



Cultural Perspectives Group Innovate

Reconciliation Action Plan

August 2018 - August 2020



cultural
perspectives
group

About the Artwork and Artist

This artwork is referencing the use of dots in Central-Western Desert art and other graphic devices from Aboriginal art that represent meeting places, men and women at meeting sites and camp sites.

These have been used to illustrate people collaborating in small groups working together, communal storytelling and ultimately working respectfully together towards reconciliation.

The artwork also includes stars and dreaming tracks, or intent, that connect these collaborative efforts to track towards concrete actions and goals for the broader vision of a positive future for Aboriginal and Torres Strait Islander people.

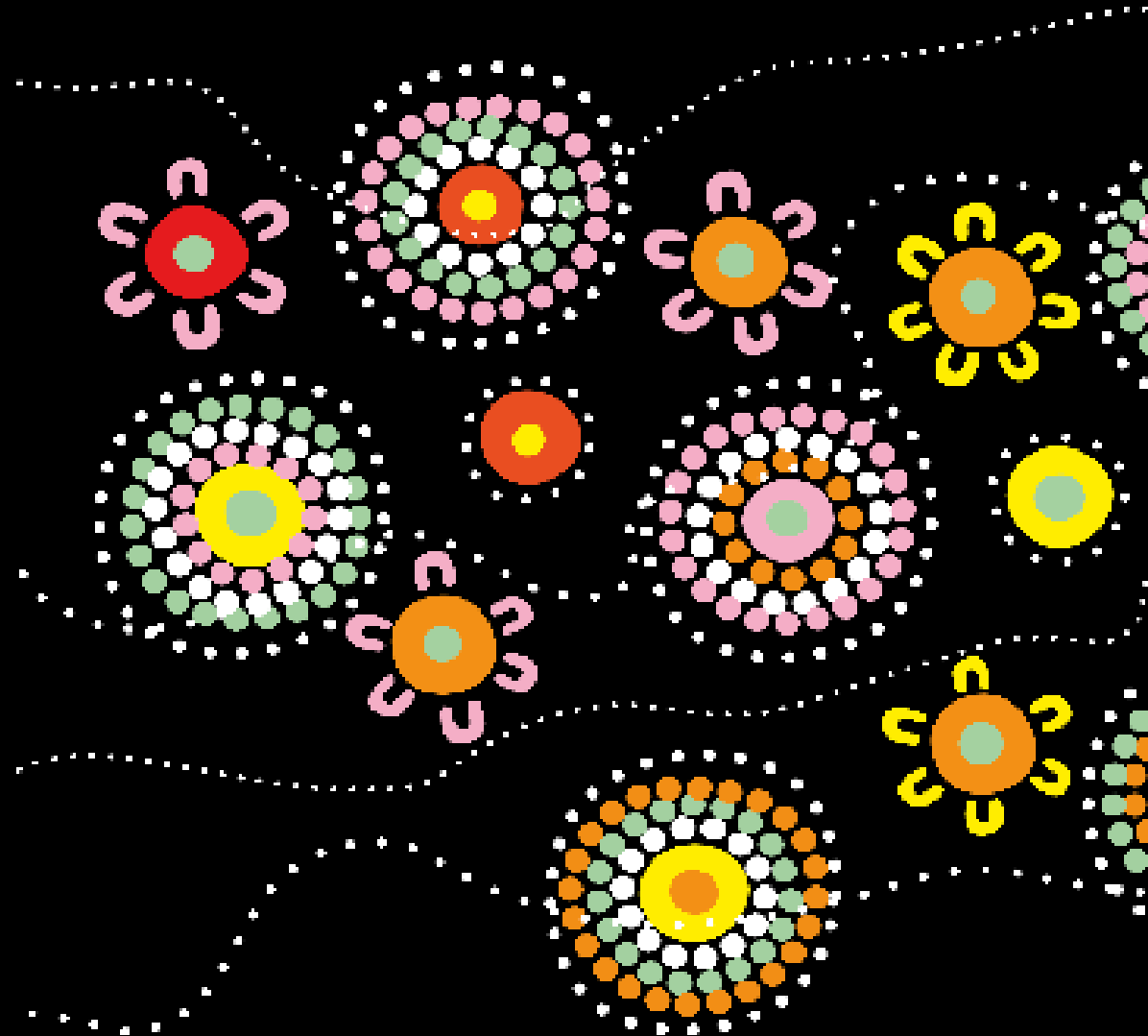
Cassie Willis (Ngemba/Yuwaalaraay, Brewarrina NSW) is a freelance graphic designer currently studying a Bachelor of Design (Visual Communication) at the University of Technology Sydney. Cassie is also an administration co-ordinator at the Jumbunna Institute for Indigenous Education and Research at UTS.

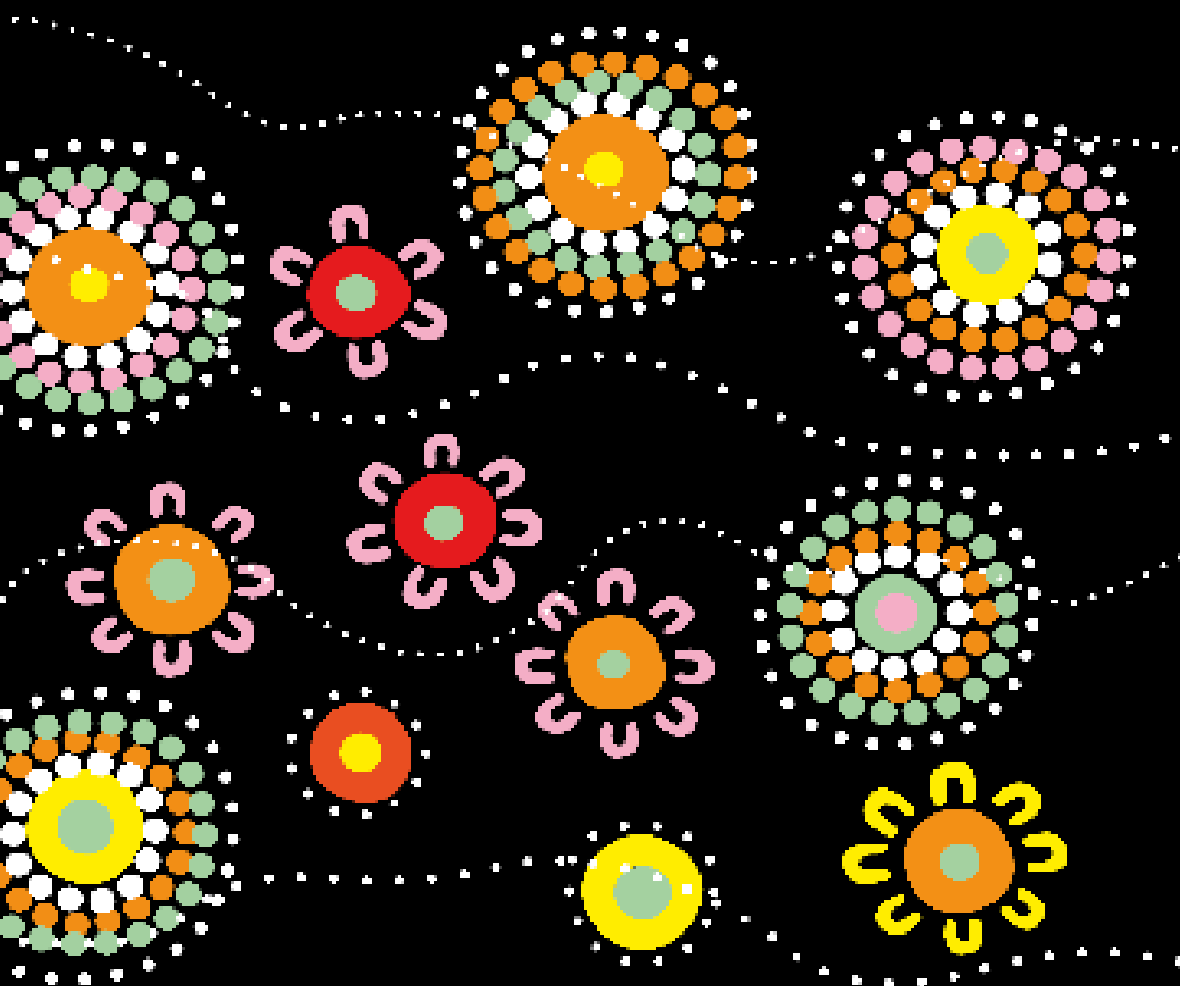
Acknowledgement of Country

The Cultural Perspectives Group would like to acknowledge the Traditional Custodians of the lands on which we meet and work, the Gadigal people of the Eora Nation. We pay our respects to the Elders past, present and future.

We would like to pay our respects to the 29 clans of the Eora Nation.

In 1788, the British established a convict outpost on the shores of Sydney Harbour. This had far reaching and devastating impacts on the Eora Nation, including the occupation and appropriation of their traditional lands. Despite the destructive impact of this invasion, Aboriginal cultures endured and are now globally recognised as one of the world's oldest living cultures¹.





Message from Chairman and Managing Director



The Cultural Perspectives Group (CPG) has a proud history of working with diverse communities in a way that is respectful, meaningful and safe. Over this period, we have had the privilege of being able to work with Aboriginal and Torres Strait Islander communities around issues of importance and relevance to them.

This document represents our formal commitment to reconciliation and stands as a tacit reminder that in doing what we do professionally, the ability to both respect and afford opportunities to Aboriginal and Torres Strait Islander peoples should be a priority objective.

What we do to fulfil our RAP commitments needs to be meaningful, valuable and honest. Our RAP is committing us to real achievements through our reconciliation activities and behaviours.

I will take it upon myself to champion the RAP internally, ensuring that it is given priority and is resourced both for implementation and effectiveness. I also look forward to championing the RAP process to the broader sector in which we work. Our reputation and position in the multicultural sector provides a valuable opportunity for us to champion both the benefits of a RAP for multicultural organisations and the value in having significant staff involvement in the development of the RAP.

It is important to involve multicultural communities in the ongoing dialogues and approaches to achieving reconciliation and we acknowledge the RAP process as a significant and meaningful vehicle to achieve this.

We cannot achieve a truly multicultural society without first respecting and reconciling the rights and aspirations of our country's First Peoples.

Pino Migliorino
Cultural Perspectives Group Chairman

Our Vision for Reconciliation

Cultural Perspectives Group recognises Aboriginal and Torres Strait Islander Peoples as Australia's First Peoples and Traditional Owners, and respects their ongoing connection to the lands, skies, waters, plants and animals of this nation. As a company focussed on the celebration and fostering of cultural diversity, Cultural Perspectives Group wishes to uphold its commitments to the celebrating and advocating of Aboriginal and Torres Strait Islander peoples' rights, languages, diversity, cultures and customs.

Our vision for reconciliation is a society which recognises and respects Aboriginal and Torres Strait Islander Peoples as our First Australians, with modern multicultural Australia building on this fact to move towards genuine reconciliation.

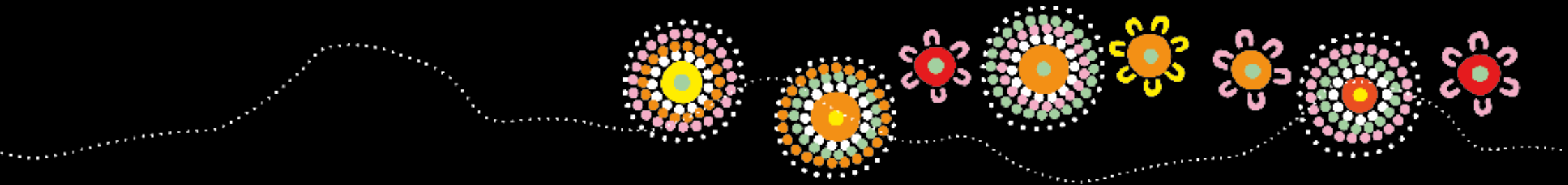
We aim to establish Cultural Perspectives Group as a company that actively participates in reconciliation by respecting the diverse cultures, peoples and customs of Australia's First Nations peoples.

We will look to build stronger, long-lasting relationships with Aboriginal and Torres Strait Islander communities, individuals and businesses and value their contributions to our work.

We will create opportunities for Aboriginal and Torres Strait Islander communities, individuals and businesses through fostering an internal company culture that includes reconciliation in our regular business practices.

We will aim to connect and engage the multicultural and migrant sectors with Aboriginal and Torres Strait Islander peoples, organisations and individuals.

We will build respect and opportunities for Aboriginal and Torres Strait Islander peoples in the cultural diversity space.



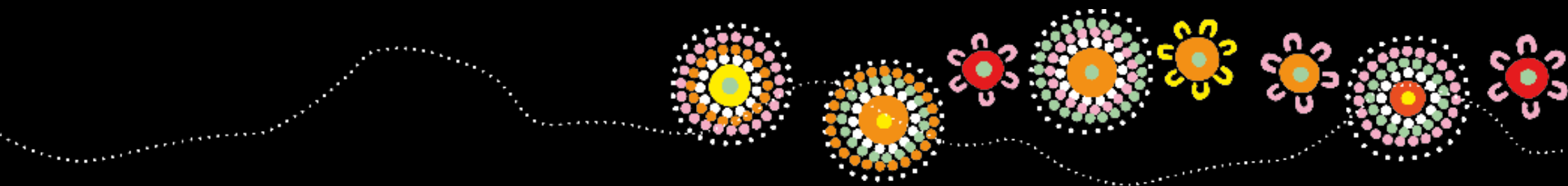
Our Business

The Cultural Perspectives Group operates on the land of the Gadigal and Wangal people of the Eora Nation, in the centre of Leichhardt in Sydney. Our work regularly takes us to many First Nations across Australia.

Founded in 1994, Cultural Perspectives Group is comprised of three business divisions dedicated to connecting with diverse communities in Australia through delivering high-quality research, successful engagement, and effective multicultural communications campaigns.

- **Cultural Perspectives** communications is the founding division of the company established to offer new ways of communicating with non-English speaking communities. We are communications, marketing and translation specialists connecting our clients to the largest and growing market in Australia through deep insights and innovative strategies. Our extensive experience and targeted approaches enable us to develop and deliver authentic engagement with multicultural audiences.
- **The Cultural and Indigenous Research Centre Australia (CIRCA)**, launched in 2004 is a market leader in delivering high-quality research and evaluation outcomes for and with Aboriginal and Torres Strait Islander peoples and communities and culturally diverse populations for Commonwealth, state and territory governments, as well as non-government organisations and private companies. CIRCA's extensive network of highly skilled Aboriginal and Torres Strait Islander and linguistically diverse consultants brings specialist community and professional knowledge to research and evaluation processes as well as personal and community experience of the issues experienced by these communities throughout Australia. CIRCA aims to improve the lives of vulnerable, marginalised communities through the provision of culturally sensitive, rigorous and meaningful research and evaluation.
- **DiverseWerks** was established in 2012 as the consultancy division of the company that focusses strategic planning and community engagement to deliver culturally capable and responsive commonwealth and state government agencies, non-government organisations and businesses. DiverseWerks aims to foster a culture of diversity and inclusion through genuine consultation and engagement with culturally and linguistically diverse communities, leaders and individuals. Our network of long term relationships with local, regional and national community organisations in the cultural diversity space allows us to formulate and implement innovative strategies and frameworks for engagement.

The Cultural Perspectives Group employs 15 people and currently does not employ any staff who identify as Aboriginal and Torres Strait Islander peoples. CIRCA works with an extensive network of highly skilled Aboriginal and Torres Strait Islander and linguistically diverse consultants located in all states and territories across Australia.



Our RAP

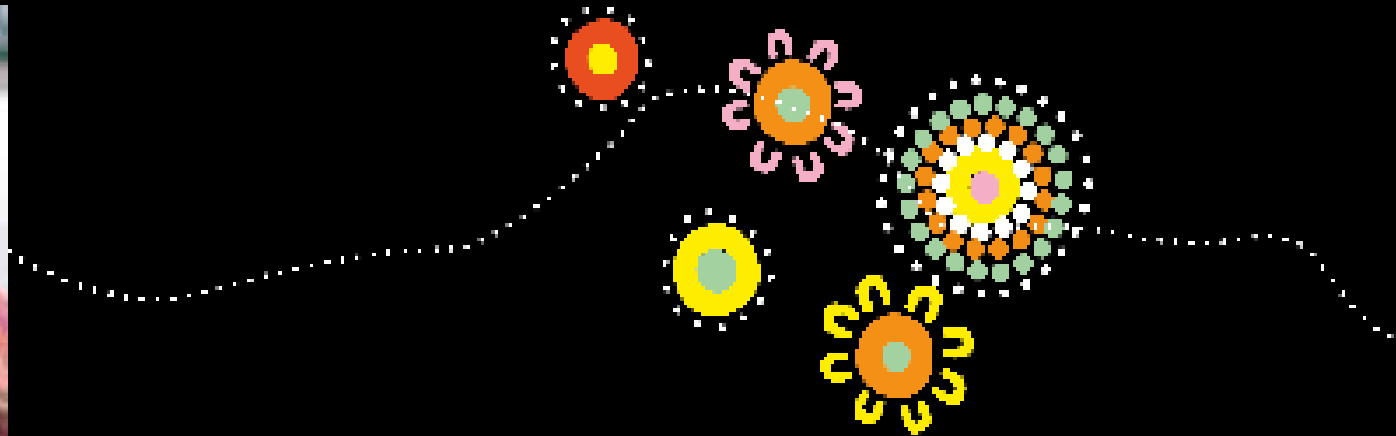
Cultural Perspectives Group focuses on connecting people, communities and organisations for the benefit of a diverse and inclusive society.

The purpose of the RAP is threefold:

- To establish new relationships and develop existing relationships with Aboriginal and Torres Strait Islander workers, businesses and communities in our everyday practices.
- To create an environment of knowledge, respect and appreciation for Aboriginal and Torres Strait Islander peoples and cultures and ensure that all current and future Aboriginal and Torres Strait Islander staff feel welcome to express themselves.
- To build a workplace that encourages the participation and employment of Aboriginal and Torres Strait Islander peoples through culturally sensitive human resources policies, cultural protocols and inclusive business practices.

We wish to see the RAP as Cultural Perspectives Group's next progressive step to working toward reconciliation in Australia.

Our Managing Director and Board lead all our staff in championing our RAP. The RAP work is led internally by a RAP Working Group with a representative from each staff team nominated to the Group. These representatives include: Project Officer, Principal Consultant, Account Manager and Administration Executive Officer. Included in the RAP Working Group is our Aboriginal Associate, who will provide relevant and important input into the creation and implementation of our RAP.



Our RAP Journey

At Cultural Perspectives Group's Strategy Day in 2017, the creation of an organisation-wide RAP was discussed and our RAP journey began in January 2018 when the Reconciliation Action Plan Working Group was formed. Since then some of our reconciliation-focused community activities have included: volunteering with NSW Reconciliation Council for this year's Yabun Festival and the 10th Anniversary of the Apology with Special Guest Kevin Rudd. Members of Cultural Perspectives Group attended these events in numerous capacities to support the NSW Reconciliation Council. In July 2018, we took part in the University of Sydney's NAIDOC Event, as well as attending the Inner City NAIDOC at the National Centre of Indigenous Excellence. Cultural Perspectives Group also hosted morning tea during National NAIDOC Week in our Leichhardt office.

For over 20 years, CIRCA has been working with Aboriginal and Torres Strait Islander communities in remote, regional and urban areas throughout Australia. CIRCA is currently evaluating the Gold Coast 2018 Commonwealth Games Elevate Reconciliation Action Plan and has recently completed the Evaluation of the Tackling Indigenous Smoking Program for the Department of Health, and the Evaluation of the Cape York Joint Management Program for the Queensland Department of Environment and Science. As with all of our work, Aboriginal and Torres Strait Islander researchers, together with a CIRCA researcher, manage and facilitate the consultations.

We consider our RAP journey an opportunity to continue standing together with Aboriginal and Torres Strait Islander peoples, to continue learning from Aboriginal and Torres Strait Islander peoples, and to promote a shared understanding of Aboriginal and Torres Strait Islander cultures.



RELATIONSHIPS



At Cultural Perspectives Group (CPG) we value the relationships that we have developed with Aboriginal and Torres Strait Islander peoples through our work with our extensive network of consultants and the communities within which we conduct our work. We want to further develop our relationships with Aboriginal and Torres Strait Islander individuals and communities to create a positive future together.

Focus Area: Continue building lasting, meaningful relationships with Aboriginal and Torres Strait Islander peoples and sharing their cultures and experiences.

Action	Deliverable	Timeline	Responsibility
RAP Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting.	The RAP Working Group oversees the development, endorsement and launch of the RAP.	August 2018	Administration Executive Officer
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Working Group.	August 2018 August 2019	Principal Consultant
	Establish Terms of Reference for the RWG.	August 2018	Project Officer
	The RAP Working Group monitors and reports on RAP implementation through meetings at least twice per year.	October 2018, February, June September 2019 January, April, July 2020	Administration Executive Officer
Develop and maintain relationships with local Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	Ensure that a representative from Cultural Perspectives Group participates in at least one meeting in the local community with a focus on reconciliation initiatives.	July 2019	Director (DiverseWerks)

Action	Deliverable	Timeline	Responsibility
	Meet with Aboriginal and Torres Strait Islander consultants to advise on culturally sensitive research practices in Cultural Perspectives Group.	October 2018	Executive Team – Director (DiverseWerks)
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders. Aboriginal and Torres Strait Islander consultants and organisations will be engaged to develop this plan and any future engagement plans.	December 2018	Executive Team - Director (Cultural Perspectives)
	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	January 2019	Executive Team - Director (DiverseWerks)
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	<p>To celebrate NRW, Cultural Perspectives Group will:</p> <ul style="list-style-type: none"> Organise and host at least one internal event for NRW each year. Register all NRW events via Reconciliation Australia's NRW website. 	May 2019 and May 2020	RAP Working Group – Administration Executive Officer
	Ensure Cultural Perspectives Group staff participate in an external NRW event.	May 2019 and May 2020	CPG Managing Director
	Ensure Cultural Perspectives Group support an external NRW event.	May 2019 and May 2020	Account Manager
	Circulate Reconciliation Australia's NRW resources to all staff.	May 2019 and May 2020	Account Manager
	Ensure our RWG participates in an external event to recognise and celebrate NRW.	May 2019 and May 2020	RAP Working Group (all members)

Action	Deliverable	Timeline	Responsibility
Raise internal and external awareness of the RAP to promote reconciliation across our business and sector.	Identify and develop a stakeholder list covering Cultural Perspectives, CIRCA and DiverseWerks for promoting Cultural Perspectives Group RAP.	September 2018	RAP Working Group – Administration Executive Officer
	Develop and implement a communication strategy that raises awareness of Cultural Perspectives Group RAP to all internal and external stakeholders.	August 2018	Account Manager
	Hold a launch event and distribute the physical RAP document to attendees.	August 2018	RAP Working Group – Administration Executive Officer
	Publish the RAP on the Cultural Perspectives Group's websites.	August 2018	RAP Working Group – Administration Executive Officer
	Promote the RAP through Cultural Perspectives Group owned social media platforms.	August 2018	RAP Working Group – Account Manager
	Promote reconciliation through ongoing active engagement with all stakeholders.	August 2020	Executive Team – CPG Managing Director
	Integrate themes of reconciliation into Cultural Perspectives Group's social media strategy.	March 2019	Account Manager
	Encourage organisations in the cultural diversity and migrant sectors to develop a RAP or engage in reconciliation initiatives.	April 2019	Executive Team – CPG Managing Director
Build strategic partnerships with Aboriginal and Torres Strait Islander businesses and individuals.	Actively seek partnerships with Aboriginal and Torres Strait Islander businesses and individuals across the Cultural Perspectives Group.	September 2019 and July 2020	CPG Managing Director
	Actively engage Aboriginal and Torres Strait Islander individuals for sub-contractual work.	July 2019 and July 2020	CPG Managing Director

RESPECT



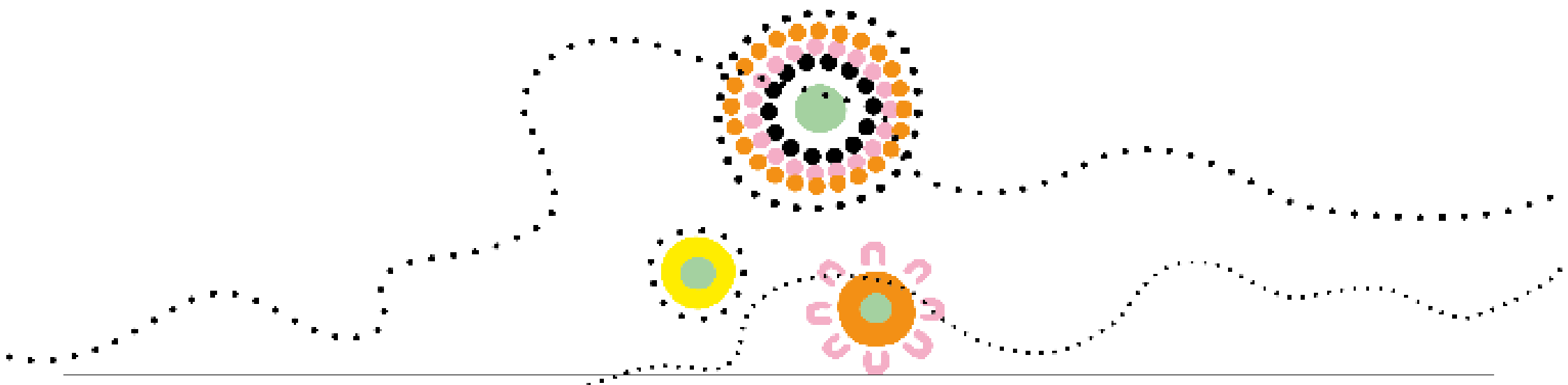
The Cultural Perspectives Group respects the Traditional Custodians of the land in Australia. We believe it is important to not only acknowledge but to respect, celebrate and promote Aboriginal and Torres Strait Islander cultures and histories for the ongoing contributions of the Aboriginal and Torres Strait Islander peoples to both the CPG business and our broader community.

Focus Area: Provide opportunities for staff to learn about the cultures, customs, traditions and protocols of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	Invite a Traditional Owner to provide a Welcome to Country at significant events, commencing with the RAP launch.	August 2018	Administration Executive Officer
	Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	Commencing August 2018	All Staff members
	Develop, implement and communicate a cultural protocol for Welcome to Country and Acknowledgement of Country that staff will be encouraged to use for all Cultural Perspectives Group meetings.	October 2018	Account Manager
	Build and distribute throughout the organisation a list of key local contacts for organising a Welcome to Country and maintaining respectful partnerships.	September 2018	Administration Executive Officer

Action	Deliverable	Timeline	Responsibility
Establish a welcoming and respectful environment for Aboriginal and Torres Strait Islander staff and clients that celebrates and acknowledges the Traditional Owners of the land.	Purchase and prominently display a plaque in the office acknowledging Traditional Custodians of the land, The Gadigal and Wangal people of the Eora Nation.	February 2019	CPG Managing Director
	Purchase and prominently display in the office at least one artwork by an Aboriginal and Torres Strait Islander artist. This will include an acknowledgment of the artist, their country and people and the significance of the artwork.	September 2018	CPG Managing Director and Administration Executive Officer
Foster respect for Aboriginal and Torres Strait Islander peoples and cultures by engaging and participating in local events and celebrations.	Ensure at least two staff members annually attend local Aboriginal and Torres Strait Islander events and celebrations.	July 2020	Executive Team, RAP Working Group
	Promote local community events to staff recognising Aboriginal and Torres Strait Islander dates of significance.	February 2019	Project Officer
	Add Aboriginal and Torres Strait Islander dates of significance to internal calendars.	October 2018	Principal Consultant
Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week.	Develop HR policies and procedures in consultation with Aboriginal and Torres Strait Islander consultants to address any identified barriers, including barriers to participating in NAIDOC Week.	March 2019 and March 2020	Project Officer and Business Manager
	Create opportunities for all staff to participate in activities during NAIDOC Week.	July 2019 and July 2020	Executive Team – Director (CIRCA)
	Create proactive opportunities for Aboriginal and Torres Strait Islander staff to engage with their communities and cultures during NAIDOC Week and throughout the year.	July 2019 and July 2020	Executive Team – Director (DiverseWerks)

Action	Deliverable	Timeline	Responsibility
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	July 2019	Executive Team - Director (Cultural Perspectives) and Director (DiverseWerks)
	Investigate opportunities to work with local Traditional Owners and Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	May 2019	Executive Team – Director (CIRCA) and CPG Managing Director
	Provide opportunities for RAP Working Group members, RAP champions, senior staff and other key leadership staff to participate in cultural training.	July 2019	RAP Working Group – Principal Consultant
Develop an Anti-Racism and Inclusion Policy with practical implications to be promoted internally and externally.	Investigate participation in the Australian Human Rights Commission's (AHRC) 'Racism. It Stops With Me' campaign.	April 2019	Director (DiverseWerks)
	Investigate best practice information from AHRC and develop an Anti-Racism and Inclusion Policy to embed it in company policy.	December 2019	Project Officer



OPPORTUNITIES



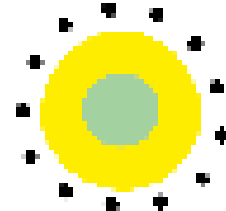
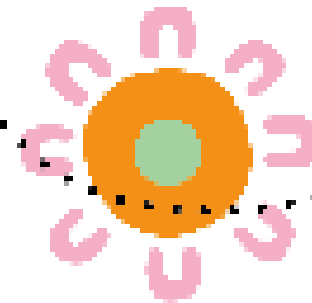
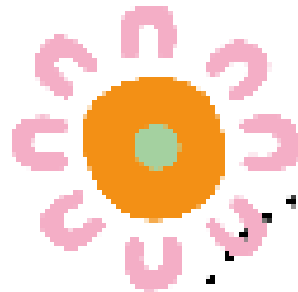
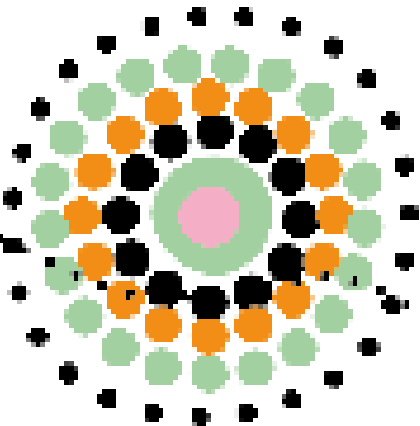
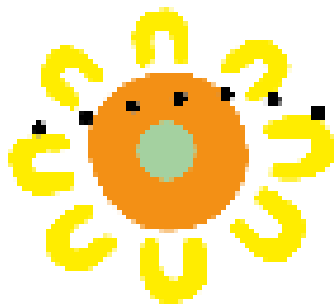
The Cultural Perspectives Group has proudly worked alongside Aboriginal and Torres Strait Islander researchers for over 20 years. We believe in the opportunity to create genuine participation through collaborative and culturally inclusive practices and processes. Opportunities relating to the Cultural Perspectives Group extend across all three of our businesses in areas such as employment and procurement.

Focus Area: Providing employment opportunities for Aboriginal and Torres Strait Islander peoples and embracing cultural processes and practices.

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	Engage Aboriginal and Torres Strait Islander consultants to address recruitment, employment and retention strategies.	June 2019	Executive Team – Director (CIRCA)
	Investigate the AHRC guide to ‘Targeted recruitment of Aboriginal and Torres Strait Islander people: A guideline for Employers’.	July 2019	RAP Working Group – Administration Executive Officer
	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy.	August 2019	Executive Team – Director (DiverseWerks)
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applications participating in our workplace.	April 2020	RAP Working Group – Account Manager
	Collect information from our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	August 2019	Principal Consultant
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	September 2019	Principal Consultant

Action	Deliverable	Timeline	Responsibility
	Include in all employment advertisements 'Aboriginal and Torres Strait Islander peoples are encouraged to apply.'	March 2020	Administration Executive Officer
	Advertise all vacancies in Aboriginal and Torres Strait Islander media.	July 2020	Administration Executive Officer
	Investigate opportunities, such as internships and scholarships, specifically for Aboriginal and Torres Strait Islander students.	April 2019	Executive Team - Director (DiverseWerks)
Ensure Aboriginal and Torres Strait Islander suppliers are incorporated into Cultural Perspectives Group business operations.	Ensure supplier diversity, focusing on Aboriginal and Torres Strait Islander businesses, during the procurement processes for goods and services for Cultural Perspectives Group.	August 2018	Administration Executive Officer
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2018	RAP Working Group - Administration Executive Officer
	Build Aboriginal and Torres Strait Islander supplier diversity into our business proposals and tenders.	October 2018	Executive Team – Director (CIRCA)
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	September 2018	RAP Working Group – Administration Executive Officer
	Develop at least one commercial relationship with an Aboriginal and Torres Strait Islander-owned business.	December 2018	Business Manager
	Investigate Supply Nation membership.	September 2018	Administration Executive Officer

Action	Deliverable	Timeline	Responsibility
Use our core business practices to support Aboriginal and Torres Strait Islander peoples and communities.	Build on the existing relationship with the NSW Reconciliation Council through volunteer and pro bono work throughout the year.	April 2019	Director (DiverseWerks)
	Investigate ways to provide our professional skills to not-for-profit Aboriginal and Torres Strait Islander organisations.	November 2019	Director (DiverseWerks)
	Investigate ways our staff can provide pro-bono supports to Aboriginal and Torres Strait Islander organisations.	March 2019	Director (DiverseWerks)



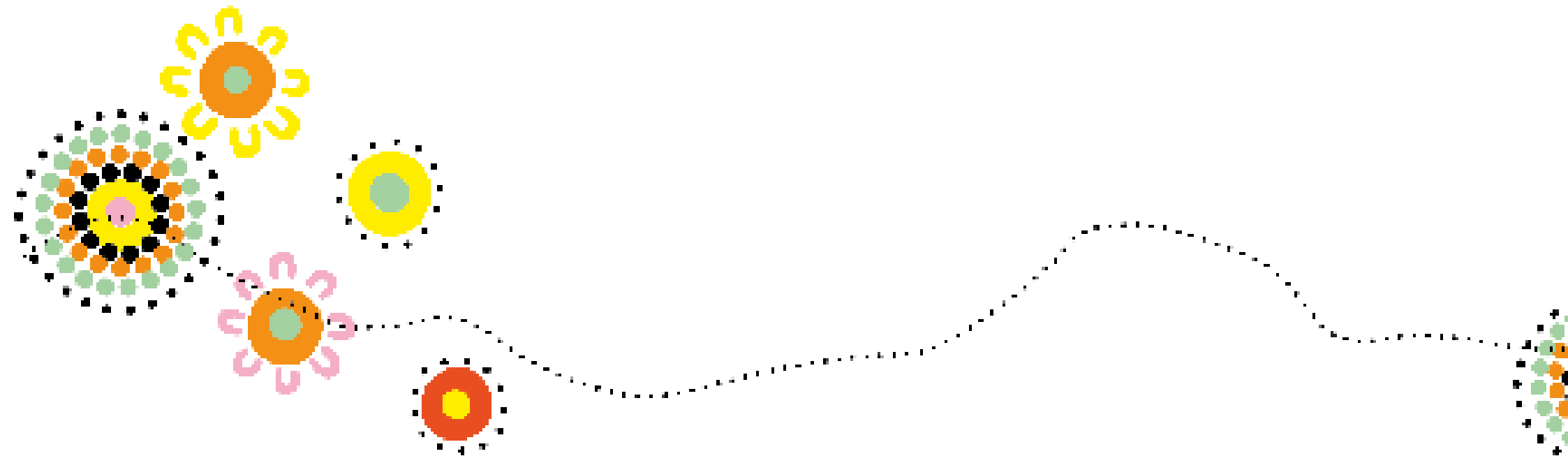
GOVERNANCE, TRACKING PROGRESS & REPORTING



Cultural Perspectives Group will report on achievements, actions and outcomes to Reconciliation Australia annually. A summary report will be developed and distributed internally to staff and the Cultural Perspectives Group Board by the RAP Working Group.

Action	Deliverable	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia.	Contact Reconciliation Australia at least once a year to discuss the achievements and challenges of the RAP.	September 2018 and 2019	RAP Working Group – Project Officer
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2018 and 2019	RAP Working Group – Administration Executive Officer
	Investigate participating in the RAP Barometer.	May 2020	RAP Working Group – Administration Executive Officer
Report RAP achievements, challenges and learnings internally and externally.	Provide quarterly updates to Executive on RAP progress to ensure the company is actively working towards achieving all deliverables.	Quarterly commencing in October 2018, January, April, July, October 2019, January, April and July 2020	RAP Working Group – Principal Consultant
	Report annually to the Cultural Perspectives Group Board on the RAP progress.	August 2018, 2019 & 2020	RAP Working Group – Account Manager
	Provide updates of the RAP's achievements, challenges and learnings on Cultural Perspectives Group's website and through social media.	January, April, July, October 2019, January, April and July 2020	Account Manager

Action	Deliverable	Timeline	Responsibility
	Regularly provide updates to staff on the RAP achievements, challenges and learnings.	January, April, July, October 2019, January, April and July 2020	RAP Working Group - Project Officer
Review, refresh and update RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	February 2020	RAP Working Group – Administration Executive Officer
	Send draft RAP to Reconciliation Australia for review and feedback.	March 2020	RAP Working Group – Administration Executive Officer
	Submit draft RAP to Reconciliation Australia for formal endorsement.	July 2020	RAP Working Group – Administration Executive Officer







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