the latest research, data analytics, social impact methodologies, story-telling, participatory and human centred design practices, place-making and collective action.

As of March 2022, 22 staff members were employed at Creating Communities, including an Aboriginal Cultural Advisor, Melvin Farmer, Senior Martu and Chair of Western Desert Lands Aboriginal Corporation. Our team is passionate about moving community and business forward together. Creating Communities has worked in communities across Australia, including metropolitan, regional and remote locations, with our office based in Jolimont, Western Australia. We always strive to discover the spirit of communities, the uniqueness of places and the wealth of latent opportunities that reside in projects and communities, including understanding and acknowledging local Aboriginal histories.

Our ongoing engagement with Aboriginal and Torres Strait Islander communities is an important element across all our work, compelling us to discover new ways of working that respect cultural practices and ensure equity in decision making. Our projects have highlighted the tremendous opportunities that exist to realise the aspirations of Aboriginal and Torres Strait Islander communities and we believe we have a responsibility to ensure these aspirations are built into our community planning and programs.

We believe that learning more about Aboriginal and Torres Strait Islander people and cultures and finding ways to work together is an ongoing journey that we are proud to be walking. Through deep engagement with Aboriginal and Torres Strait Islander communities, the quality of our work is better, our engagement is more meaningful, our team is stronger, and most importantly we can contribute to reconciliation on a broader scale.

We are proud to be members of the RAP Program and look forward to continuing to learn and grow together.



Our RAP

We believe that reconciliation is about developing and encouraging relationships between Aboriginal and Torres Strait Islander people, communities and organisations, and the broader Australian community. This starts with a shared understanding and acknowledgement of the histories and rich cultures of Aboriginal and Torres Strait Islander people.

RAP Working Group (RWG)

While all our staff are committed to developing and implementing our RAP, we have internal RAP Champions to lead the process and encourage ownership across our team.

As we embark on our second Innovate RAP, we are excited about expanding our RWG to include Aboriginal representatives from the different communities in which we work,

including a Noongar representative, a Martu Elder and a representative of the Kariyarra, Ngarla and Njamal people.

We would like to acknowledge and thank Whadjuk Noongar Elder Neville Collard for his guidance and leadership in helping us develop and implement our first Innovate RAP.

Our RAP Journey

In July 2018, we became proud members of the RAP Program when Reconciliation Australia endorsed our first Innovate RAP. Our launch event tied in with NAIDOC Week celebrations.

Over the past two years we have made significant steps forward in our reconciliation journey. However, we understand that reconciliation is a continuous and evolving journey and there are still enormous strides needed to achieve a truly reconciled nation.

Since our first RAP was endorsed, we've continued to work hand in hand with Aboriginal and Torres Strait Islander communities on our projects. It has been an enriching journey and we are pleased to share some of our key achievements and ways that we have engaged, co-designed and delivered projects in partnership with Aboriginal and Torres Strait Islander people and communities on our reconciliation journey:

- The development and signing of a Cultural Compact between Karlka Niyaparli Aboriginal Corporation and Western Desert Lands Aboriginal Corporation that invites all of us, both Aboriginal and non-Aboriginal,

to walk a new pathway with mutual respect to build a strong future together.

- We have partnered with Martu and Niyaparli community leaders in the East Pilbara to develop strategies, including focusing on improving Martu education, provision of services to remote communities of the Western Desert and strengthening transitions on the "womb to work" pathway.
- Martu have been consulted to provide translation into language of key information being disseminated, including most recently, communications in response to COVID-19 via Newman Futures communications channels.
- We have co-hosted workshops with schools in the Pilbara offering Aboriginal and Torres Strait Islander and non-Aboriginal students the opportunity to gain hands-on experience in activities designed to inspire young people to consider Industry 4.0 employment opportunities. One of these workshop series, Monadelphous' "Mechanical Mob" program, has specifically targeted students participating in the Polly Farmer Foundation "Follow the Dream" education support program which will continue later this year.
- In June 2020 our team facilitated a full day activity with Martumili artists in Newman to understand what home in East Newman means to the Martu community, and learning what the place could be like in the future. There were fantastic conversations and we are grateful to all the artists for sharing these ideas and artworks with our team.
- We have partnered with local Aboriginal and Torres Strait Islander people and organisations to deliver community events and initiatives across WA, including "Stories around the Campfire" at Yanchep



National Park; interpretive walks around Black Swan Lake with Noongar Elder George Wally of Manjoogoodap Dreaming; and partnering with our client and Nature Play WA to create a nature trail focused on different aspects of Bushmead estate's unique story, including highlighting Whadjuk Noongar histories and cultures.

- Aboriginal and Torres Strait Islander perspectives and narratives formed a significant part of the research and engagement we undertook in the Subi East redevelopment Masterplan project. This included telling stories through a range of mediums of the Noongar presence and connection to Country in the Subiaco area from before European settlement through to present day. The insights from our work in understanding Aboriginal and Torres Strait Islander experiences will form a key part of the final Masterplan as well as in the public spaces in the Subi East development area, including interpretive trails featuring information on the Noongar six seasons and Noongar use of local flora.
- We worked on two projects in the Bibra Lake area that involved partnership and engagement with the Whadjuk Noongar Traditional Owners. These projects were the development of the "Rehabilitating Roe 8" plan, and the redevelopment of the

Cockburn Wetlands Education Precinct. Strong relationships were formed with Traditional Owners, the City of Cockburn's Aboriginal Reference Group and the broader Aboriginal and Torres Strait Islander community. Insights gained from this engagement shaped recommendations around acknowledgement and recognition of Aboriginal and Torres Strait Islander histories and cultures; employment and training opportunities for Aboriginal and Torres Strait Islander people, implementing cultural heritage surveys prior to any works being undertaken, potential to establish WA's first urban Aboriginal and Torres Strait Islander ranger program and ensuring continued involvement of local Elders in engagement, planning, design and organisation of activities.

- Each year, all our staff participate in cultural awareness training. In 2020, this took the form of a half-day session facilitated by Marissa Verma of Bindi Bindi Dreaming at Piney Lakes Environmental Education Centre.

To read more about our impacts and key learnings, please refer to our [Creating Communities Innovate Reconciliation Action Plan \(RAP\) Report July 2018 – July 2020](#).



Our 2022 - 2024 RAP

As we embark on our second Innovate RAP, key focus items for our 2022-2024 RAP (that are different from our 2018-2020 focus) are:

- To expand our RWG to include Aboriginal and/or Torres Strait Islander representatives from key areas in which we work (to include Martu; and Kariyarra, Ngarla, and Njamal leaders as well as Whadjuk Noongar leaders)
- To truly embed understanding of and commitment to our RAP into our culture and projects across our whole team
- To further develop our approaches and engagement with Aboriginal and Torres Strait Islander people and communities, including holding our clients and stakeholders accountable for meaningful and respectful engagement approaches
- To develop and pilot innovative strategies to empower Aboriginal and Torres Strait Islander people and communities.

This RAP is a statement of our commitment to reconciliation. We look forward to sharing the experiences of our journey over the next 24 months.



Relationships

In line with Creating Communities' core values, we will continue to strengthen our relationships with Aboriginal and Torres Strait Islander people and organisations. In our experience, genuine partnerships that are built on mutual trust, respect and equality are powerful mechanisms to drive sustainable change. We are passionate about finding the common ground and building social value and are committed to empowering all Aboriginal and Torres Strait Islander people.

1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Review and update our current Engagement Plan for working with Aboriginal and Torres Strait Islander people, stakeholders and organisations 	May, 2022	Activation Lead, Engagement Lead and Senior Consultant
<ul style="list-style-type: none"> Update our project process to incorporate to strengthen future engagement with Aboriginal and Torres Strait Islander people RWG to review and update Engagement Plan following each bi-annual reflection to reflect key learnings and future opportunities 	Bi-annual review: July, 2022-2024 and January, 2022-2024	Engagement Director and Engagement Lead
<ul style="list-style-type: none"> Nurture relationships with existing Aboriginal and Torres Strait Islander stakeholders and organisations and seek opportunities to co-design, support and co-implement innovative strategies to empower Aboriginal and Torres Strait Islander people through our project work 	April, 2022	Managing Director, Activation Lead and Newman Lead
<ul style="list-style-type: none"> Utilise Creating Communities' Engagement Strategy when establishing new relationships and connections with local Aboriginal and Torres Strait Islander stakeholders and organisations 	Bi-annual review: July, 2022-2024 and January, 2022-2024	Engagement Lead, Newman Lead and Senior Consultant
<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to update guiding principles for future engagement 	July, 2022	Managing Director, Activation Lead, Newman Lead and Engagement Lead

2 Build relationships through celebrating National Reconciliation Week (NRW)

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff via email, in person and through conversations 	May, 2022-2024	Activation Lead, Communications Lead and Graphic Designer
<ul style="list-style-type: none"> Encourage and support all staff and senior leaders to participate in at least one external event to recognise and celebrate NRW 	May, 2022-2024	Research Consultant and Community Development Consultant

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Organise at least one internal NRW event each year Register all our NRW events on Reconciliation Australia's NRW website 	May, 2022-2024	Managing Director, Activation Lead and Engagement Lead
<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event 	May, 2022-2024	Managing Director, Founding Director and Admin Manager

3 Promote positive race relations through anti-discrimination strategies

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs Develop, implement and communicate internally an anti-discrimination policy for our organisation 	April, 2022-2024	Managing Director, Founding Director and Admin Manager
<ul style="list-style-type: none"> Conduct annual diversity and inclusivity training for all staff and implement strategies for respectful engagement with diverse communities (including but not limited to Aboriginal and Torres Strait Islander people, LGBTI, culturally and linguistically diverse [CALD] communities, etc. 	April, 2022-2024	Managing Director, Research Lead and Senior Research Consultant
<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy 	May, 2022	Managing Director and Newman Lead
<ul style="list-style-type: none"> Educate senior leaders on the effects of racism 	July, 2022	Engagement Lead and Activation Lead
<ul style="list-style-type: none"> Ensure we are keeping up to date with current research and impacts of racism on the global scale and specifically with Aboriginal and Torres Strait Islander people across Australia 	Review and report on progress in December, 2022-2023	Research Lead and Research Consultant
<ul style="list-style-type: none"> Support staff to understand how global human right movements are also relevant in the communities in which we work and affect the people we are working with (for example the Black Lives Matter movement and the Royal Commission into Aboriginal Deaths in Custody) 	Review and report on progress in July, 2022-2024	Research Lead and Research Consultant
<ul style="list-style-type: none"> Ensure all staff are familiar with the Bringing them Home report and impacts in the communities in which we work 	June, 2022	

4 Promote reconciliation through our sphere of influence

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation Encourage clients to develop their own RAP and undertake cultural awareness training 	Review and report on progress in December, 2022-2024 July, 2022 July, 2023 December, 2022	Founding Director, Activation Lead, Newman Lead, Engagement Lead and Community Development Consultant
<ul style="list-style-type: none"> Nurture relationship with Reconciliation WA and seek opportunities for collaboration and working together on our journey towards reconciliation 	June, 2022, 2023, 2024	Managing Director, Activation Lead, Newman Lead and Engagement Lead
<ul style="list-style-type: none"> Continue to take our clients on the journey towards reconciliation and hold our clients accountable for actions and best practice engagement with Aboriginal and Torres Strait Islander stakeholders and organisations 	Review and report on progress in January, 2022-2024	
<ul style="list-style-type: none"> Develop and implement RAP communications strategy, within overarching Creating Communities Communications Strategy to share our commitment to reconciliation publicly (including updates on our RAP progress) 	Review and report on progress, each quarter – commencing August, 2022	Communications Lead, Senior Consultant, Digital Experience Manager

Respect



We work with a wide diversity of cultures and heritages in our communities. It is fundamental to Creating Communities that we honour and respect all peoples, their heritage and culture. Our core values as a company reflect this approach. We thank Aboriginal and Torres Strait for naming, caring for and being custodians of the landscapes, language, culture and law in this country. This rich heritage enriches and enlivens our collective lives, communities, organisations, environments and economies. We wholeheartedly commit to following and listening to the evolving Aboriginal and Torres Strait Islander stories of these landscapes and cultures.

5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation through an annual internal survey to identify gaps in knowledge and future focus areas Ensure annual Creating Communities staff retreat includes the opportunity to discuss our RAP and opportunities to learn about Aboriginal culture, histories and knowledge Encourage staff to read and watch stories/documentaries/films/etc. to understand, value and recognise Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. RAP Champions to provide recommendations to staff Identify cultural learning requirements specific to our staff's training need as required for specific projects (e.g. if a Creating Communities staff member is going on to country) 	<p>July, 2022-2024</p> <p>September, 2022-2024</p> <p>Review and report on progress, each quarter-commencing July, 2022</p>	<p>Research Lead, Engagement Lead and Community Engagement Consultant</p>
<ul style="list-style-type: none"> All staff to complete Reconciliation Australia's 'Share our pride' online tool 	<p>November, 2022-2023</p>	<p>Senior Consultant Research and Strategy and Consultant</p>
<ul style="list-style-type: none"> Consult and co-design with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy through the RWG 	<p>August, 2022</p>	<p>Managing Director, Activation Lead and Engagement Lead</p>
<ul style="list-style-type: none"> Deliver induction for all staff on Creating Communities RAP and ensure they receive a copy of the RAP Continue to implement cultural learning strategy for our staff which includes cultural learning events, activities or initiatives for all staff linked with other significant dates 	<p>Annual review in January, 2022-2024</p>	<p>Admin Manager and Senior Executive Assistant</p>
<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning 	<p>July, 2022</p>	<p>Admin Manager and Senior Executive Assistant</p>
<ul style="list-style-type: none"> Develop and circulate bi-annual internal Creating Communities email blast outlining significant dates, RAP and project milestones and key learnings, information on the Noongar seasons and different words and sayings encouraging staff to learn the Noongar language, etc. 	<p>July, 2022-2024 and January, 2023-2024</p>	<p>Communications Lead, Activation Lead, Senior Consultant and Graphic Designer</p>

6 Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through internal training and ongoing communication 	<p>Review and report on progress, in January 2023-2024</p>	<p>Activation Lead, Engagement Lead and Senior Consultant</p>
<ul style="list-style-type: none"> Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings/events 	<p>Review and report on progress in January 2023-2024</p>	<p>All staff – Activation Lead to oversee and report on progress</p>
<ul style="list-style-type: none"> Review, continue to implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country 	<p>August, 2022-2023</p>	<p>Communications Lead, Senior Consultant and Engagement Lead</p>
<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year 	<p>Review events and activity schedule each quarter, commencing July, 2022</p>	<p>Local Traditional Owners or Custodians</p>

7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Circulate NAIDOC Week resources and materials to our staff via email, in person and through conversations Promote and encourage participation in external NAIDOC events to all staff Host an internal NAIDOC Week event Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week 	<p>First week in July, 2022-2024</p>	<p>Activation Lead, Communications Lead, Community Development Consultant and Community Engagement Consultant</p>

8 Create a culturally safe working environment

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Identify the opportunity to use local language for room and project naming in consultation with, and with the permission of, Aboriginal Traditional Owners Consult with Aboriginal and Torres Strait Islander stakeholders to identify opportunities to increase cultural visibility into our offices When appropriate, collaborate with key First Nations stakeholders to develop strategies for incorporating culture into placemaking activations Investigate incorporating First Nations perspectives into community building strategies 	<p>December, 2022</p> <p>December, 2022</p> <p>Review and report on progress in January, 2023-2024</p> <p>Review and report on progress in January, 2023-2024</p>	<p>Activation Lead, Engagement Lead, Senior Consultant and Graduate Consultant</p>

9 Ensure the RAP is embedded by all staff members in each of the projects and communities in which we work, including embedding good practices across all our work

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Ensure all project plans clearly define and articulate how the RAP has been incorporated into the project and how relationships will be established and nurtured with the local Aboriginal and Torres Strait Islander peoples Ensure our project process encourage and enable co-designing and co-implementation with Aboriginal and Torres Strait Islander peoples. We challenge ourselves and continue to seek new ways of listening and learning Ensure in each of our projects we always commit to return in a timely manner to discuss with Aboriginal and Torres Strait Islander peoples how we have captured learnings and ideas 	<p>December, 2022</p> <p>Review and report on progress in January, 2023-2024</p> <p>Review and report on progress in January, 2023-2024</p>	<p>Activation Lead and Engagement Lead to oversee</p> <p>All staff to participate and be accountable</p>

Opportunities

Creating Communities believes that community development requires long-term commitment to partnerships and alliances with all people within a community from a variety of cultural backgrounds. Within this sphere of influence, opportunities will arise where (1) the use of Aboriginal and Torres Strait Islander expertise is required, (2) the need to partner with an Aboriginal and Torres Strait Islander organisation is necessary and (3) an opportunity becomes available for Aboriginal and Torres Strait Islander work experience and/or leadership training.



10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workplace 	Review and report on progress in December, 2023-2024	Managing Director, Founding Director, Senior Executive Assistant, Finance Manager and Admin Manager

11 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Review and update our Aboriginal and Torres Strait Islander procurement strategy 	December, 2022	Managing Director, Senior Executive Assistant and Admin Manager
<ul style="list-style-type: none"> Develop at least two commercial relationships with Aboriginal and/or Torres Strait Islander businesses 	July, 2023	

12 Ensure all Creating Communities staff are aligned with company values and commitment to positively contribute to our reconciliation journey

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Ensure new and potential employees' personal values authentically respect the values of the company and those included in our RAP Draw on Aboriginal and Torres Strait Islander knowledge and practices, in partnership with Aboriginal and Torres Strait Islander people where appropriate, to deliver our project outcomes more effectively 	Review and report on progress in January, 2023-2024	Founding Director, Activation Lead and Senior Consultant



Governance

Creating Communities believes that community development requires long-term commitment to partnerships and alliances with all people within a community from a variety of cultural backgrounds. Within this sphere of influence, opportunities will arise where (1) the use of Aboriginal and Torres Strait Islander expertise is required, (2) the need to partner with an Aboriginal and Torres Strait Islander organisation is necessary and (3) an opportunity becomes available for Aboriginal and Torres Strait Islander work experience and/or leadership training.

13 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Invite Aboriginal Elders from key project locations to join Creating Communities RWG 	December, 2022	Managing Director, Activation Lead, Newman Lead, Engagement Lead and Senior Consultant
<ul style="list-style-type: none"> Maintain Aboriginal and/or Torres Strait Islander representation on the RWG 	RWG to meet quarterly, 2022, 2023, 2024	Activation Lead, Newman Lead and Engagement Lead
<ul style="list-style-type: none"> Update and apply a new Terms of Reference for the RWG Annual review of Creating Communities RWG Terms of Reference 	December, 2022 July, 2023-2024	
<ul style="list-style-type: none"> RWG to meet at least four times a year to drive and monitor RAP implementation 	RWG to meet quarterly, 2022, 2023, 2024	

14 Provide appropriate support for effective implementation of RAP commitments

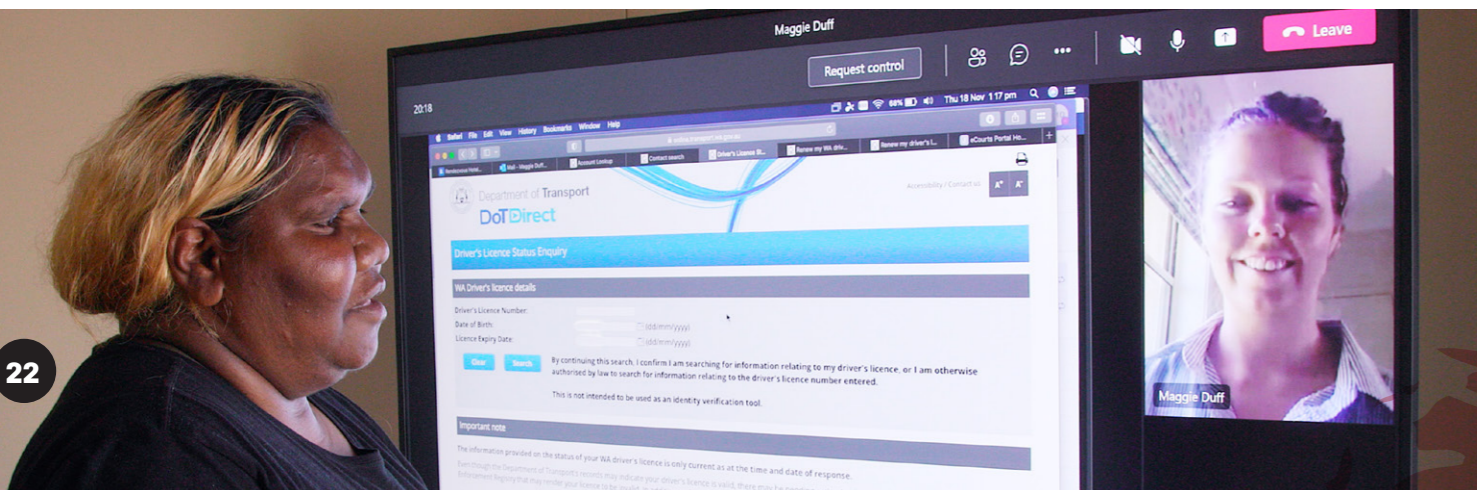
Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Define resources needs for RAP implementation Bi-annual review of internal resourcing requirements to implement RAP 	Review in December, 2022, 2023 and May, 2023, 2024	Managing Director, Activation Lead and Engagement Lead
<ul style="list-style-type: none"> Engage all staff in the delivery of RAP commitments 	Review and report on progress in December, 2022, March and December, 2023	Managing Director, Founding Director, Activation Lead, Engagement Lead and Senior Consultant
<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments 	Review and report on progress in December, 2022, May and December, 2023, 2024	Research Lead and Research Officers

15 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia 	30 September, 2022-2023	Managing Director, Activation Lead and Engagement Lead
<ul style="list-style-type: none"> Report RAP progress to all staff quarterly and at annual Creating Communities staff retreats 	September, 2022-2023	Activation Lead and Engagement Lead
<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer 	May, 2024	Senior Executive Assistant

16 Continue our reconciliation journey by developing our next RAP

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Ensure new and potential employees' personal values authentically respect the values of the company and those included in our RAP Draw on Aboriginal and Torres Strait Islander knowledge and practices, in partnership with Aboriginal and Torres Strait Islander people where appropriate, to deliver our project outcomes more effectively 	Ongoing – review and report on progress in January, 2023-2024	Founding Director, Activation Lead and Senior Consultant





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