

CALLEO GROUP

REFLECT RECONCILIATION ACTION PLAN

September 2022 – September 2023



**RECONCILIATION
ACTION PLAN**

REFLECT

Directors' Message

Yumalundi ('Welcome' from Ngunnawal country)

We are excited to have developed our Reflect Reconciliation Action Plan (RAP). This Reflect RAP enhances our awareness of, and our commitment to, our fellow Indigenous Australians. In gaining this understanding we are committed to help 'close the gap' for Australian Aboriginal and Torres Strait Islander people. As part of our commitment, we have created our unique Indigenous artwork for the Calleo Group, and we have commissioned artists from all over Australia to provide paintings to enhance our understanding and appreciation of our Indigenous histories and cultures. Our primary focus, however, is to grow our partnerships to provide better outcomes for First Nations people by providing multi-year program funding wherever possible to enhance sustainable outcomes.

As a specialist recruitment company, the Calleo Group was established to deliver skilled resources to our clients whilst supporting Indigenous causes through the Calleo Indigenous Community Fund (CICF): specifically, the enhancement of employment, education, and career development opportunities for Aboriginal and Torres Strait Islander people. Our focus is to help and empower First Nations people by supporting worthwhile initiatives across the sectors of education and training, healthcare and wellbeing, sports development, leadership, and capacity-building of Indigenous organisations. To enable input from our staff, and to better advise the Board, we have established a Development Advisory Committee (DAC) to monitor the implementation of our RAP, consider project proposals and monitor progress on existing projects. To ensure relevant expertise and impartiality on our DAC we are fortunate to have attracted Indigenous colleagues to assist us.

Our Reflect RAP is for the entire Calleo Group. We are extremely encouraged by the commitment from all our staff to better understand Indigenous histories, cultures, and the challenges to be overcome in contributing to the important process of reconciliation in Australia. At Calleo we realise that we are on a journey. This Reflect RAP is an important and critical step on our journey, helping us to achieve a better understanding of, and reconciliation with, our fellow Indigenous Australians. As well as providing opportunities to First Nations people, we are keen to recruit additional Indigenous staff and to assist Indigenous contractors in securing meaningful employment.

Dhjan Yimaba ('Thank you' from Ngunnawal country)

Calleo Group Directors

Mel Brown (proud Ngunnawal woman), John Lewis, David Bain-Smith, Paul Allen and Gavin Campbell



Message from Reconciliation Australia

Reconciliation Australia welcomes Calleo Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Calleo Group joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Calleo Group to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Calleo Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine, Chief Executive Officer, Reconciliation Australia



CALLEO'S UNIQUE ARTWORK

My name is Melinda Brown, known as Mel. I am a proud Ngunnawal woman from Canberra, with links to Ngarigo through my great grandfather. However, I have been living in Bundjalung Country for several years now. I am also a Director of Calleo Indigenous Pty Ltd, and the Founder of Spirit Dreaming which provides training and capacity-building resources for First Nations people.

My family name is Blewitt and my great Grandfather, Nigger Blewitt, was a Ngarigo man born on the banks of the Cooma River, and my family has lived in Canberra as Ngunnawal people for more than five generations. Painting provides me with a medium and opportunity to visually tell stories. The old saying that “a picture is worth a thousand words” accurately describes my passion for painting, as every eye sees something different which is meaningful to the seer. The wisdom is found within the way the seer interprets the painting and the message and feelings which accompany the experience.

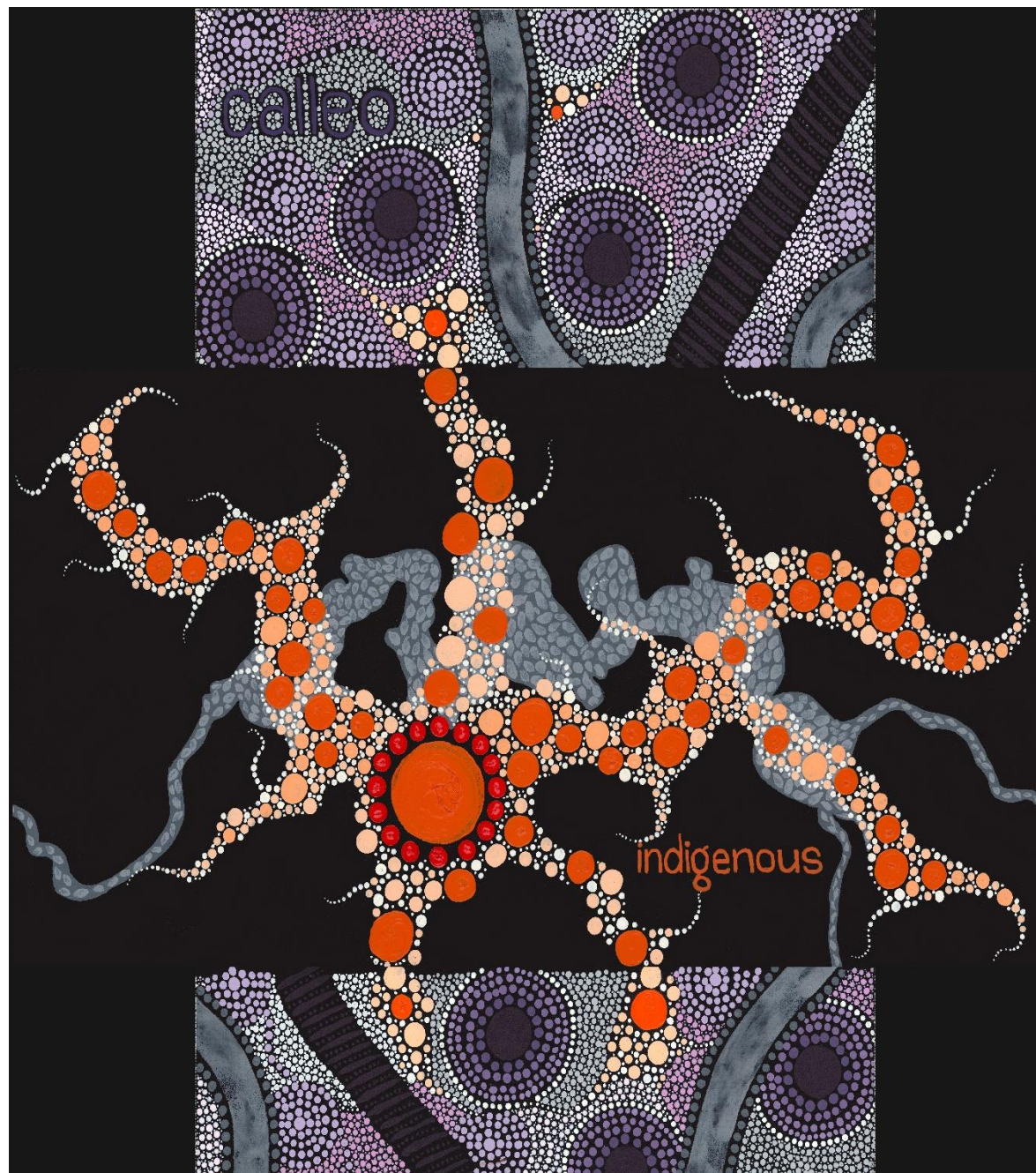
The title of our Calleo painting is *BUNI GAUAR YURWAN*, which in Ngunnawal language means “make heart strong”. For me, making our hearts strong, means having opportunities for growth and success, which can increase our sense of resilience and add to our self-esteem. With a strong heart we can all achieve reconciliation. I believe that when a person’s sense of purpose is increased, it impacts positively on their overall wellbeing. This is how my art inspires me, and hopefully all of us at Calleo.

Education, training and employment are very important ways to help inspire us. For those who can benefit from these opportunities they can often find satisfaction in knowing they’re contributing to their communities, families and themselves, thereby achieving outcomes for future generations ... for their children, grandchildren, great grandchildren ... and beyond.

The story of my artwork

I like to work in layers, as it depicts the complexities of a story ... the same story which may be interpreted differently, but with the hope to extract a similar sense from those who view it. In *BUNI GAUAR YURWAN*, the back purple layers represent the many communities and families who make-up the broader Canberra region. The communities within communities, the families within families, and importantly, the individuals who are the platforms from which our families and communities are built and sustained. The black and grey tracks represent the rivers and pathways that connect our families and communities and lead us to the front layer, which is Canberra. The purple in the front layer represents Lake Burley Griffin which follows the path of the Molonglo River. In time the river became Lake Burley Griffin and became the centrepiece for the Canberra community, the 'Meeting Place'. My Mum tells of childhood stories of playing at the river when the work was being done to create the lake, and how over a short time the landscape changed and a lake was born. The large orange circle represents the Calleo's Head Office at Yarralumla near Lake Burley Griffin, and the medium sized orange dots represent the many workplaces that Calleo partners with - the smaller dots being the individuals in those workplaces who contribute to their families and their communities, and through their work have the potential to influence far beyond the reach of Canberra.

Through the story of my artwork, Calleo has been inspired to commission similar Indigenous art from all over Australia. By displaying this artwork in our workplaces and throughout the community Calleo helps raise consciousness of the importance of reconciliation for Australia's future.



CALLEO'S VISION FOR RECONCILIATION

Calleo's vision for reconciliation is to be an organisation that understands, acknowledges and respects Aboriginal and Torres Strait Islander shared histories, cultures and peoples. We see a future where all Australians are reconciled and where equality of opportunity exists for all Indigenous Australians. To achieve this, Calleo is committed to learning more about our fellow Indigenous Australians and helping to 'close the gap' for them in accordance with their priorities.

Our Business

Calleo's business is to source and recruit skilled professionals to fulfil the requirements of our clients for both labour-hire and permanent recruitment. We do this by adhering to our core values: outcome focussed, service orientated, experienced, genuine, team orientated, committed, flexible and trusted.

We offer our clients the highest quality of specialised candidates in the disciplines of information technology, finance, data management, professional support services, SAP delivery and scribing services. We remain dedicated to helping our clients solve their ongoing challenges, and we work in the best interests of our contractors by offering roles that reflect their individual skills and goals, building trust and confidence to assist them reach their career goals.

Calleo has a proven track record of successfully delivering client outcomes whilst supporting the career aspirations of our staff and our contractors. In doing so, Calleo is one of Australia's fastest growing and most respected skills providers. Since its establishment in 2015, the Calleo Group has grown to 30 staff and almost 300 contractors. Three of our current staff are Indigenous, and we have successfully engaged several Indigenous contractors for our Government clients. We are committed to attracting more Indigenous employees and contractors, whilst actively building and practising reconciliation.

From our Head Office in Canberra to our Melbourne Office, we support our clients and contractors throughout Australia, with plans to open an office in Brisbane in 2022.

A significant percentage of our revenue is allocated to our Calleo Indigenous Community Fund (CICF), from which we are able to attract and support Indigenous projects. We use our CICF exclusively to support our project partners, with all ancillary costs (including for our RAP, artwork acquisition, sponsorship and salaries) funded separately by Calleo.

Our RAP

At Calleo we are wholeheartedly committed to contributing positively to reconciliation, and we understand that we are on a journey of learning and action. One of our companies is registered as *Calleo Indigenous Pty Ltd*, and we have established the CICF to ensure we can connect with and productively assist more Indigenous Australians to realise their potential. This is why our Reflect RAP is so important to us: it unites everyone within the Calleo Group, it highlights our partnerships with First Nations people, and it provides an essential blueprint for us to monitor and build upon.

We intend to implement our RAP by initially involving our staff, and by keeping our clients and contractors fully informed by seeking their advice and support. Our RAP Champion is Director Mel Brown, a proud Ngunnawal woman and co-owner of Calleo Indigenous Pty Ltd. To monitor progress of our RAP, and to consider and monitor our projects, we have appointed a Development Advisor and established a Development Advisory Committee (DAC) comprising staff and external Indigenous experts.

At Calleo, we recognise that we are at the early stages of our reconciliation journey. However, as shown by the actions in our RAP, we have already established strong partnerships with Indigenous organisations and communities, and we are committed to institutionalising cultural awareness and reconciliation throughout the Calleo Group.

Our current partnerships and activities

Through our CICF we have established partnerships with several organisations to undertake projects that promote reconciliation. We are committed to progressively increasing our support to provide more opportunities for Aboriginal and Torres Strait Islander men, women, and children. In summary, our current major projects include:

- **Indigenous education, training & leadership**
 - provision of Calleo Indigenous Bursaries to the Gallipoli Scholarship Fund for disadvantaged descendants of Indigenous Veterans to undertake tertiary study;
 - provision of Calleo Indigenous Scholarships for disadvantaged Indigenous students attending the University of Canberra, the Australian National University, RMIT University, Newcastle University and Griffith University;
 - provision of Calleo Indigenous Leading the Way Scholarships to the Australian Indigenous Leadership Centre for deserving Indigenous people to undertake Certificate IV and Certificate II courses;
 - support to Enrise / Need-a-Tutor to provide tutoring support to disadvantaged Indigenous senior high school students; and
 - support to the Institute for Economics and Peace to undertake Positive Peace workshops with local Indigenous partners to reduce rates of Indigenous incarceration.
- **Indigenous community health**
 - support to the Canberra Hospital Foundation to improve Indigenous health and wellbeing;
 - support to Karinya House in Canberra to provide an Indigenous case worker; and
 - support to Nelly's Healing in Sydney to conduct women's workshops.
- **Indigenous sports development**
 - support to Royals Canberra Rugby Union Indigenous Opportunity Program.
- **Indigenous capacity-building**
 - support to Katungul Aboriginal Corporation Regional Health & Community Services on the far south coast of NSW;

- support to the Dr Steve Burroughs Foundation to undertake meaningful Indigenous community activities in remote regions;
- support to the Coonamble Neighbourhood Centre in NSW to undertake financial training of Indigenous women; and
- support to the NSW Northern Border Senior Access Centre to enable family attendance at remote high school graduation ceremonies.

At Calleo, we actively encourage Indigenous organisations and people to submit project proposals for multi-year funding. Our goal is to commit and sustain around \$500k per annum to Indigenous community programs by June 2023.

In addition to the projects funded through the CICF, Calleo has to date provided sponsorship to the Koori Comedy Festival and to the Australian Family Group Conferences for Aboriginal Wellbeing. We will continue to consider providing sponsorship to worthwhile Indigenous events.

- **Community partnerships (additional to those listed above)**

At Calleo we have:

- instituted mandatory cultural awareness training for all staff, delivered by experienced Indigenous trainers;
- engaged a local Indigenous business named Nations Connect Pty Ltd to partner and advise us in designing our Reflect RAP; and
- developed an Indigenous business named Calleo Indigenous Pty Ltd in collaboration with the Ngunnawal community.

- **Internal activities/initiatives**

- Developed the CICF to fund Indigenous programs.
- Appointed a salaried Development Advisor and established a DAC to develop and monitor our RAP and advise the Board on Indigenous projects. The DAC includes independent Indigenous advisors who are remunerated.

Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander	<ul style="list-style-type: none"> • Identify Aboriginal and Torres Strait Islander stakeholders and organisations with priority given to locations where Calleo is present. <ol style="list-style-type: none"> I. Identify local Aboriginal and Torres Strait Islander groups/organisations that would benefit from Calleo’s services. II. Identify local networks that Aboriginal and Torres Strait Islander people’s access for information that Calleo could utilise. 	September 2022	Lead: Business Support Officer Support: Business Support Officer

stakeholders and organisations.	<p>III. Engage the ACT Aboriginal and Torres Strait Islander Elected Body (ATSIEB) to seek opportunities to collaborate.</p> <p>IV. Identify Government funded services and bodies that assist Aboriginal and Torres Strait Islander businesses and organisations.</p> <p>V. Collaborate with local Aboriginal and Torres Strait Islander groups/organisations to deliver needed services.</p>		
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	September 2022	Lead: National Account Director (SA)
	<ul style="list-style-type: none"> Investigate what Aboriginal and Torres Strait Islander peak bodies national standards/targets are regarding the fields Calleo implements their services. 	September 2022	Lead: Managing Consultant (VIC) Support: Accounts Officer
	<ul style="list-style-type: none"> Identify local Aboriginal and Torres Strait Islander organisations to collaborate with regarding services Calleo provide. 	September 2022	Lead: National Account Director (TGA)
	<ul style="list-style-type: none"> Investigate into development of partnerships with local Aboriginal and Torres Strait Islander organisations. 	September 2022	Lead: Managing Consultant (QLD)
	<ul style="list-style-type: none"> Explore opportunities to have members of the Aboriginal and/or Torres Strait Islander communities participate in RAP actions/journey where Calleo is located. 	December 2022	Lead: Managing Consultant (QLD)

	<ul style="list-style-type: none"> Identify opportunities for Calleo to engage and liaise with the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS), ACT ATSIEB and other relevant bodies and organisations in the ACT, and equivalent bodies in locations where Calleo operates. 	September 2022	Lead: National Account Director (TGA) Support: Managing Consultant (QLD)
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2023	Lead: Managing Consultant (SAP)
	<ul style="list-style-type: none"> Staff, including DAC members to participate in an external NRW event. 	May 2023	Lead: Business Support Officer Support: All Staff
	<ul style="list-style-type: none"> Collaborate with an Indigenous business/organisation to create an event for staff and clients during NRW. 	May 2023	Lead: Managing Consultant (SAP)
	<ul style="list-style-type: none"> Collaborate with other local organisations participating in NRW events. 	May 2023	Lead: Managing Consultant (SAP)
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	May 2023	Lead: Directors
	<ul style="list-style-type: none"> Hold a stall at a local NRW event to spread awareness of Calleo's commitment to reconciliation. 	May 2023	Support: Delivery Manager & CICF Development Advisor
3. Promote reconciliation	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	September 2022	Lead: Directors Support:

through our sphere of influence.	<ul style="list-style-type: none"> I. Develop, endorse and launch the Calleo RAP. II. Produce and distribute bi-annual Newsletter to clients, partners, staff and contractors. III. Promote activities and respected Indigenous spokespeople on social media, Newsletters and website. IV. Update website and include RAP progress. V. Review and update Calleo staff induction package to reflect and acknowledge Aboriginal and Torres Strait Islander cultures, communities and Indigenous business. 		General Manager/s
	<ul style="list-style-type: none"> • Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	December 2022	Lead: Directors Support: DAC Members
	<ul style="list-style-type: none"> • Identify partners and like-minded organisations that we could approach to collaborate with on our reconciliation journey. <ul style="list-style-type: none"> I.Engage local Aboriginal and Torres Strait Islander and Non-Indigenous organisations that possess a RAP. II.Explore collaboration on actions within each organisation’s RAP. 	December 2022	Lead: Directors, Support: DAC Members & Delivery Manager
	<ul style="list-style-type: none"> • Maintain liaison with Reconciliation Australia and attend the annual RAP Conference to enhance knowledge. 	August 2023	Lead: CICF Advisor, Support: DAC Members
4. Promote positive race relations through anti-	<ul style="list-style-type: none"> • Research best practice and policies in areas of race relations and anti-discrimination. 	August 2023	Lead: National Account Director (SA) Support: Business Support Officer

discrimination strategies.	<ul style="list-style-type: none"> Explore training opportunities to build Calleo’s best practice policy on race relations and anti-discrimination. 	August 2023	Lead: Delivery Manager Support: Managing Consultant (VIC)
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	August 2023	Lead: Managing Consultant (VIC) Support: Delivery Manager

Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within Calleo. 	March 2023	Lead: General Managers
	<ul style="list-style-type: none"> Enhance understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	August 2023	Lead: Managing Consultant (ACT) National Support: Account Director (DoH) & Assistant Accountant

cultural learning.	<ul style="list-style-type: none"> Invite local Elders from communities where Calleo offices operate to provide awareness training highlighting local stories and cultures. 	December 2022	Lead: Senior Consultant (ACT) Support: Assistant Accountant
	<ul style="list-style-type: none"> Procure and display map of Indigenous Australia in the workplace, on the website and in relevant Calleo publications. 	September 2022	Lead: Customer Experience Officer Support: Delivery Manager
	<ul style="list-style-type: none"> Develop and maintain an office library (online and hardcopy) consisting of resources on Aboriginal and Torres Strait Islander culture and community. 	August 2023	Lead: Consultant (ACT) Support: Senior Consultant (ACT)
	<ul style="list-style-type: none"> Engage Indigenous organisation or business to review Calleo and identify cultural learning needs. 	August 2023	Lead: Business Support Officer Support: Consultant (VIC)
	<ul style="list-style-type: none"> Share stories of Indigenous cultures and lands through internal communications. 	August 2023	Lead: CICF Advisor Support: DAC Members
	<ul style="list-style-type: none"> Investigate, and if feasible, conduct a quarterly quiz to encourage Calleo staff and contractors to learn and test their knowledge of Aboriginal and Torres Strait Islander cultures, communities, languages and histories. 	August 2023	Lead: Consultant (ACT)

			Support: Senior Consultant (ACT)
	Invite local Elders from communities where Calleo offices operate to provide awareness training highlighting local stories and cultures.	December 2022	Lead: Assistant Accountant Support: Senior Consultant (ACT)
6. Incorporate Aboriginal and Torres Strait Islander art and languages into the Calleo workplace.	<ul style="list-style-type: none"> Investigate, and if feasible, incorporate Aboriginal artwork into Calleo merchandise and corporate resources. 	April 2023	Lead: Marketing Manager Support: Managing Consultant (VIC) & Managing Consultant (ACT)
	<ul style="list-style-type: none"> Incorporate Aboriginal artwork into Identified job advertisements online. 	August 2023	Lead: Marketing Manager/Co-ordinator Support: Managing Consultant (ACT)
	<ul style="list-style-type: none"> Procure native/Aboriginal plants for placement in the Calleo offices. 	September 2022	Lead: Managing Consultant (ACT)

			Support: Assistant Accountant
	<ul style="list-style-type: none"> Display relevant Indigenous artwork and Uluru Statement From the Heart in the workplaces and explore including it on Calleo merchandise, uniforms, and publications. 	March 2023	Lead: Senior Consultant (ACT) Support: Managing Consultant (VIC)
	<ul style="list-style-type: none"> Explore obtaining an Indigenous name for Calleo. 	May 2023	Lead: Business Support Officer Support: DAC Members
	<ul style="list-style-type: none"> Explore incorporating some Indigenous language into the workplace, communications and advertising. 	July 2023	Lead: Customer Experience Officer Support: DAC Members
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters where Calleo is operating. 	September 2022	Lead: Managing Consultant (ACT) Support: Business Support Officer
	<ul style="list-style-type: none"> Explore collaborating with Indigenous community and/or groups to raise awareness of Traditional Owners/Custodians lands and waters in areas where Calleo works. 	September 2022	Lead: Managing Consultant (PSS)

	<ul style="list-style-type: none"> • Increase our staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. I.Distribute and promote the ATSIEB's Aboriginal and Torres Strait Islander Engagement Protocols that include guidelines relating to Welcome to Country and Acknowledgement of Country. 	September 2022	Lead: National Account Director (DoH) Support: Business Support Officer
	<ul style="list-style-type: none"> • Incorporate Acknowledgement of Country on the Calleo Website and publications. 	September 2022	Lead: Marketing & Comms Manager Support: Delivery Manager
	<ul style="list-style-type: none"> • Incorporate Acknowledgement of Country into Calleo email signature blocks. 	September 2022	Lead: Marketing & Comms Manager Support: Delivery Manager
	<ul style="list-style-type: none"> • Incorporate Acknowledgement of Country into internal corporate documents – Invoices, Tender responses, letterheads, etc. 	September 2022	Lead: Marketing & Comms Manager Support: Delivery Manager

	<ul style="list-style-type: none"> • Incorporate Acknowledgement of Country into all Calleo meetings as a standing agenda item. 	September 2022	Lead: Delivery Manager
	<ul style="list-style-type: none"> • Place Acknowledgement of Country plaques in all Calleo's offices. 	September 2022	Lead: Marketing & Comms Manager Support: Delivery Manager
	<ul style="list-style-type: none"> • Invite local Indigenous Elders to deliver a Welcome to Country at Calleo events. 	September 2022	Lead: Marketing & Comms Manager Support: Delivery Manager
	<ul style="list-style-type: none"> • Explore translating Acknowledgement of Country into local Indigenous languages where Calleo operates. 	December 2022	Lead: Business Support Officer Support: Delivery Manager
	<ul style="list-style-type: none"> • Display Aboriginal and Torres Strait Islander flags within Calleo office premises. 	December 2022	Lead: Customer Experience Officer
8. Build respect for Aboriginal and Torres Strait Islander cultures and	<ul style="list-style-type: none"> • RAP Working Group to participate in an external NAIDOC Week event. 	July 2023	Lead: CICF Development Advisor Support: DAC Members

histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff, contractors and clients about the meaning of NAIDOC Week.	July 2023	Lead: Senior Consultant (ACT)
	<ul style="list-style-type: none"> Directors' message to staff to learn from and participate in NAIDOC events. Incorporate the history and meaning of NAIDOC Week into Calleo cultural awareness training. 	July 2023	Lead: Managing Director Support: Directors
	<ul style="list-style-type: none"> Incorporate meaning of NAIDOC Week and events into staff induction package. 	September 2022	Manager Lead: Delivery Manager Support: Marketing & Comms
	<ul style="list-style-type: none"> Share NAIDOC Week information through Calleo website, social media, Newsletters and networks. 	July 2023	Lead: Marketing & Comms Manager Support: Delivery Manager
	<ul style="list-style-type: none"> Promote NAIDOC Week external events in our local areas. 	June 2023	Lead: Marketing & Comms Manager Support: Delivery Manager
	<ul style="list-style-type: none"> Identify local NAIDOC Week events that staff, contractors and clients can participate in. 	June 2023	Lead: Managing Consultant (Defence)

	<ul style="list-style-type: none"> Develop communicate for Calleo staff, contractors and clients to promote awareness of NAIDOC Week information and events. 	June 2023	Lead: Marketing & Comms Manager Support: Delivery Manager
	<ul style="list-style-type: none"> Develop policies and provide leave entitlements for Calleo staff to attend Indigenous events including during NAIDOC Week. 	June 2023	Lead: Delivery Manager Support: General Manager (VIC), Managing Director
	<ul style="list-style-type: none"> Explore Calleo sponsoring an award at NAIDOC Balls where Calleo has a presence. 	June 2023	Lead: CICF Development Advisor Support: DAC Members
	<ul style="list-style-type: none"> Encourage Calleo staff to volunteer their assistance at local NAIDOC Week events. 	June 2023	Lead: Managing Consultant (Defence)

Opportunities			
Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within Calleo. 	May 2023	Lead: Managing Director Support: General Manager/s

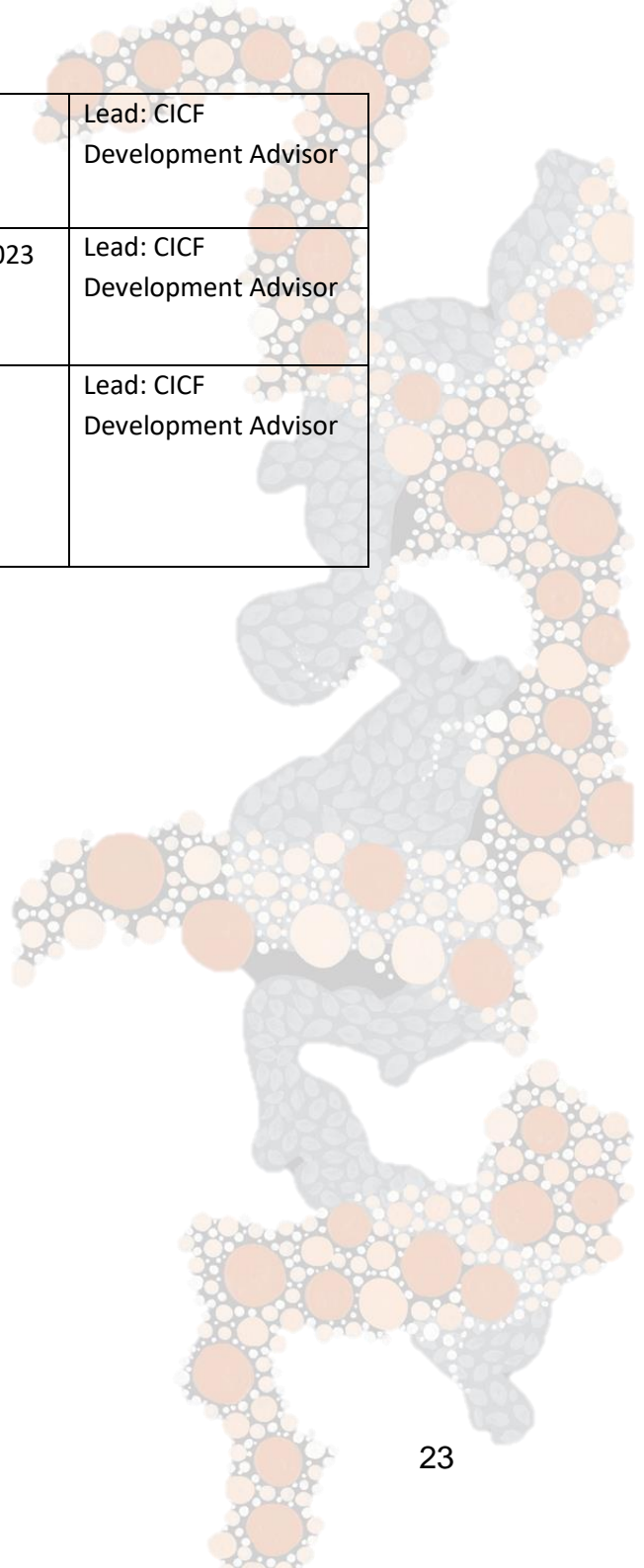
recruitment, retention and professional development.	<ul style="list-style-type: none"> Explore creating 'Identified' positions within Calleo staff. 	May 2023	Lead: Managing Director Support: General Manager/s
	<ul style="list-style-type: none"> Include in job advertisements for staff and contractors, 'Aboriginal and Torres Strait Islander people are particularly encouraged to apply'. 	September 2023	Lead: Marketing and Comms Manager Support: Delivery Manager
	<ul style="list-style-type: none"> Encourage and enable Aboriginal and Torres Strait Islander staff to participate in higher learning/training/development. 	September 2023	Lead: Delivery Manager
	<ul style="list-style-type: none"> Maintain an Indigenous employment register for staff and contractors. 	September 2023	Lead: Delivery Manager
	<ul style="list-style-type: none"> In collaboration with universities and other relevant partners, develop and implement a Calleo Indigenous Intern program for work experience within Calleo and with our clients. 	December 2022	Development Advisor, Managing Director & Senior Consultant (ACT)
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander business networks relevant to Calleo. 	September 2022	Managing Consultant (PSS)
	<ul style="list-style-type: none"> Develop and maintain an Indigenous business register. 	September 2023	Lead: Delivery Manager
	<ul style="list-style-type: none"> Seek obtaining Supply Nation membership for Calleo. 	September 2023	Lead: Delivery Manager
	<ul style="list-style-type: none"> Engage a local Indigenous business to facilitate development and assist implementation of the RAP. 	September 2023	Lead: Delivery Manager

	<ul style="list-style-type: none"> Wherever possible, procure services from Aboriginal and Torres Strait Islander owned businesses. 	September 2023	Lead: Delivery Manager
	<ul style="list-style-type: none"> Consider opportunities for Calleo to participate and/or sponsor Indigenous business networks and expos. 	September 2023	Lead: Delivery Manager Support: General Manager (VIC)
	<ul style="list-style-type: none"> Explore procuring Indigenous business to review services and projects in order to incorporate Aboriginal and Torres Strait Islander cultures, communities and Indigenous business. 	September 2022	Delivery Manager, Managing Consultant (VIC)
	<ul style="list-style-type: none"> Develop an Indigenous Business procurement policy for Calleo. 	May 2023	Financial Controller, Business Support Officer
11. Implement initiatives that invest in Indigenous community development and capacity-building	<ul style="list-style-type: none"> Consider partnering with the tertiary sector, Indigenous organisations and businesses that invest in community wellbeing and capacity-building. <ul style="list-style-type: none"> Encourage and consider project proposals that provide opportunities for Indigenous people across the sectors of training and education, leadership, and health and wellbeing. Encourage and consider project proposals that assist Indigenous organisations to improve their capacity and accountability. 	July 2023	Lead: Senior Consultant (ACT) Support: DAC Members

Governance			
Action	Deliverable	Timeline	Responsibility
12. Establish an effective Development Advisory	<ul style="list-style-type: none"> Establish a DAC to monitor and implement the RAP and provide regular advice to the Board. 	September 2022	Lead: Directors

Committee to drive governance of the RAP.	<ul style="list-style-type: none"> Develop and approve Terms of Reference for the DAC. 	September 2022	Lead: CICF Development Advisor Support: Directors
	<ul style="list-style-type: none"> Include and remunerate external Aboriginal and Torres Strait Islander experts on the DAC. 	September 2022	Lead: Directors Support: CICF Development Advisor
	<ul style="list-style-type: none"> DAC to meet monthly. 	September 2022	Lead: CICF Development Advisor
	<ul style="list-style-type: none"> Provide monthly update to Board on RAP progress and program/project implementation. 	September 2023	Lead: CICF Development Advisor Support: Delivery Manager
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	September 2022	Lead: Directors Support: DAC Members & Delivery Manager
	<ul style="list-style-type: none"> Ensure Board support for the delivery of RAP commitments. 	July 2023	Lead: Directors Support: DAC Members & Delivery Manager
	<ul style="list-style-type: none"> Include Indigenous staff on the DAC to champion the RAP internally. 	September 2022	Lead: CICF Development Advisor
	<ul style="list-style-type: none"> Engage and remunerate Indigenous external experts on the DAC. 	September 2022	Lead: Managing Director
14. Build accountability and transparency	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June 2023	Lead: CICF Development Advisor

through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> • Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	August 2023	Lead: CICF Development Advisor
	<ul style="list-style-type: none"> • Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2023	Lead: CICF Development Advisor
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> • Register via Reconciliation Australia’s website to begin developing our next RAP. 	June 2023	Lead: CICF Development Advisor



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