

# Reconciliation Action Plan for the CPL Group

June 2021 - 2023



# 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.

## Table of contents

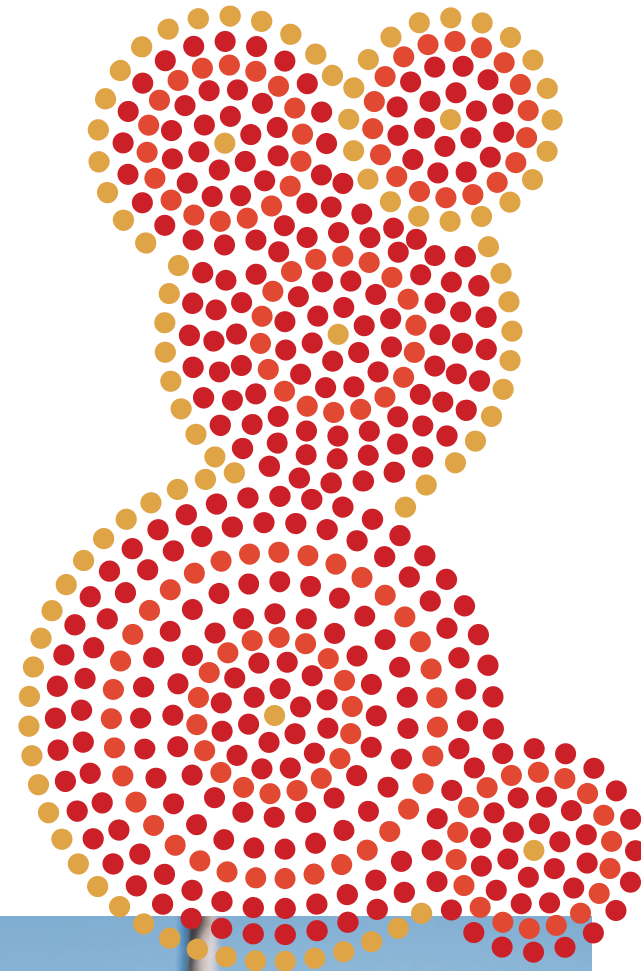
3	Acknowledgement of Country	16	Relationships
3	Table of contents	20	Respect
4	Our vision for reconciliation	24	Opportunities
5	Group Chief Executive Officer's Message	28	Governance
6	Reconciliation Australia CEO Statement	32	About the artist
8	Our business	33	About the Artwork
12	Our RAP		
15	Actions and deliverables		

All images are of CPL Group employees or people we support. All appropriate consents and authorisations are held.

## Our vision for reconciliation

The 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 build cultural resources, remove barriers to equal participation and develop sustainable employment and business opportunities, while further fostering a culture of respect, understanding and inclusion.

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



## Group Chief Executive Officer's Message



I'm proud to introduce the CPL – Choice, Passion, Life Group's inaugural Innovate Reconciliation Action Plan (RAP).

This Plan affirms the Group's foundational belief in an inclusive society for all people, including Aboriginal and Torres Strait Islander peoples. The Plan outlines a roadmap for our organisation to create equality and develop meaningful relationships with First Nations peoples across all geographies we support.

It also recognises our responsibility to take a lead role in the reconciliation movement within Australia, with particular focus on improving outcomes for First Nations people with disability.

As one of the largest providers of disability support in Queensland and Northern New South Wales, the CPL Group has an important role to play in removing barriers faced by First Nations people with disability, as well as ensuring their access to quality services regardless of where they live.

Driven by a focus on education, engagement, awareness and advocacy, our Reconciliation Action Plan aims to develop sustainable employment opportunities and increase access to quality and culturally-relevant services for First Nations people with disability.

This report is the culmination of nine months of engagement and research by our Reconciliation Action Plan Working Group. The Working Group, comprised of 10 employees including employees who identify as Aboriginal and/or Torres Strait Islander peoples, will also be responsible for overseeing the implementation of the 18 actions and 96 deliverables of our RAP.

This document signifies more than just another Plan for our organisation. Our RAP is our commitment to listen and to learn about the past experiences of First Nations people, and to work alongside these communities to create more opportunities into the future.

We are proud of the work we have done so far with Aboriginal and Torres Strait Islander communities, but we are excited to deepen our commitment to recognise, celebrate and promote the contributions of First Nations people within our business and our society.

**Rhys Kennedy**  
Group Chief Executive Officer



# Reconciliation Australia Statement



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

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

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

This Innovate RAP is both an opportunity and an invitation for the CPL Group to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, the CPL Group will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and

communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 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 is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals the CPL Group's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

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

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia





# Our business

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 70 years, CPL has grown to support over 10,000 people with disability across Queensland and Northern New South Wales. This growth has led to the formation of the CPL Group, which includes CPL’s disability support services, as well as Mylestones Employment, Cootharinga North Queensland and Access Arts.

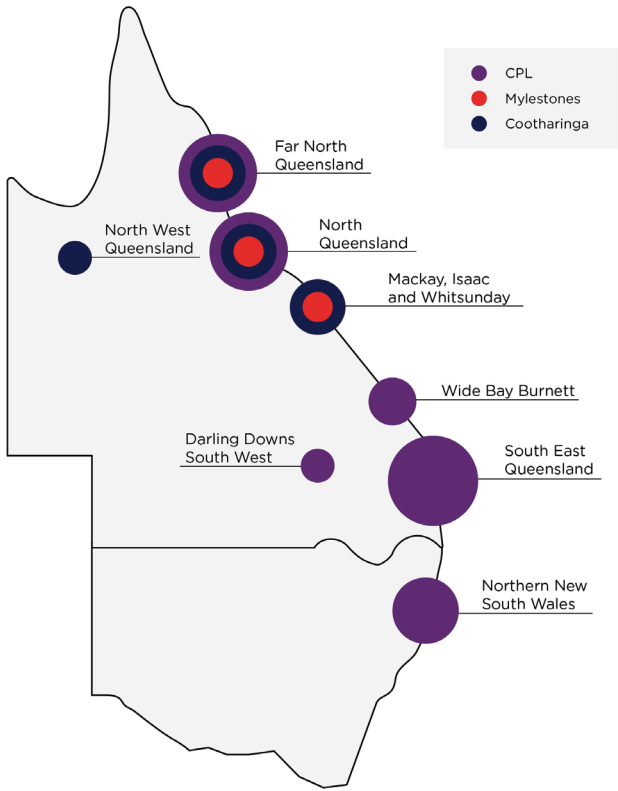
**The CPL Group’s vision is an inclusive society for all people. This is strongly complemented by our vision for reconciliation and our guiding values: client focus, respect, trust, inclusion, excellence, and courage.**

Combined, the CPL Group employs 3,300 staff who support more than 13,000 children and adults across Queensland and Northern New South

Wales. Both as individual entities and as a Group, we share a strong passion for advocacy 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.

**The CPL Group is not your usual disability service provider. We’re an organisation that supports people to chase the best in their lives. We don’t focus on disability – instead we focus on dreams, stories and journeys – and put our energy, time and ideas into making things happen.**

The Group currently does not have up to date records identifying Aboriginal and/or Torres Strait Islander employees, however we will work within this RAP to determine culturally-appropriate ways to understand this.



The CPL Group supports people at every stage of their life, from accessing therapies after a new diagnosis to leaving high school, to achieving independence in adulthood, and transitioning into retirement. The full scope of services, across all lifestages, 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 most to them. We know that given the right opportunities, people can grow beyond expectations and live amazing lives. It’s why we refuse to compromise in chasing the best lives for our clients, and ourselves. We won’t stop until we can see a world where everyone has equality and inclusion.

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

- In-home support
- Support accessing the community
- Allied Health therapies
- Creative, recreational and life skills programs
- Employment and training services
- Social enterprises and businesses
- Housing services
- Parent and carer programs and services
- Specialist professional development arts programs
- Equipment and aids

CPL’s services are delivered from 95 locations across Queensland and Northern New South Wales, stretching from Cairns in the north to Ballina in the south, and west to Mount Isa.

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

Across Queensland and Northern New South Wales, the CPL Group has:

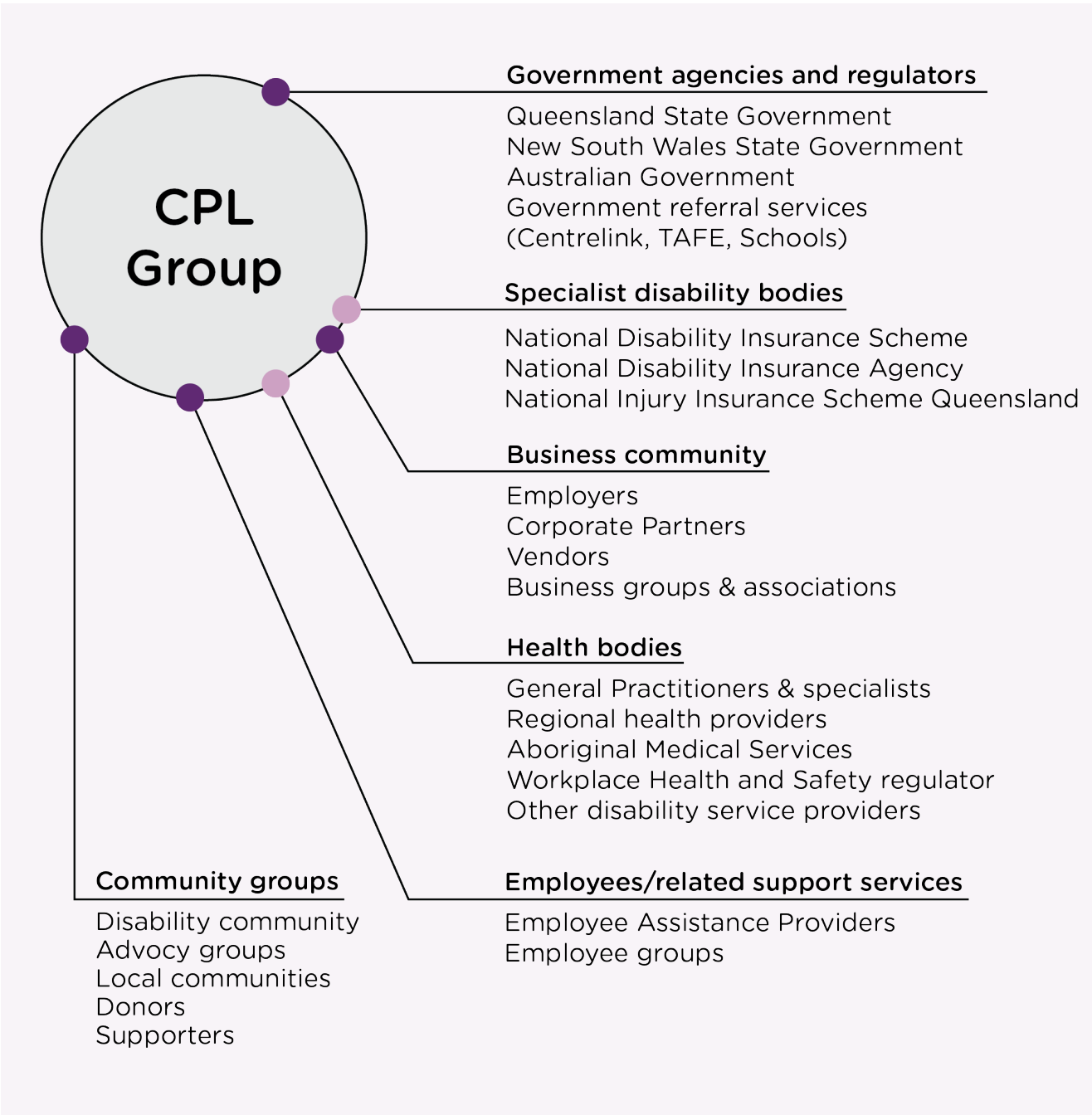
**25** Support Centres

**Therapy Centres**

**16**

**54** offices supporting Disability Employment Services





We don't believe in a one-size-fits-all solution. Instead we invest time, effort, intelligence and creativity to develop fully considered, complementary services that deliver meaningful benefits for our clients, partners and sector.





## Our RAP

This Innovate RAP supports the CPL Group's vision for reconciliation, as well as demonstrates the commitment of our Board of Directors, Executive and staff to promote diversity and greater inclusion within the Aboriginal and Torres Strait Islander communities we work with. We acknowledge that historical and current policies and circumstances need to change to allow Aboriginal and Torres Strait Islander peoples to realise their aspirations.

It is our intention for the CPL Group to deliver reconciliation actions that will build strong and respectful relationships, increase equality and develop sustainable employment, business opportunities and positive outcomes for all Aboriginal and Torres Strait Islander staff, clients and the communities we work with.

### Our energy and skills will focus predominantly on four areas:

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

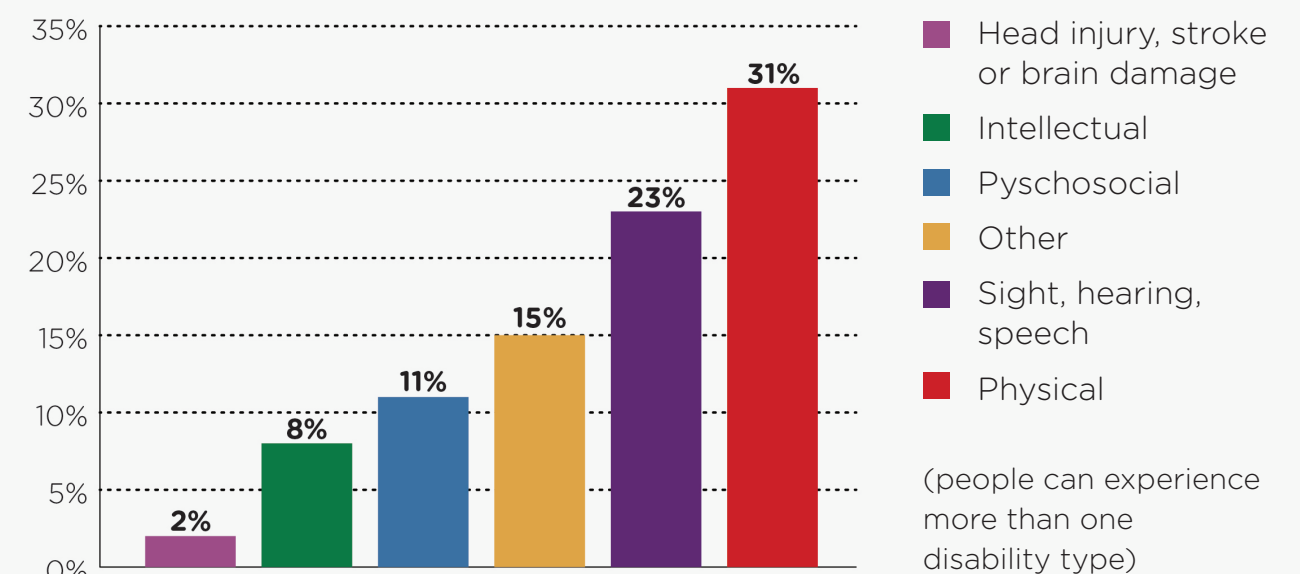


Currently, the CPL Group partners with a number of Aboriginal and Torres Strait Islander organisations including Community Skilling and Disability Support Services in local areas, creative and consulting groups such as Creative Native, TribalLink, Michelle Deshong Consulting, as well as clinicians and local garden and maintenance businesses. As part of the organisation's reconciliation journey, it is our aim to build and

strengthen these relationships as well as build new partnerships to remove Aboriginal and Torres Strait Islander unemployment, chronic disease, and inequality, all of which lead to the likelihood of disability. Research shows that First Australians, compared to non-Indigenous Australians, are twice as likely to experience severe or profound disability.

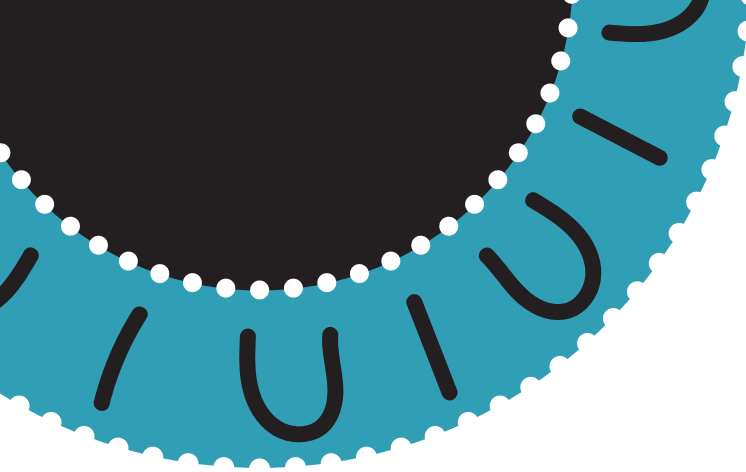
### Disability type for First Nations adults

as a proportion of all First Nations adults



ABS NATSIHS 2018-2019  
ABS SDAC 2018





By activating our sphere of influence, we believe the CPL Group can make the most impact in this area.

Our RAP Working Group (RAPWG) consists of 10 employees across the CPL Group, 20 percent of which identify as an Aboriginal and/or Torres Strait Islander person. These staff represent the organisation 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:**

- Chief Executive Officer, Cootharinga North Queensland - Townsville
- General Manager People, Learning and Culture - Brisbane
- Regional Manager - Beenleigh
- Regional Manager - Metro North & Sunshine Coast
- Service Facilitator - Ipswich
- Job Development Officer - Gladstone
- Behaviour Support & Wellbeing Trainer - Brisbane
- Direct Support Worker - Cairns
- Service Facilitator - Ballina
- Employment Training Officer - Yeronga

The RAPWG is supported by external RAP Consultants (Ian Prowse Consulting, Michelle Deshong Consulting, Creative Native and TribalLink) the Australian Indigenous Governance Institute, a number of internal sub-committees, and collaborates internally with staff on a regular basis, as we develop and deliver RAP related initiatives. The RAPWG is a passionate group of leaders that 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 the 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 70 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.



## Actions and deliverables

The CPL Group's actions and deliverables represent our ongoing and lasting commitment to reconciliation. We have 18 actions and 96 deliverables in our Innovate RAP, that relate to four key pillars:

- Relationships
- Respect
- Opportunities
- Governance.

In support of these four pillars, these actions aim to deliver positive outcomes for our clients, staff and the Aboriginal and Torres Strait Islander communities we work with.

Note: Deliverables are in no order of priority



# Relationships



The 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 customer-centred culture built around trust and respect, and understand 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 shall work towards inclusion and greater progress towards reconciliation.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and 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 2021	General Manager, Services Support: Regional Managers/ Allied Health Managers
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2022	General Manager, Services Support: Regional Managers/ Allied Health Managers
	The CPL Group to form at least one new partnership per annum with an Aboriginal and Torres Strait Islander organisation, to support unemployment, chronic disease and the delivery of disability programs and services.	June 2022/2023	Chief Operating Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff via internal channels.	May 2022/2023 Resources to be circulated two weeks in advance of NRW	Chief Experience Officer
	RAPWG members to participate in an external NRW event.	May 2022/2023 Staff to be informed two weeks prior to NRW	RAPWG Chair

	RAPWG to encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2022/2023	RAPWG Chair
	Organise at least one NRW event each year.	May 2022/2023	RAPWG Chair
	All CPL Group NRW events will be registered on Reconciliation Australia's website, <a href="https://nsw.reconciliation.org.au/events/submit-new-nrw-event">https://nsw.reconciliation.org.au/events/submit-new-nrw-event</a> .	May 2022/2023	RAPWG Chair
3. Promote reconciliation through our sphere of influence.	Develop, implement and promote reconciliation strategies that engage staff across the CPL Group (through social media channels).	December 2021 June/ December 2022 June 2023	Chief Experience Officer
	Review onboarding processes and resources to ensure a copy of the current RAP/online link is provided to new staff members as part of their induction.	June 2022/2023	Human Resources Operations Manager
	Promote awareness of the CPL Group RAP internally and externally by publishing the RAP on all CPL Group organisation intranets, websites and in Annual Reports.	September 2021	Marketing Manager
	Communicate our commitment to reconciliation publicly through newsletters and social media biannually.	July/December 2021 June/ December 2022 June 2023	Marketing Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2021/2022	Chief Operating Officer
	Collaborate with RAP and other likeminded organisations to develop ways to advance reconciliation.	December 2021/2022	Chief Operating Officer
	Hold a launch event to celebrate the CPL Group's Innovate RAP that promotes the organisation's support for reconciliation and our Aboriginal and/or Torres Strait Islander staff, communities and clients.	July 2021	Chief Experience Officer



4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	December 2021	Human Resources Operations Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2021	Human Resources Operations Manager
	Develop, implement and communicate an anti-discrimination policy for the CPL Group.	December 2021	Human Resources Operations Manager
	Educate senior leaders on the effects of racism.	June 2022	Learning and Development Supervisor
	Develop social media resources to help engage with any public comments/questions relating to Aboriginal and Torres Strait Islander peoples and the importance of having zero tolerance towards racism.	December 2021	Chief Experience Officer





# Respect



Across the CPL Group, we are driven by values such as trust, understanding 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 aim to 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.

**“Racism is a disease in society. We’re all equal. I don’t care what their colour is, or religion. Just as long as they’re human beings they’re my buddies.”**

– Mandawuy Yunupingu

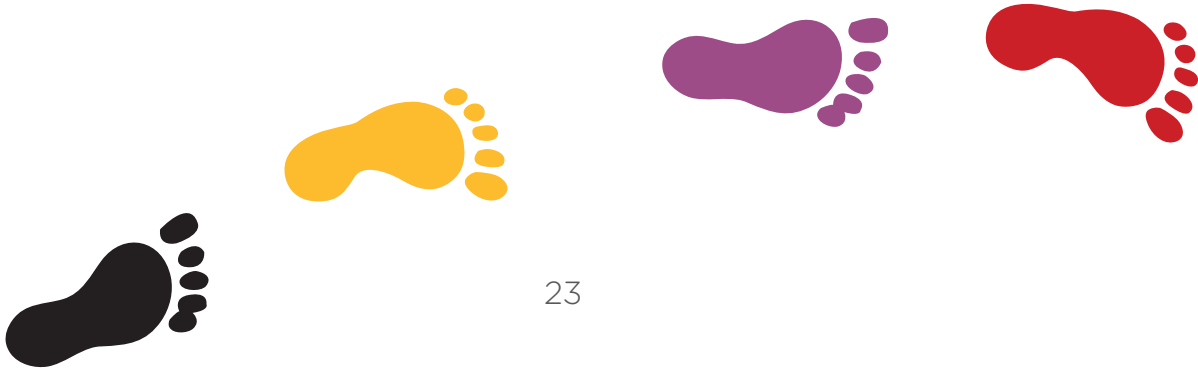
*Mandawuy Yunupingu was the former lead singer of the Australian First Nations band Yothu Yindi and one of the country’s most famous Aboriginal people. He gained worldwide fame in the 1980s and 1990s with his hits “Treaty” and “Tribal Voice”.*

Action	Deliverable	Timeline	Responsibility
5. 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.	June 2021	General Manager, People, Learning and Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	August 2021	General Manager, People, Learning and Culture
	Develop and implement a cultural learning strategy (online and face-to-face) for all our staff.	June 2023	General Manager, People, Learning and Culture
	Provide annual cultural awareness training for the RAPWG.	June 2022/2023	RAPWG Chair

	Provide cultural awareness training as part of the staff induction process.	Ongoing (Review December 2022)	Human Resources Operations Manager
	Develop an online cultural library, providing all staff with direct access to the organisation’s RAP, Aboriginal and Torres Strait Islander training modules, presentations, and webinars.	June 2023	General Manager People, Learning and Culture
	Provide cultural awareness training for the Board.	November 2021	General Manager People, Learning and Culture
	Develop an Aboriginal and Torres Strait Islander Community Engagement FAQs for all staff to access.	December 2021	Marketing Manager
	Promote the Reconciliation Australia’s Share Our Pride online tool to all staff.	May 2022	Marketing Manager
	Facilitate four yarning circles between CPL Group staff, Aboriginal and Torres Strait Islander community members and land councils to promote the sharing of stories, experiences and provide updates about the RAP.	December 2021 June/December 2022 June 2023	General Manager, Services Support: Regional Managers/ Allied Health Managers
	Offer an Employee Assistance Program that supports all staff to better understand cultural and community matters.	December 2021	Work, Health and Safety Manager
	Conduct anonymous surveys to receive staff feedback regarding the CPL Group providing culturally safe workplaces.	June 2022/2023	Human Resources Operations Manager
	6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	December 2021	General Manager People, Learning and Culture
	Develop, implement and communicate a “Cultural Protocol Guide” to all staff.	May 2022	Chief Experience Officer
	Include Acknowledgement of Country and RAP artwork on all email footers, external communications, marketing collateral, websites and templates.	December 2021	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.	Ongoing (Review June 2022/2023)	General Manager, People, Learning and Culture
	Develop a register of key contacts for a Welcome to Country for staff to access across the Group.	June 2022	General Manager, People, Learning and Culture
	Update Meeting Agenda templates with Acknowledgement of Country wording for staff to deliver at the beginning of significant meetings.	June 2021	Marketing Manager
	Display Acknowledgement of Country wording in all meeting rooms.	December 2021	Marketing Manager
	Deliver Acknowledgement of Country at all significant Board and Executive meetings.	June 2021	Chief Executive Officer
	Support the “Uluru Statement from the Heart” and other policies that support a First Nations voice in government.	Ongoing (Review June 2022/2023)	General Manager, People, Learning and Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander consultants to review all HR policies and procedures.	December 2021	Human Resources Operations Manager
	Review administration procedures concerning Client Plans and Assessments so they are more culturally sensitive, and easy to access.	December 2022	Chief Operating Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAPWG to participate in an external NAIDOC Week event.	July 2021/2022	RAPWG Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2021	Human Resources Operations Manager
8. Support significant days for Aboriginal and Torres Strait Islander peoples.	Promote and encourage participation in internal and external NAIDOC events to all staff.	June 2021/2022/2023	General Manager, People, Learning and Culture
	Develop, maintain and communicate a corporate calendar promoting significant days for Aboriginal and Torres Strait Islander peoples, such as NRW, NAIDOC Week, National Sorry Day and Mabo Day.	December 2021	Marketing Manager
	Promote the corporate calendar on Intranet/social media as key events approach.	December 2021	Marketing Manager

9. 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.	June 2022/2023	Chief Experience Officer
	Display the CPL Group's new RAP artwork in a prominent place in the organisation.	July 2021	Chief Executive Officer
	Ensure Aboriginal and Torres Strait Islander peoples are represented across all external communications.	December 2021	Marketing Manager
	Ensure all websites and intranets are updated to reflect the CPL Group's RAP and Acknowledgement of Country.	September 2021	Marketing Manager
10. Establish culturally appropriate collateral that raises awareness and advocates 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.	April 2022	General Manager, Services <i>Support:</i> Regional Managers/ Allied Health Managers
	Conduct an audit of all collateral (written and digital) including internal policies and ensure they are culturally respectful and inclusive.	December 2021	General Manager, Risk, Compliance and Safety
	Develop culturally sensitive brochures about our services that are specific to Aboriginal and Torres Strait Islander communities.	December 2021	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 Pathologists. These devices could be personalised to include Aboriginal and/or Torres Strait Islander dialect, symbols, logos and artwork, as prescribed by the Speech Pathologist.	December 2021	Manager, Mylestones Printing





# Opportunities



As a leading disability service provider, we understand the importance of engaging with clients, their families, communities and business partners so 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/or Torres Strait Islander staff and clients, including employment pathways, expansion of our programs, procurement opportunities and developing and embedding new processes.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2022	General Manager, People, Learning and Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2022	General Manager, People, Learning and Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace and to ensure the workplace is culturally safe and supportive.	December 2021	Human Resources Operations Manager
	Advertise job vacancies across appropriate channels to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2021	Human Resources Operations Manager
	All job advertisements to include: "The CPL Group is committed to providing a workplace that fosters a culture of respect, understanding and inclusion".	September 2021	Human Resources Operations Manager
	Increase the percentage of Aboriginal and/or Torres Strait Islander staff employed in our workforce.	June 2023	General Manager, People, Learning and Culture

	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.	December 2021	Human Resources Operations Manager
	Conduct culturally appropriate ways to develop and collect up to date records identifying Aboriginal and/or Torres Strait Islander peoples, so the business can seek feedback on how to improve culturally as an organisation.	June 2022/2023	General Manager, People, Learning & Culture
	Create opportunities for Aboriginal and Torres Strait Islander staff to gain new skills by participating in the preparation of tender submissions relating to procurement with commercial organisations.	December 2021	Procurement Manager
12. Increase training opportunities for Aboriginal and Torres Strait Islander peoples through scholarship and internship opportunities.	Design a culturally appropriate scholarship program with a recognised training institution to support 12 Aboriginal and Torres Strait Islander peoples per annum, wanting to pursue post-secondary education.	December 2022	Chief Operating Officer
	Provide career pathways, job placement and training opportunities via Mylestones 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 2022	Chief Operating Officer
	Develop an internship program that supports Aboriginal and/or 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.	June 2023	Chief Operating Officer



13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy to support improved economic and social outcomes.	December 2021	Procurement Manager
	The CPL Group to investigate Supply Nation membership.	December 2021	Procurement Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2022	Procurement Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2021	Procurement Manager
	Develop at least four commercial relationships with Aboriginal and/or Torres Strait Islander businesses across the CPL Group.	May 2023	Chief Operating Officer
	Develop a register of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services; communicate to staff via the internet.	March 2022	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.	December 2021	Chief Operating Officer
14. Improve Aboriginal and Torres Strait Islander health outcomes by supporting First Nations service delivery.	Collate a list of Aboriginal and Torres Strait Islander disability provider organisations that the CPL Group can engage with.	March 2022	Chief Operating Officer
	Consult with Aboriginal and Torres Strait Islander businesses in the disability sector to understand how the CPL Group can best support their service.	September 2022	Chief Operating Officer
	Share industry specific expertise with Aboriginal and Torres Strait Islander businesses to enhance delivery capability via an in-house pro-bono initiative.	December 2022	Chief Operating Officer





# Governance



The CPL Group's Governance structure is supported by the Board of Directors, Executive, Steering Committees, staff 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 NSW, including Aboriginal and/or

Torres Strait Islander peoples and non-Indigenous people.

The CPL Group includes CPL services, Milestones Employment, Cootharinga North Queensland and Access Arts.

Action	Deliverable	Timeline	Responsibility
15. Establish and maintain an effective RAPWG to drive governance of the RAP.	Maintain an effective RAPWG to drive governance for the RAP.	Ongoing (Review December 2021/2022)	General Manager, People, Learning and Culture
	Maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	Ongoing (Review December 2021/2022)	General Manager, People, Learning and Culture
	Review the Terms of Reference for the RAPWG.	December 2021 June/December 2022 June 2023	RAPWG Chair
	Meet at least four times per year to drive and monitor the implementation of the RAP.	September, December 2021, March, June, September, December 2022 March, June 2023	RAPWG Chair
	Continue to build internal awareness of the RAPWG to engage staff and continue interest in joining/supporting the Working Group.	December 2021, June/December 2022 June 2023	General Manager, People, Learning and Culture

	RAPWG to receive half-yearly reports from Regional Managers/ Allied Health Managers after they facilitate each yarning circle with the Aboriginal and Torres Strait Islander community members and land councils, concerning the RAP and its further development.	December 2021 June/December 2022 June 2023	General Manager, Services <i>Support:</i> Regional Managers/ Allied Health Managers
16. Provide appropriate support for effective implementation of RAP commitments.	Review ongoing resource needs for RAP implementation.	June 2022	Chief Operating Officer
	Report quarterly to the CPL Group's Project Management Office to maintain the RAP as an endorsed project.	September/December 2021 March, June, September, December 2022 March, June 2023	Project Manager, PMO
	Maintain an internal RAP Champion from the Senior Executive Team.	December 2021/2022	Chief Executive Officer
	Develop and implement processes to track, measure and report on RAP activities.	September 2021/2022	General Manager, People, Learning and Culture
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021/ 2022	General Manager People, Learning and Culture
	Provide updates to the Board at least six-monthly.	December 2021 June/December 2022 June 2023	Chief Executive Officer
	Communicate updates and achievements to all staff regarding the RAP at least six-monthly.	December 2021 June, December 2022 June 2023	Marketing Manager



	Annually report our RAP achievements, challenges, and learnings via Annual Reports, websites, and other communication channels.	September 2022	General Manager, People, Learning and Culture
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	General Manager, People, Learning and Culture
18. 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 2022	RAPWG Chair
	Liaise with Reconciliation Australia while developing our next RAP, based on learnings, challenges and achievements.	February 2023	RAPWG Chair
	Send the draft RAP to Reconciliation Australia for feedback and formal endorsement.	March 2023	RAPWG Chair
	Communicate the CPL Group's new RAP on Reconciliation Australia's website.	July 2023	RAPWG Chair





# About the artist

## Chad Briggs Artist

Chad Briggs is an Indigenous artist from Brisbane. His mother is a Muralag woman from the Torres Strait and his father is a Noongar man from Western Australia.

A self-taught artist, Chad incorporates styles, techniques and colours from both his Aboriginal and Islander heritage, which translates into original, contemporary art pieces.

For the last 23 years, Chad has worked with businesses, not-for-

profit organisations and schools to create one-of-a-kind art pieces. Some notable partnerships include the Brisbane Broncos NRL Club, Imparja Cricket Australia, and the Australian Federal Police.

Chad’s passion for reconciliation throughout Australia is evident in the artwork he creates. With each piece telling its own story, his artwork is designed to start conversations and bring awareness to the importance of reconciliation across Australia.

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



# About the Artwork

The CPL Group commissioned Chad Briggs to create an original artwork as part of our Reconciliation Action Plan. For over four months, Chad worked to create this artwork which represents the journey of the CPL Group and our commitment to help advance the reconciliation movement within our communities.

Split into three key sections, each bora represents the past, present and future of the CPL Group.

The first bora, designed in the traditional Torres Strait Island style of black and white, shows the creation of the CPL Group.

The second bora represents the Aboriginal and Torres Strait Islander communities across the CPL Group’s geographies, which span from Ballina in Northern New South Wales up to the Cape in North Queensland.

The third bora represents the future direction of the CPL Group, with the illustration of the Tree of Life. The tree was chosen to show the journey the CPL Group is currently on, and the importance of working together to achieve reconciliation.

## Key elements of the artwork



The horseshoe shape is popular in First Nations artworks and symbolises people. The amount of these shapes increases across the painting in recognition of the Group’s growth.



The footprints symbolise people walking together on a journey. The feet represent people from the CPL Group, as shown through the purple and yellow, but also people from outside our organisation, including our clients.

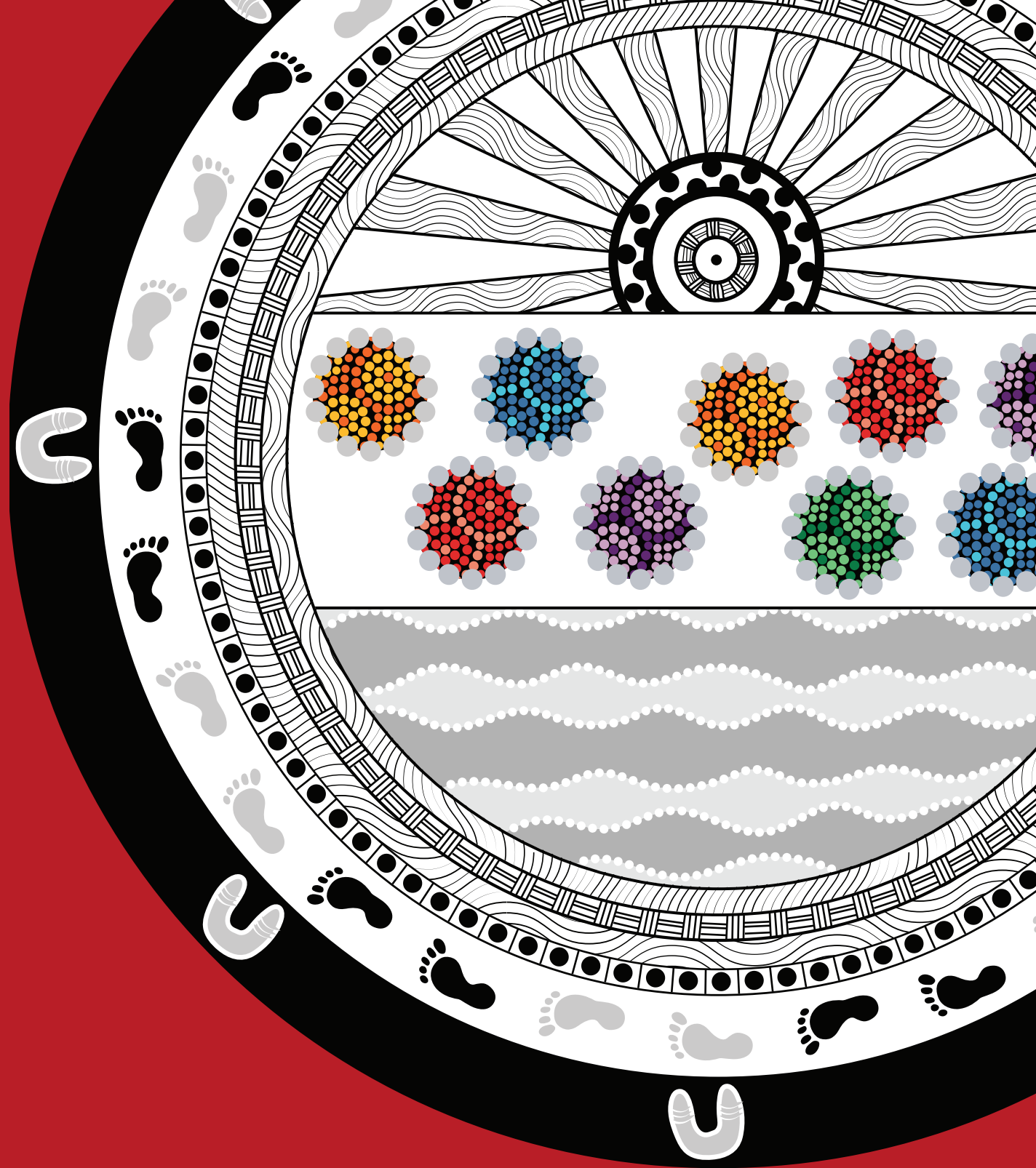


These circles are synonymous with campsites. Here, they are joined together with dots to show the connection between different regions and areas of the CPL Group, all working together to achieve our purpose.









# Contact

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