



Innovate Reconciliation Action Plan for the CPL Group

July 2023 – June 2025





Acknowledgement of Country

The CPL Group acknowledges the Traditional Custodians of Country throughout Australia and we pay our respects to Elders, past, present, and emerging. We are committed to honouring Aboriginal and Torres Strait Islander peoples and their unique cultural and spiritual relationship to land, water and seas and their rich contribution to society.

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The CPL Group recognises and celebrates that Australia is home to the world's oldest continuing cultures.

Throughout this Innovate Reconciliation Action Plan, the terms Aboriginal and/or Torres Strait Islander peoples, First Nations peoples and Traditional Custodians are used in reference to Australia's First Peoples.



Our Vision for Reconciliation

CPL Group's vision for reconciliation is to have equality and meaningful engagement between Aboriginal and Torres Strait Islander peoples and all Australians within the disability sector.

Through our professional services and partnerships with Aboriginal and Torres Strait Islander communities, we will listen and connect with the communities we work with, build cultural resources, remove barriers to equal participation and work to the best of our abilities to develop sustainable employment and business opportunities.

As individuals and as an organisation, we strive to be proactive in our contribution to the efforts of healing the harm caused to many generations of Aboriginal and Torres Strait Islander peoples, through past injustices, discriminatory policies, and social attitudes.



Respect



Understanding



Diversity



Inclusion



Message from the Group Chief Executive Officer



I am very proud to present CPL Group's second Innovate Reconciliation Action Plan (RAP), which outlines our journey to continue supporting Aboriginal and Torres Strait Islander peoples across all geographies we support.

Our first Innovate RAP helped us lay the foundations to build relationships to promote reconciliation, develop culturally appropriate resources, provide training to support cultural awareness and work towards removing barriers to equal participation. During this period, we were proud to deliver over 90 actions and deliverables, but we also used this time to listen, reflect and acknowledge that current and historical policies and circumstances need to change for Australia's First Peoples.

As one of the largest providers of disability support and aged care services in Queensland and Northern New South Wales, we share a strong passion for advocacy, inclusion, diversity and creating positive change for all people with disability. To support this vision, our RAP Working Group developed a Cultural Awareness Program in conjunction with Aboriginal owned training organisations Triballink and Jargoan Heritage Consultants and delivered over 65 cultural awareness training workshops to all CPL Group employees, across 46 different urban and regional locations.

Other significant achievements included running events to support National Reconciliation Week, NAIDOC Week, state-wide art competitions, building collaborative relationships with local communities and sponsoring 23 Aboriginal and Torres Strait Islander peoples to gain tertiary qualifications. These achievements are a testament to our RAP Working Group, the Board, and all employees of CPL Group.

Through our second Innovate RAP, we will continue to develop partnerships and opportunities with Aboriginal businesses, learn more about First Nations governance practices and incorporate them in everyday practices, and continue to build sustainable employment and business opportunities.

There is a lot we can learn from the world's oldest living culture, as long as we agree to listen, engage, and respect. I encourage all employees to become more involved in the initiatives we put in place to support First Nations peoples and to be a positive voice supporting reconciliation.

We look forward to providing clients, employees, and stakeholders with progress updates on actions in this Innovate RAP, delivering greater value and support to the complexities of First Nations histories and identities.

A handwritten signature in black ink, appearing to read 'Rhys Kennedy'. The signature is fluid and stylized, with a prominent loop at the end.

Rhys Kennedy
Chief Executive Officer
CPL Group

Message from Reconciliation Australia's Chief Executive Officer



Reconciliation Australia commends the CPL Group on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The CPL Group continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that the CPL Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the CPL Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for the CPL Group to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, the CPL Group will ensure shared and cooperative success in the long-term.

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

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

Karen Mundine

Chief Executive Officer
Reconciliation Australia



About CPL Group

CPL – Choice, Passion, Life was founded in 1948 by a group of family members who wanted more opportunities for their children with disability.

Over the past 75 years, CPL’s growth across Queensland and Northern New South Wales has led to the formation of the CPL Group, which includes CPL’s disability support services, allied health, aged care services, Milestones Employment, Cootharinga North Queensland, and Access Arts.

As individual entities and as a Group, we share a strong passion for:

- Advocacy
- Diversity
- Inclusion, and
- Creating change for people with disability.

This shared purpose brings together employees and clients from a wide range of backgrounds, to work each day towards supporting people with disability to live their lives with choice and control.

Our Values

Our Values are more than words, they’re a promise of how we will work, make decisions, and choose to act. We aim to apply these values in everything we do, whether that’s talking to our clients, providing services, or growing relationships, so all people can have an inclusive, passionate, and fulfilling life.



Be here

We always work to the best of our abilities to deliver quality services and support, holding ourselves accountable for our behaviours, actions and delivering on our commitments.



Tune in

We listen to understand and ask questions for clarity, before we act, which we do with empathy and care.



Speak up

We communicate with respect and honesty, and raise issues so they can be resolved, particularly when it comes to safety and wellbeing.



Connect

We value relationships, we work respectfully, and we always aim to add value in our interactions and find positive win/win solutions.



Grow

We value opportunities to learn and develop because we know personal growth is achieved when we step outside our comfort zone.



Our Plan

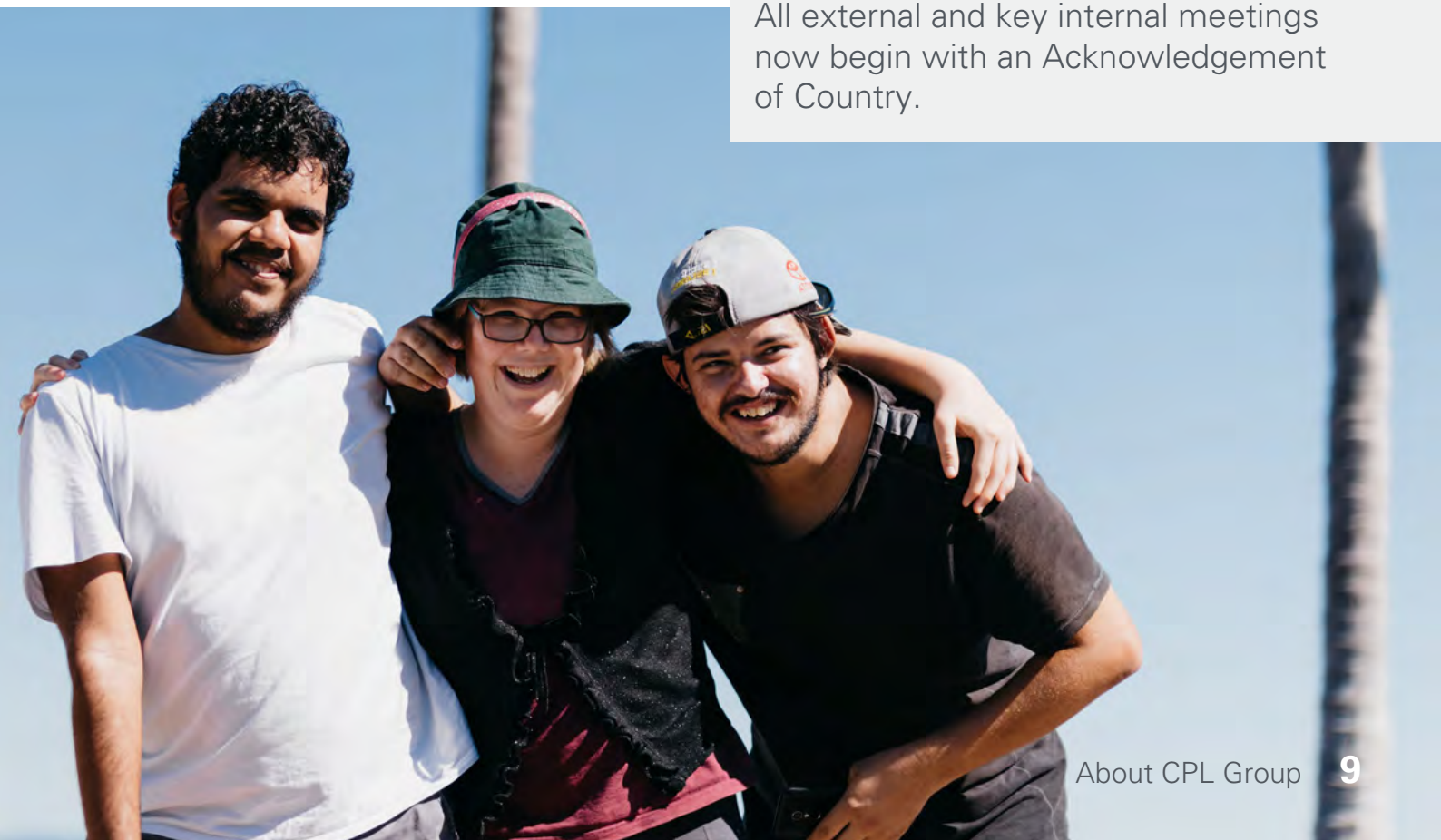
The CPL Group’s vision is a world where all people live an inclusive, passionate, and fulfilling life.

We will deliver services and lead with influence, to improve the quality of life and available choices for clients, their families, and communities.

We will achieve this vision through three focus areas: People first, A strong future, and Market leadership.

Focus	People first	A strong future	Market leadership
Aim	Safe, high-quality and meaningful experiences everyday	Preparing and safeguarding for the future	Creating a better tomorrow
Pillars	Empowering, Informing and Achieving Together	Sustainable and Purposeful Growth	Creating and Leading Change

All external and key internal meetings now begin with an Acknowledgement of Country.



Our Employees

Across 88 Queensland and New South Wales locations, CPL Group provides a wide range of disability services delivered by 3300 employees, of which 49 identify as Aboriginal and/or Torres Strait Islander peoples.

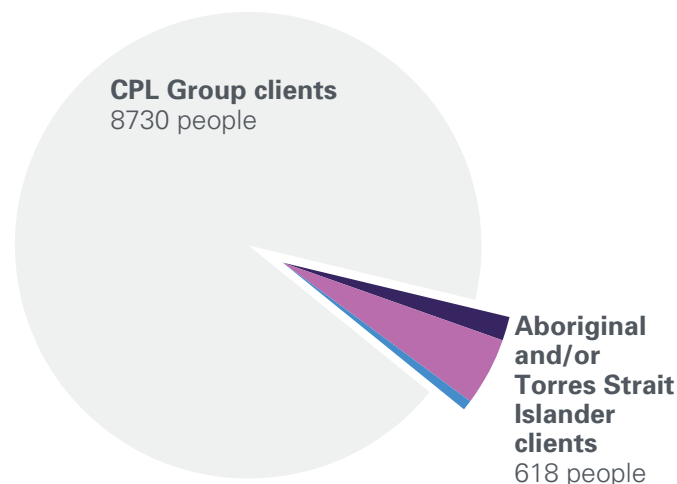
Our employees consist of part-time, full-time, casual, supported employees, contractors, and volunteers, and include gardeners, support workers, coordinators, therapists, nurses, and corporate staff. In line with our commitment to diversity and inclusion, we aim to employ a range of people to support our services regardless of age, gender identity, disability status, sexual orientation, or cultural background.

Our Clients

CPL Group supports a wide range of clients with disabilities at every stage of life. A large number of our First Nations clients are supported through our aged care services, in their home or in the community.

We support over 8,000 clients across Queensland and Northern New South Wales, to live their lives with choice and control. Over the term of our last Innovate RAP, we put in place a number of initiatives and reporting guidelines to identify Aboriginal and/or Torres Strait Islander clients we support.

Our success and reputation to date is strongly supported by a diverse and empathetic group of employees, all of whom have a passion for our vision, values, and clients. As an ongoing commitment to all employees, we strive to be culturally respectful and provide a workplace which promotes and supports diversity. We also fundamentally believe in supporting our employees through continuous learning and upskilling opportunities to allow for personal and professional growth.



Services received by CPL Group's Aboriginal and/or Torres Strait Islander clients:

Disability – 145 people

Employment Support – 413 people

Aged Care – 60 people

Our Services

CPL Group supports people at every stage of their life, from accessing therapies after a new diagnosis to achieving independence in adulthood, and transitioning into retirement.

The full scope of services, across all life stages, means the CPL Group is the leading integrated provider for people with disability. We aim to deliver the highest quality of support, guidance, technology and understanding possible, so people can achieve the things that matter the most to them.

Our services, offered in an array of settings and locations across Queensland and Northern New South Wales, include:

- **In-home support** – we offer support 24 hours a day, seven days a week. Our services include helping clients to get ready to go out, personal care, mealtime assistance, administering medication, and overnight support.
- **Support accessing the community** – we support people to get out and about in the community.
- **Allied Health therapies** – we provide a range of integrated therapies including physiotherapy, occupational therapy, speech therapy and social work.
- **Creative, recreational and life skills programs** – these programs are about creativity, trying new things, meeting new people, building new skills and having fun.
- **Employment and training services** – as a registered Disability Employment Support (DES) provider, we support people with barriers to gain paid, meaningful employment.
- **Social enterprises and businesses** – as a local and Australian Disability Social Enterprise, we offer sustainable employment opportunities through our coffee carts, garden maintenance, printing and direct mail services.
- **Independent living supports** – we support people in a range of circumstances, from short-term accommodation to shared supported independent living.
- **Parent and carer supports** – we provide support for our clients' families and carers when they may be feeling vulnerable or isolated.
- **Specialist professional development arts programs** – we offer several workshops and creative outlets for people with disability or disadvantage including music, movement, and visual arts.
- **Equipment and aids** – our qualified employees can recommend communication devices and prescribe equipment solutions to increase people's independence.

46% (248,100) of First Nations peoples (aged 15 and older) reported they had a **disability or restrictive long term health condition.**

(2018–19 National Aboriginal and Torres Strait Islander Health Survey)



Our Locations

CPL Group delivers services from 88 locations across Queensland and Northern New South Wales, stretching from Cairns in the north to Ballina in the south, and west to Mount Isa.

We acknowledge all Traditional Custodians, including those of the places we work.



- Turrbal
- Jagera
- Yugambah
- Quandamooka
- Taribelang
- Meerooni
- Goreng
- Butchulla
- Waka Waka
- Toolooa
- Gangula
- Kitabul
- Mamu
- Giringun
- Kabi
- Ningy
- Kurbingui
- Jinibara
- Gimuy
- Walubara
- Yidinji
- Yirriganydji
- Wulgurukaba
- Djirrbal
- Ngadjonji
- Birri
- Jangga
- Juru
- Gia
- Ngaro
- Warakamai
- Yuwibara
- Darumbal
- Gudjal
- Giabal
- Jarowair
- Bundjalung
- Kalibai
- Kukati
- Gkuthaarn
- Kurtijar
- Kalkadoon
- Ghungalu
- Bindal
- Ugarapul

Note:
The Traditional Custodians above are listed in no particular order. Some of the various CPL Group Employment and Disability Services across Queensland are provided from the same location.



Our Sphere of Influence

Across the CPL Group, our sphere of influence continues to grow both internally and externally, through the relationships we build with our clients and stakeholders, as well as through our Business Improvement Program, where we continuously review and improve our policies, strategic priorities and processes.

We believe by providing our employees with the appropriate learnings and tools, we are best able to support, influence and drive more meaningful and positive cultural change, for all Australians.



Our RAP

The design, launch and delivery of our first Innovate RAP in July 2021 was a significant step forward in our reconciliation journey, but it was also a time of reflection and acknowledgement that current and historical policies and circumstances need to change for Australia's First Peoples.

Over the term of our last RAP, our RAP Working Group, Executives and employees found new and innovative opportunities to connect with Aboriginal and Torres Strait Islander colleagues, clients, and organisations, and to better understand and promote the Aboriginal and Torres Strait Islander cultures.

We successfully implemented over 90% of our documented RAP deliverables, however some outcomes, particularly through the COVID-19 pandemic, were more challenging.

We identified the need to regularly review the RAP deliverables and harness the energy, enthusiasm, and direction across the business, to work collectively and unify the RAP and other business priorities under one common set of objectives.

This supported our approach to developing this new Innovate RAP, and the process we will take in governing its delivery.

In 2023, the Board of Directors and the Executive supported the RAP Working Group to undertake and deliver further initiatives to foster a more diverse and inclusive workplace. This strategy is a powerful step forward in our RAP and diversity journey, and a number of these deliverables have been incorporated in this RAP.

Through this Innovate RAP, it is our intention to deliver reconciliation actions which will build strong and respectful relationships, increase equality and develop sustainable employment, business opportunities and positive outcomes, for all Aboriginal and Torres Strait Islander employees, clients, partners and the communities we work with.

We look forward to reporting the outcomes of this journey and our successes in achieving our vision for reconciliation, and for all people to live an inclusive, passionate, and fulfilling life.







Uncle Reginald King of Lismore and his CPL Disability Support Worker Terry Wells



Our Focus Areas for Reconciliation

Our energy and skills will continue to focus predominantly on four areas:

-  Building relationships to promote reconciliation
-  Developing culturally appropriate resources and sharing this knowledge with employees, clients, and partners through open and respectful communication
-  Raising awareness, advocating, and influencing for improved, culturally relevant disability services for Aboriginal and/or Torres Strait Islander peoples, and
-  Continuing to improve education and working towards removing barriers to equal participation for all Aboriginal and Torres Strait Islander peoples and communities.

Our Partners

Currently, CPL Group partners with a number of Aboriginal organisations, including community skilling and disability support services in local areas, creative and consulting groups such as Creative Native, TribalLink, Deshong Consulting, Jargoan Heritage Consultants as well as clinicians and local garden and maintenance businesses.

As part of our deliverables under the previous RAP, we partnered with Supply Nation and DATSIP (Black Business Finder) to contact and develop relationships with new Aboriginal owned businesses.

Through this process we have developed over 20 new business relationships who we look forward to working with as we deliver our RAP.

As part of this Innovate RAP, it is our aim to further build and strengthen these relationships as well as build new partnerships, to decrease the incidence of Aboriginal and Torres Strait Islander unemployment, chronic disease, and inequality, all of which contribute to the likelihood of disability.

Our RAP Working Group

During the term of our last RAP, members of our RAP Working Group (RAPWG) yarned with Elders, Land Councils and Aboriginal organisations concerning our RAP and the reconciliation projects we were developing moving forward.

The insight, understanding and support we received was invaluable and we look forward to maintaining and building these relationships as we continue to learn and work with the many communities we provide services to.

Our RAP Working Group consists of 10 employees across the CPL Group, 20% of whom identify as Aboriginal and/or Torres Strait Islander people. These employees represent the Group from various roles within the business, as well as different geographical service locations and are guided by an agreed RAPWG Terms of Reference.

The RAPWG representatives include:

- Group General Manager People, Learning and Culture – Brisbane
- Regional Manager – Beenleigh
- Regional Manager – Metro North Qld and Sunshine Coast
- Service Facilitator – Ipswich
- Job Development Officer – Townsville
- Direct Support Worker – Cairns
- Service Facilitator, Aged Services – Ballina
- Fleet and Procurement Manager – Brisbane
- Employment Coordinator – Strathpine
- Employment Support Worker – Ipswich



The RAPWG sitting in a yarning circle with locals and Aboriginal Organisations in the Sunshine Coast Hinterland



Yarning



Meeting deadly people



Belonging

Employees and management have also been integral in supporting and participating when their circumstances have given them the capacity to do so.

We have found this to be a positive way forward in supporting our reconciliation journey and helping to embed our RAP into the day-to-day working of the organisation.

The RAPWG is supported by external RAP Consultants (Deshong Consulting, Creative Native, Ian Prowse Consulting and Triballink), a number of internal sub-committees and the Board of Directors. The RAPWG collaborates internally with employees on a regular basis as we develop and deliver RAP related initiatives.



Our RAPWG is a passionate group of leaders who meet at least four times per year to ensure the RAP remains a living document, continues to be embedded in the organisation's culture and reports are provided to the Aboriginal and Torres Strait Islander communities we work with, stakeholders and Reconciliation Australia.

Our RAP is championed by CPL Group's Chief Executive Officer, Rhys Kennedy, who actively promotes the RAP internally and externally, alongside the RAPWG and external Aboriginal and Torres Strait Islander cultural stakeholders.

For over 75 years, the CPL Group has been privileged to be welcomed into many Aboriginal and Torres Strait Islander communities across Queensland and Northern New South Wales, which has enabled individuals, their families, and carers, to access professional disability support services. We look forward to continuing to work with the local communities, improving our cultural understanding and striving for better outcomes for all Aboriginal and Torres Strait Islander peoples.



Top: Jacqueline Loader, CPL staff member with Aunty Shirley Stevens from Ballina

Left: Aunty Shirley Stevens from Ballina

Right: Aunty Millie Cameron of Lismore

Below: Aunty Millie Cameron of Lismore and her carer Margaret Lord



Our Journey

2018

CPL Group's Disability Employment Services, **Mylestones Employment**, expanded their service delivery to Northern New South Wales.

2019

CPL Group partnered with Access Arts – creating more opportunities for all Australians living with disability and disadvantage to participate in creative arts.

2020

CPL and Cootharinga North Queensland merged to provide greater opportunities and outcomes for people with disability in regional Queensland.

CPL Group engaged an Aboriginal and Torres Strait Islander artist, Chad Briggs, to create artwork to support the **CPL Group's first RAP** as well as communication pieces to employees, clients, and local communities.

2023

CPL Group commenced the **review of our RAP 2021-2023** and development of our second Innovate RAP.

The second Innovate RAP was launched in July to affirm the Group's foundational belief in an inclusive society for all people.

Continued promotion of the RAP - employees and clients have been kept up-to-date regarding the RAP and RAP achievements through **RAP launch activities, newsletters, social media, annual reports, webinar sessions, training forums, and employee inductions**. A video was produced to promote and celebrate the RAP one-year achievements which was shared with employees as one of the activities to support NAIDOC Week.

During NAIDOC Week 2021, **CPL Group launched its first RAP, an Innovate RAP**, which represented the organisation's roadmap to support the national reconciliation movement and to positively impact the health outcomes for First Nations peoples with disability.

2021

During the year, **CPL Group developed and launched** one of its largest deliverables to support all employees by providing **face-to-face cultural awareness training**. We partnered with Triballink, an Aboriginal owned organisation to deliver this training.

CPL Group became a member of Supply Nation.

Cultural Awareness Training

Over 18 months, a total of 65 workshops were delivered across 46 different Queensland and New South Wales locations to approx. 3,300 employees.

Later in the year, **CPL Group developed a partnership with TAFE Qld, to support our reconciliation journey** in the following ways:

- The **CPL Group Sponsorship Program** was developed; this program was the first in Australia to provide educational assistance to First Nation peoples with disability.
- Through Mylestones Employment, a **Disability Employment Services (DES) referral program** was developed across 37 TAFE Queensland campuses. This enabled First Nations students with a disability to access the services of Mylestones Employment in providing career pathways, job placement and training opportunities.
- An **Internship and Employment program was developed** so students finishing their studies could join the CPL Group's Internship Program with the possibility of future employment once completed. This program is being implemented under this RAP.

2022

Acknowledgement of Country signage was developed and put up in reception areas and meeting rooms across 88 different office locations. This included acknowledging each of the local tribe/s where the offices were located across Queensland and New South Wales.

All document templates, communications and websites were updated to include the Acknowledgement of Country and this wording is now delivered at the beginning of all significant meetings.

Uluru Statement from the Heart - members of the RAPWG have attended these meetings to support the draft Referendum to support altering the Constitution to establish an **Aboriginal and Torres Strait Islander voice**.

CPL Group awarded a number of Aboriginal artists through our annual **CPL Group NAIDOC Week art competition**.

Case Studies

CPL Group Scholarship Program

As one of the deliverables in our previous RAP, CPL Group launched a Scholarship Program for Aboriginal and Torres Strait Islander peoples, predominantly focusing on those with disability.

Dana Brook

Kalbar resident Dana Brook is one of the Scholarship recipients and she is on the path to her dream career in fitness. Dana said she's grateful for the scholarship, as she's used it to help with her course fees and to pay for her commute to Brisbane from her home in Kalbar for classes.

"I was so overwhelmed when I was granted a scholarship – I was so happy. It's taken away all my financial stress, and I can now focus on studying. It's such a good feeling," she said.

Dana's focus is now on turning her passion into her profession. She can't wait to use her skills to one day be a Health and Physical Education teacher in primary school, teaching young people about the benefits of physical activity.

"For me, sport and physical exercise are fun, and it has improved both my physical and mental health, which has enabled me to study. I want a career helping people of all abilities and ages to improve their lives through physical exercise to feel good and live healthy and happy lifestyles."

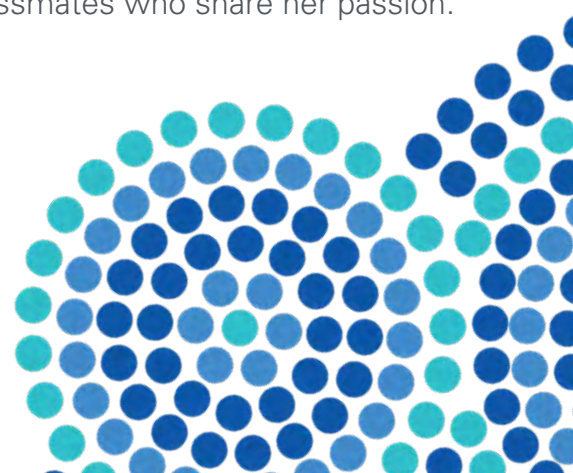
This program has been very successful and in a short time we have supported more than 23 First Nations peoples to further develop their skills, create employment pathways, and build self-esteem.

The Program provides funding to support costs such as course fees, books and other study materials, and equipment including distance learning technology.



Dana Brook
Image courtesy of TAFE Queensland (2022)

Now on her way to completing her qualification, Dana is already gaining real-world experience as a personal trainer. Her classroom is a real gym full of industry-standard exercise equipment where she trains under industry professionals, alongside classmates who share her passion.



Leigh Chui-Clark

Another recipient from the Scholarship Program is Leigh Chui-Clark from the Wadjigan Tribe. Leigh has a passion for sound production and applied for the Scholarship Program.

“Applying for the scholarship was easy, and when I opened the email telling me I’d won one, I was so relieved. It’s a significant amount of money, and it helped me pay rent and buy equipment for my studies,” Leigh said.

He’s now on track to fulfil his career goals within the audio and visual industry by studying his passion at TAFE Queensland.

“I’m studying for the diploma because I know this is my calling, and one day I hope to own an audio-visual company that goes global and gets sponsored by big brands.”

Now on his way to completing his qualification, Leigh is learning techniques to arrange and compose musical pieces and how to record, edit, and mix audio in a fun and engaging environment.



Leigh Chui-Clark
Image courtesy of TAFE Queensland (2022)

Over two years, the CPL Group sponsored **23 Aboriginal and Torres Strait Islander peoples** in Queensland to study a course of their preference at TAFE Qld

Hear about our other recipients, Karmila Saunders and Mick Lacey by scanning the QR code or visit bit.ly/46vCOQB





CPL Group Cultural Awareness Training Program

CPL Group developed an online and face-to-face training program in 2021 with consultation with local Traditional Owners, Aboriginal and Torres Strait Islander advisors, Aboriginal Training Organisations, the RAPWG and other employees throughout the organisation.

The training was designed to provide employees with a better understanding of Aboriginal and Torres Strait Islander history, the importance of cultural safety, respect, and inclusion. This program has been enthusiastically received by employees and the Board and has provided further knowledge around working in a culturally safe and respectful way when providing services to Aboriginal and/or Torres Strait Islander clients and communities.



During our last RAP we successfully completed our internal target, inviting 100% of staff to attend cultural awareness training. We now move forward developing and implementing a new cultural training and relationship building program to support our First Nations clients, employees, communities, and partners.





Our Commitment

CPL Group's actions and deliverables represent our ongoing and lasting commitment to reconciliation. We have 18 actions and 106 deliverables in our Innovate RAP, which relate to four key components of the Reconciliation Framework: Relationships, Respect, Opportunities and Governance. In support of this Framework, these actions aim to deliver positive outcomes for our clients, employees, and Aboriginal and Torres Strait Islander communities.



Relationships

CPL Group has a long history of developing and nurturing meaningful relationships. We provide disability services to help people of all ages and cultures to maximise their potential and enact their choices; from going to school, finding a job, achieving independence, and enjoying their retirement years.

We have a client, carer and family centred culture built around trust and respect and understand that these values are very important as we develop ongoing and meaningful relationships with all Aboriginal and Torres Strait Islander peoples.

To create and sustain successful relationships, we will collaborate with each community separately to ensure all needs and aspirations are met.

Through our ongoing education, collaboration, and partnership opportunities, we will work towards inclusion and make greater progress towards reconciliation.

Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and/or Torres Strait Islander stakeholders and organisations.		
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2024	Group General Manager, Services <u>Support:</u> Regional Managers Allied Health Managers
Form at least one new partnership per annum with an Aboriginal and Torres Strait Islander organisation, to support unemployment and the delivery of disability programs and services.	June 2024 & 2025	Chief Operating Officer <u>Support:</u> Group General Manager People Learning & Culture
Build relationships through celebrating National Reconciliation Week (NRW).		
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff via internal channels.	May 2024 & 2025 <i>Resources to be circulated three weeks in advance of NRW</i>	Chief Experience Officer
RAPWG members to participate in an external NRW event.	27 May – 3 June 2024 & 2025	RAPWG Chair
RAPWG to encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024 & 2025 <i>Employees to be informed three weeks prior to NRW</i>	RAPWG Chair
Organise at least one NRW event each year to further develop relationships with local Aboriginal organisations.	27 May – 3 June 2024 & 2025	RAPWG Chair
All CPL Group NRW events will be registered on Reconciliation Australia's website, nrw.reconciliation.org.au .	May 2024 & 2025	RAPWG Chair

Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.		
Develop, implement, and promote reconciliation strategies that engage staff across the CPL Group (through the NRW Events Committee and social media channels).	27 May – 3 June 2024 & 2025	RAPWG Chair <u>Support:</u> Chief Experience Officer
RAPWG members to attend quarterly Reconciliation Australia Leadership gatherings to learn from and connect with other RAP leaders.	December 2023, March, June, September, December 2024 & March, June 2025	RAPWG Chair
Continue to support the “Uluru Statement from the Heart” and other policies, that support a First Nations voice in government.	September 2023, 2024 & 2025	Group General Manager People, Learning & Culture
Continue to develop our cultural identity data program (for all employees and clients) in order to better develop targeted communications, and ensure cultural needs are understood and met.	June, December 2024 & June 2025	Chief Transformation Officer
Communicate our commitment to reconciliation publicly through existing channels such as newsletters and social media biannually.	June, December 2024 & June 2025	Marketing Manager
Provide a RAP update every 6 months in employee and client newsletters featuring RAP achievements, promoting NRW and NAIDOC events, competitions, stories, significant Aboriginal and Torres Strait Islander employee achievements, celebration of different communities we work with and promotion of key Aboriginal and Torres Strait Islander events in the regions we work with.	June, December 2024 & June 2025	RAPWG Chair <u>Support:</u> Marketing Manager
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2023 & 2024	Chief Operating Officer
Collaborate with other RAP like-minded organisations to develop ways to advance reconciliation.	December 2023 & 2024	Chief Operating Officer
Hold a launch event to celebrate the CPL Group’s new Innovate RAP that promotes the organisation’s support for reconciliation and our Aboriginal and/or Torres Strait Islander employees, communities, and clients and other cultural groups we support.	July 2023	Chief Experience Officer
Promote positive race relations through anti-discrimination strategies.		
Support and promote the “Racism Stops with Me” campaign through internal and external communication tools.	October 2023 & 2024	Group General Manager People, Learning & Culture
Continue to review HR policies and procedures to identify existing anti-discrimination provisions and future needs.	December 2023 & 2024	Human Resources Manager
Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2023 & 2024	Human Resources Manager
Review, update (as required) and communicate our anti-discrimination policy.	December 2023 & 2024	Human Resources Manager
Educate senior leaders on the effects of racism so they can support and manage employees should racism become an issue.	December 2023 & 2024	Learning & Development Manager



CPL Group is driven by values such as trust, understanding, speaking up and inclusion, which are strongly supported through respect for all Australians.

We acknowledge that Aboriginal and Torres Strait Islander peoples inhabited Australia and the surrounding Islands for thousands of years and that cultural identity is fundamental to their wellbeing.

Through cultural training, celebration and promoting meaningful engagement with the Aboriginal and Torres Strait Islander communities we work with, the CPL Group will continue to become a more inclusive organisation, where all individuals feel valued and respected.

Through the actions and deliverables outlined below, we will raise awareness and advocate for improved access to our disability services, reduce barriers to entry and create opportunities for all Aboriginal and Torres Strait Islander peoples.

Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.		
Conduct a review of cultural learning needs within our organisation with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors.	March 2024 & 2025	Group General Manager People, Learning & Culture
Provide opportunities for RAPWG members, HR Managers, and other key leadership employees to participate in formal and structured cultural learning.	June 2024 & 2025	Group General Manager People, Learning & Culture
Review our existing cultural learning strategy, update as required and implement (online and face to face) for staff to meet the following attendance rates: <ul style="list-style-type: none"> 80% of Board members to undertake/ attend cultural training activities annually 80% of the Leadership Team and employees to demonstrate annually they have participated in at least 1 recognised cultural learning activity (not including induction modules) 100% of the RAPWG to complete cultural training and attend at least one yarning circle on Country each year 100% of new employees will undertake cultural training as part of induction/ onboarding procedures. 	March 2024 & 2025	Group General Manager People, Learning and Culture <u>Support:</u> Head of Strategy
Develop an external First Nation Relationship & Partnership Building Program with current and new Aboriginal related service organisations across Queensland and New South Wales to build respect, awareness, and trust, and to extend our services to more First Nations communities and clients.	June 2024	RAPWG Chair <u>Support:</u> Group General Manager, Services Regional Managers Allied Health Managers
Develop an Aboriginal and Torres Strait Islander Community Engagement FAQs for all employees to access.	March 2024	RAPWG Chair
Develop an online cultural library, providing all employees with direct access to the organisations RAP, Aboriginal and Torres Strait Islander training modules, protocol guides, presentations, FAQs, and webinars.	March 2024	Group General Manager People, Learning & Culture



Deliverable	Timeline	Responsibility
Promote Reconciliation Australia's Share Our Pride online tool, to all staff.	May 2024 & 2025	Marketing Manager
Facilitate yarning circles between CPL Group employees, Aboriginal and Torres Strait Islander community members and Land Councils, to promote the sharing of stories, experiences and provide updates about the RAP.	October 2023 & 2024	RAPWG Chair
Conduct anonymous surveys to receive employee feedback regarding the CPL Group providing culturally safe workplaces and support for all employees.	November 2023 & 2024	Chief Experience Officer
Develop and conduct anonymous surveys focusing on identified cultural groups employed at CPL, to better understand cultural needs, and how to provide a more respectful and safe cultural work environment.	March 2024 & 2025	Chief Experience Officer

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Make our Acknowledgement of Country banner more prominent across all websites.	December 2023	Marketing Manager
Develop, implement, and communicate a "Cultural Protocol Guide" to all employees.	March 2024	RAPWG Chair
Include a QR code on the Acknowledgement of Country signage linking to the RAP.	December 2023	Marketing Manager
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2024 & 2025	Group General Manager People, Learning & Culture
Develop a register of key contacts for a Welcome to Country, for employees to access across the Group and include as part of the online Cultural Library.	March 2024	RAPWG Chair
Update current Acknowledgement of Country signage across all CPL Group locations including: <ul style="list-style-type: none"> • Framing • A paragraph and image of local community - developed with the Local Council and Elders • Placement of signage in a prominent place in meeting rooms and receptions. 	December 2023	Marketing Manager

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

RAPWG to participate in an external NAIDOC Week event.	First week in July 2023 & 2024	RAPWG Chair
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2024	Human Resources Manager
Develop opportunities leading up to and during NAIDOC Week for non-Indigenous staff to observe, celebrate and develop a respect for First Nations cultures.	July 2023 & 2024	RAPWG Chair Marketing Manager
Promote and encourage participation in internal and external NAIDOC events to all employees.	June 2024 & 2025 <i>Promote to employees 3 weeks prior to NAIDOC Week.</i>	Marketing Manager





Deliverable	Timeline	Responsibility
Display the winning NAIDOC week art competition cultural artwork, with the view to use in part or full as mural/decals in meeting rooms, staff rooms, receptions, on outdoor office fronts etc. to show support for reconciliation and our strategy around diversity and inclusion of all people.	June, July 2024 & 2025	Chief Experience Officer
Encourage clients, carers, and families to attend a NAIDOC week event as part of their activities.	June 2024 & 2025	Group General Manager Services
Promote the winner's artwork from the NAIDOC art competition to all employees across various online platforms.	July 2023 & 2024	Chief Experience Officer

Support significant days for Aboriginal and Torres Strait Islander Peoples.

Review/update (as required) and communicate the existing Corporate Calendar promoting significant days for Aboriginal and Torres Strait Islander peoples, such as NRW, NAIDOC Week, National Sorry Day, and Mabo Day.	December 2023 & 2024	Marketing Manager
Promote the Corporate Calendar on the Intranet/ social media as key events approach.	December 2023 & 2024	Marketing Manager
Recognise and participate in Sorry Day annually via social media and members of the RAPWG attending a community event.	May 2024 & 2025	RAPWG Chair
On Australia Day, we will celebrate and honour Aboriginal and Torres Strait Islander people's ancient history and cultures as part of a just and reconciled nation.	January 2024 & 2025	Group General Manager People, Learning & Culture

Visibly promote and celebrate Aboriginal and Torres Strait Islander cultures across the CPL Group.

Name at least one meeting room in each new building in the traditional language, in consultation with local Land Councils.	November 2023 & 2024	RAPWG Chair <u>Support:</u> Chief Experience Officer
Name the Boardroom and at least 1 other meeting room in CPL and Cootharinga Head Offices in consultation with Land Councils and Elders.	April 2024	RAPWG Chair <u>Support:</u> Chief Experience Officer
Include desk size Australian, Aboriginal and Torres Strait Islander flags in the main CPL Group reception.	November 2023	Chief Experience Officer
Develop new CPL Group lanyards using the RAP imagery and procure through an Aboriginal owned business.	March 2024	Marketing Manager
Offer CPL Group staff the opportunity to purchase RAP Polo Shirts to promote the organisations and everyone's support of reconciliation, diversity, and inclusion.	March 2024	Chief Experience Officer
Ensure Aboriginal and Torres Strait Islander peoples are represented across all relevant communications.	November 2023 & 2024	Chief Experience Officer
Ensure all websites and intranets are updated to reflect the CPL Group's new RAP.	July 2023	Marketing Manager



Deliverable

Timeline

Responsibility

Establish culturally appropriate collateral that raise awareness and advocate for improved access to the CPL Group’s services, for Aboriginal and Torres Strait Islander staff and clients.

Collaborate with local communities to co-design and develop our Disability and Aged Care Services.

November 2023 & 2024

Group General Manager, Services
Support:
Regional Managers
Allied Health Managers

Continue to review all existing print and digital communications (client, Board, partnership, employee, and internal governance documents) and update to be culturally respectful and inclusive.

November 2023 & 2024

Group General Manager Risk, Compliance & Safety

Develop and update annually or as required a photography and video library for internal and external print and digital communications.

March 2024 & 2025

Marketing Manager

Marketing to develop and follow Aboriginal and Torres Strait Islander Cultural Protocols for communications mentioning or showing imagery relating to First Nations peoples that have become deceased since publication.

October 2023 & 2024

RAPWG Chair
Support:
Marketing Manager

Continue to develop culturally sensitive brochures about our services that are specific to Aboriginal and Torres Strait Islander communities.

November 2023 & 2024

Marketing Manager

Develop culturally appropriate communication devices through CPL’s Communication Board Services and promote them to Aboriginal and Torres Strait Islander communities through internal and external Speech Therapists. These devices could be personalised to include Aboriginal and/or Torres Strait Islander dialect, symbols, logos, and artwork, as prescribed by the Therapist.

March 2024

Manager Mylestones
Printing





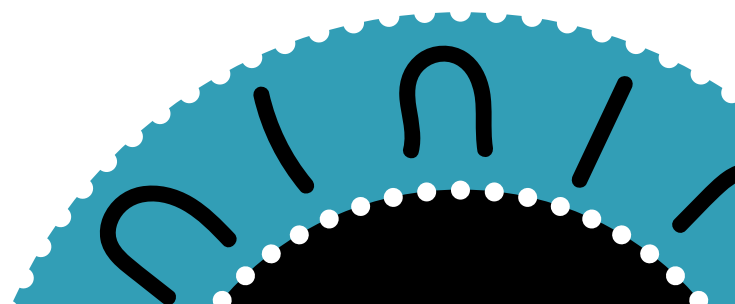
Opportunities

As a leading disability services provider, we understand the importance of engaging with clients, their families, communities, and business partners, so that we can provide services and opportunities that meet clients' needs, while remaining culturally relevant and appropriate.

By encouraging and embracing diversity, we work with people from different backgrounds, cultures, and genders, that further supports the communities we work with.

Through our RAP, we aim to provide more opportunities for Aboriginal and Torres Strait Islander employees and clients, including employment pathways, expansion of our programs, procurement opportunities and developing and embedding new processes.

Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.		
Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention, and professional development strategy.	June 2024	Group General Manager People, Learning & Culture
Develop and implement an Aboriginal and Torres Strait Islander retention and professional development strategy.	June 2024 & 2025	Group General Manager People, Learning & Culture
Explore and develop an Employment Program to increase the number of Aboriginal and Torres Strait Islander employees employed to support the organisations diversity and inclusion aspirations.	February 2024	Group General Manager People, Learning & Culture <u>Support:</u> Head of Strategy
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2024	Human Resources Manager
Review HR and recruitment policy and procedures to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	April 2024 & 2025	Human Resources Manager
Partner with organisations that focus on Aboriginal and Torres Strait Islander employment opportunities across Queensland and New South Wales and advertise job vacancies on First Nations media platforms.	June 2024 & 2025	Human Resources Manager
Include an Aboriginal and/or Torres Strait Islander member of staff (where possible) on interview panels when recruiting for Aboriginal and/or Torres Strait Islander specific roles and/or for roles that predominantly service the local Aboriginal and Torres Strait Islander communities.	April 2024 & 2025	Human Resources Manager



Deliverable	Timeline	Responsibility
Create opportunities for Aboriginal and Torres Strait Islander employees to gain new skills, by participating in the preparation of tender submissions relating to procurement, with commercial organisations.	December 2023	Procurement Manager
Increase training opportunities for Aboriginal and Torres Strait Islander peoples through Scholarship and Internship opportunities.		
Continue to implement and promote a culturally appropriate scholarship program with TAFE Qld to support eight Aboriginal and Torres Strait Islander peoples per annum, wanting to pursue post-secondary education.	July 2023 & 2024	Chief Operating Officer
Explore future partnership and joint sponsorship opportunities to support students studying in the health sector to gain clinical placement experience in regional and remote areas across Qld and NSW.	March 2024 & 2025	Chief Operating Officer
Explore opportunities to work with the Cowboys Community Foundation and other like organisations to provide work placement opportunities for students studying in related fields.	March 2024 & 2025	Chief Operating Officer
Continue providing career pathways, job placement and training opportunities via Milestones Employment (ME), for all eligible Aboriginal and Torres Strait Islander students with a disability, who are in their final year of post-secondary education and would like to use ME to secure employment.	December 2023, June, December 2024 & June 2025	Group General Manager, Milestones
Explore opportunities to establish an internship program that supports Aboriginal and Torres Strait Islander students studying in the disability sector, to be able to gain experience within the CPL Group, with the possibility of further employment.	March 2024 & 2025	Group General Manager People, Learning & Culture
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
Update our Procurement Policy and Guides to include our Aboriginal and Torres Strait Islander Procurement Guidelines to support improved economic and social outcomes.	December 2023	Procurement Manager
Set annual procurement targets and identify/ target specific industries to work with Aboriginal businesses.	December 2023	Procurement Manager
Develop three new commercial relationships per year and maintain existing relationships with Aboriginal owned businesses.	June 2024 & 2025	Procurement Manager
Develop a register of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services; communicate to employees via the Intranet.	December 2023	Procurement Manager
Train relevant employees in contracting Aboriginal owned businesses through Supply Nation or an equivalent organisation.	June 2024 & 2025	Procurement Manager

Deliverable	Timeline	Responsibility
Review and update procurement practices and service agreements to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2023	Procurement Manager
Investigate opportunities to partner with local Aboriginal and Torres Strait Islander Chambers of Commerce across the regions where the CPL Group offers services.	October 2024	Chief Operating Officer
Improve Aboriginal and Torres Strait Islander health outcomes by supporting First Nations service delivery.		
Develop a list of strategic partnerships with Aboriginal and Torres Strait Islander service providers to advocate on behalf of First Nations people with disability.	May 2024	Chief Operating Officer
Develop and implement a program to work with other service organisations to provide a simple model for Aboriginal and Torres Strait Islander communities/ peoples to access each of the individual services.	August 2024	RAPWG Chair <u>Support:</u> Group General Manager Services Regional Managers Allied Health Managers





CPL Group’s Governance structure is supported by the Board of Directors, Executive, Steering Committees, Employees and Business Partners.

Representatives from the RAP Working Group (RAPWG) are invited to meetings to provide updates and to help guide the implementation of RAP initiatives. The RAPWG includes representatives from all areas of the organisation across Queensland and Northern New South Wales, including Aboriginal and Torres Strait Islander peoples and non-Indigenous people.

Deliverable	Timeline	Responsibility
Establish and maintain an effective RAPWG to drive governance of the RAP.		
Maintain an effective RAPWG to drive governance for the RAP.	September, December 2023, March, June, September, December 2024 & March, June 2025	Group Chief Executive Officer
Maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	December 2023 & 2024	Group General Manager People, Learning & Culture
Review the Terms of Reference for the RAPWG.	March 2024 & 2025	RAPWG Chair
Meet at least four times per year to drive and monitor the implementation of the RAP.	March, June, September, December 2023, 2024 & 2025	RAPWG Chair
Continue to build internal awareness of the RAPWG to engage staff and continue interest in joining/supporting the working group.	June, December 2023 & 2024	RAPWG Chair
Provide appropriate support for effective implementation of RAP commitments.		
Review ongoing resource needs for RAP implementation.	June 2024	Chief Operating Officer
Report quarterly to the CPL Group’s Executive Management Team, to maintain the RAP as an endorsed project.	September, December 2023, March, June, September, December 2024 & March, June 2025	RAPWG Chair
Embed key RAP actions in performance expectations of Management and employees so they become business as usual.	October 2023, April 2024 & 2025	Chief Operating Officer
RAP Budget to be developed each year and approved by ELT and managed by Finance.	May 2024 & 2025	RAPWG Chair <u>Support:</u> Chief Finance Officer
Maintain an internal RAP Champion from the Senior Executive Team.	July 2023 & 2024	Group Chief Executive Officer

Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.		
Develop and implement processes to track, measure, and report on RAP activities.	December 2023	RAPWG Chair
Contact Reconciliation Australia to ensure that our primary and secondary contacts are up to date to ensure we are receiving important correspondence.	June 2024 & 2025	RAPWG Chair
Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	1 August 2023 & 2024	RAPWG Chair
Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	December 2024	RAPWG Chair
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023 & 2024	RAPWG Chair
Provide updates to the Board at least 6-monthly.	June, December 2023, 2024 & 2025	Group Chief Executive Officer
Communicate updates and achievements to all staff regarding the RAP, at least 6-monthly.	June, December 2023, 2024 & 2025	RAPWG Chair <u>Support:</u> Marketing Manager
Annually report our RAP achievements, challenges, and learnings, via Annual Reports, websites, and other communication channels.	October 2023 & 2024	Chief Experience Officer
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	RAPWG Chair
Continue our reconciliation journey by developing our next RAP.		
Register our intention to begin the development of our next RAP, via Reconciliation Australia's website.	December 2024	RAPWG Chair
Liaise with Reconciliation Australia while developing our next RAP, based on learnings, challenges and achievements.	February 2025	RAPWG Chair
Send the draft RAP to Reconciliation Australia for feedback and formal endorsement.	March 2025	RAPWG Chair
Communicate the CPL Group's new RAP on Reconciliation Australia's website.	July 2025	RAPWG Chair





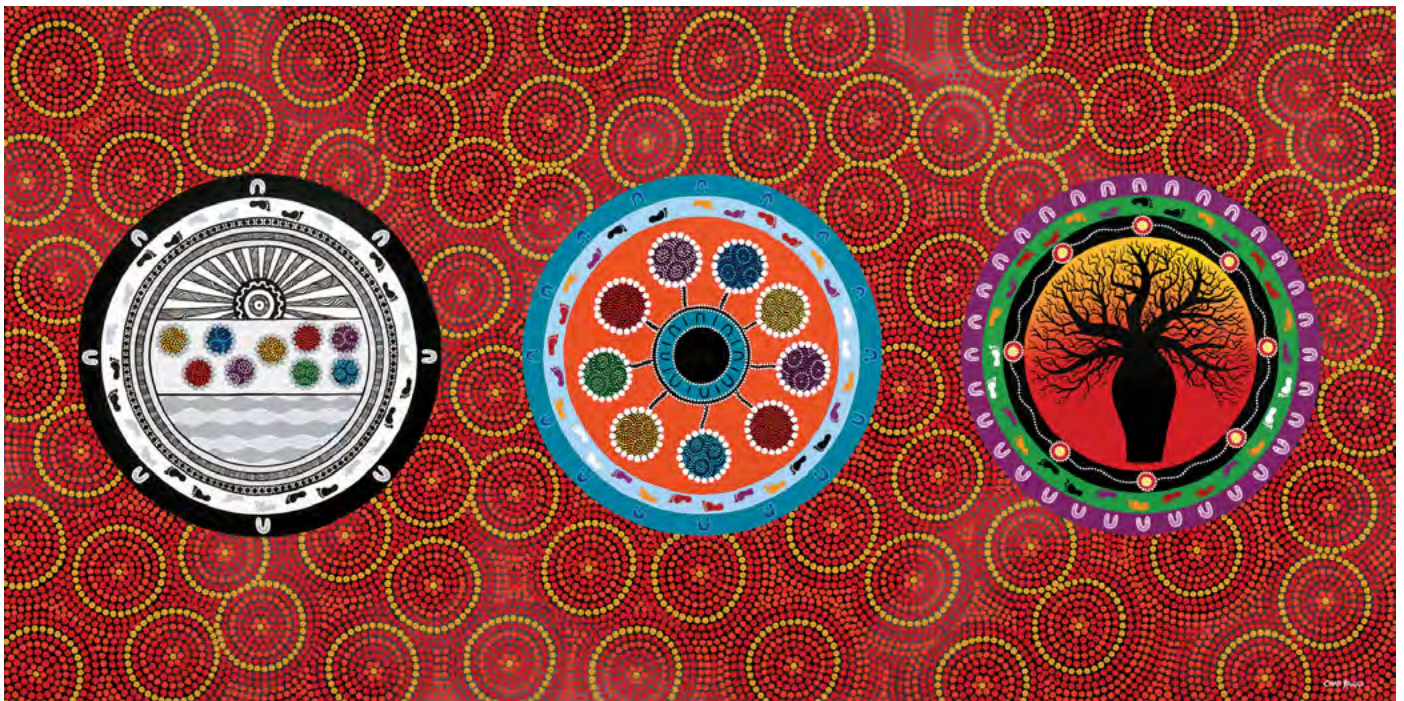
About the Artwork

Together we can do so much.

The artwork supporting our Innovate Reconciliation Action Plan represents the celebration and continued journey of the CPL Group, our commitment to reconciliation and aligning our RAP with the Group's purpose and values.

Everything is linked visually by symbols, indicating growth, connection, support, and equality.

Below: Past Present Future by Chad Briggs



About the Artist

Our RAP artwork was created by Chad Briggs, a self-taught First Nations artist from South-East Queensland.

Chad's style incorporates techniques from the Muralag peoples from Torres Strait, and the Noongar peoples from Western Australia.

Below: Chad Briggs, Artist of Past Present Future with Rhys Kennedy, Group CEO



Scan the QR Code to learn more about Chad Briggs and his work or visit youtu.be/-Li-R9b3VP4



Feedback

If you have any comments or questions about our RAP, we would love to hear from you.



Phone

Call us on 1800 275 753



Mail

CPL Group Level 2,
340 Adelaide Street
Brisbane Qld 4000



Online

Use the contact form on our website cpl.org.au, click on "Contact Us" at the top of the page and complete the form.



Scan the QR Code

or visit [cpl.org.au/
contact-us](http://cpl.org.au/contact-us)

Contact:

Murray Sandon

CPL Group General Manager –
People, Learning & Culture

RAP@cpl.org.au

The CPL Group acknowledges the Traditional Custodians of country throughout Australia and we pay our respects to Elders, past, present, and emerging. We are committed to honouring Aboriginal and Torres Strait Islander peoples and their unique cultural and spiritual relationship to land, water and seas and their rich contribution to society.