



REFLECT RECONCILIATION ACTION PLAN

September 2019 - September 2020



RECONCILIATION
ACTION PLAN

REFLECT



About the artist and artwork

**NELLIE MARKS
NAKAMARRA**

ARTIST

**'MY COUNTRY - TRAVELING
WOMEN'**

ARTWORK

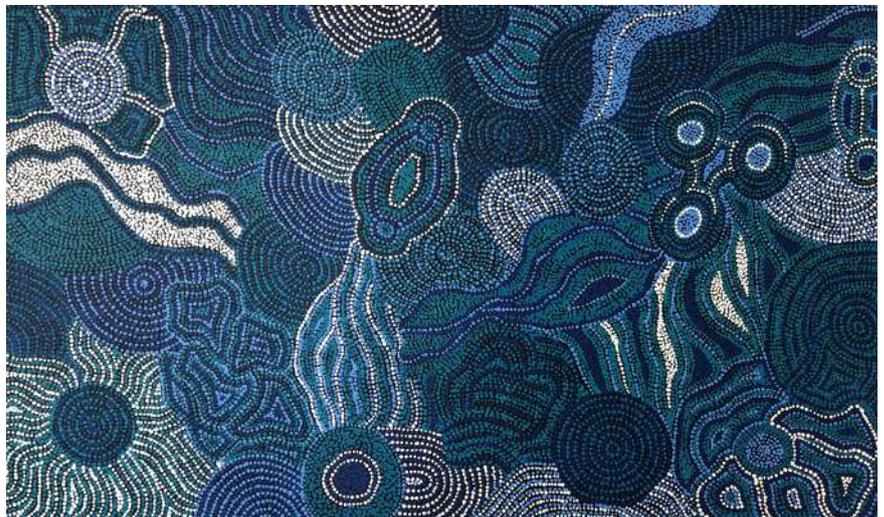
The artwork used for the cover of our Reflect Reconciliation Action Plan is currently displayed in our boardroom.

It is displayed along side an additional painting titled 'My Country' by artist Sean Bundjalung.

Nellie was born in 1976 in the Kintore region located within the Northern Territory. She is the younger sister of the renowned Central Australian artist Elizabeth Marks Nakamarra.

Nellie was taught to paint by various members of the

desert art movement. Born in Papunya and growing up in the Western Desert, Nellie's greatest artistic influences include the acclaimed artists Old Mick Namarri, Turkey Tolson and Uta Uta.



Title: 'My Country - Traveling Women'

Nellie depicts Lightning Dreaming, Women's Travelling stories and My Country in her paintings.

Concentric circles are used to represent sacred women's sites while linear patterns emerging from these circles represent the

women's sites while linear patterns emerging from these circles represent the women travelling from sacred site to sacred site.





A message from the Chairman

THE HON. JEFF KENNETT AC
CHAIRMAN OF THE BOARD
CT MANAGEMENT GROUP

CT Management Group is pleased to have taken this step in preparing our first Reflect Reconciliation Action Plan to demonstrate our commitment to and support of Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation.

This RAP was developed by CT Management Group to extend and deepen our relationship with the broader Aboriginal and Torres Strait Islander communities within the Regions we engage and undertake projects.

As we implement our efforts, we commit to regular and rigorous measurement and reporting on our progress. We also commit to working with our Aboriginal and Torres Strait Islander partners to learn and participate in activities that will bring our focus on those dimensions of reconciliation where we can provide the most effective support.

CT Management Group and its Associates already work with many Indigenous Councils of Australia and this allows us to share skills and assist in building capacity of individuals and groups within those communities.

Our Reflect RAP will give us a broader agenda to develop internal knowledge and to extend our organisation more broadly in advancing reconciliation in the communities that we strive to make a difference.

We look forward to embarking on a reconciliation journey that will enhance opportunities and outcomes for Aboriginal and Torres Strait Islander peoples.

We recognise that Aboriginal and Torres Strait Islander histories and cultures are the basis for Australia's collective history and is something we can all be proud of and celebrate. We acknowledge Elders past, present and emerging as the Traditional Custodians of the land on which we live and work.

Hon. Jeff Kennett AC
Chairman of the Board
CT Management Group



A message from Reconciliation Australia

KAREN MUNDINE

**CHIEF EXECUTIVE OFFICER
RECONCILIATION
AUSTRALIA**

Reconciliation Australia is delighted to welcome CT Management Group to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, CT Management Group joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since

its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

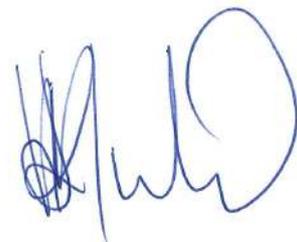
Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides CT Management Group a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, CT Management Group will lay the foundations for future RAPs and reconciliation initiatives.

We wish CT Management Group well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend CT Management Group on its first RAP, and look forward to following its ongoing reconciliation journey.



Karen Mundine

**Chief Executive Officer
Reconciliation Australia**



About

CT MANAGEMENT GROUP

For over 23 years, CT Management Group has been one of Australia's most trusted provider of Local Government professional services.

We have experience developing sector-wide programs in partnership with Local Government Associations such as the Municipal Association of Victoria and the Local Government Association of Queensland.

As a company working with Council Clients across a number of Australian States and Islands we acknowledge and respect the Traditional Owners of the land we work on at sites across Australia.

Our skills and expertise have seamlessly transferred to other sectors, primarily through referral and requests. CT Management Group is now able to support a wider range of industries, sectors and organisations including the Not-for-Profit, Education, Emergency Services, Health and Legal sectors.

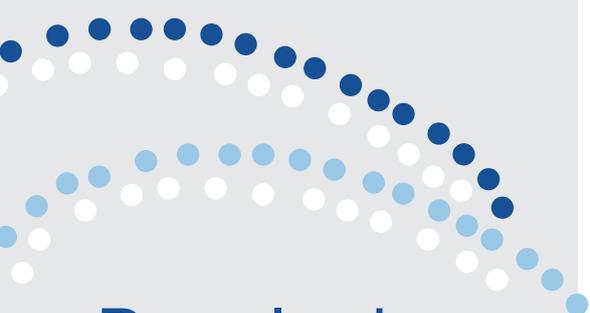
We are a highly flexible, experienced and solutions based professional services business.

CT Management Group's core focus is on building the capacity of the organisations we work with, finding solutions for everyday challenges and positioning organisations to take advantage of long-term strategic opportunities.

We are a value-based business with integrity, respect and trust being at the foundation of our organisation

Our organisation currently has 12 employees and over 115 Associates with Australian Office contact points in Geelong (Victoria) Brisbane (Queensland) Sydney (New South Wales) and Launceston (Tasmania). We have not previously recorded whether our staff and associates identify as Aboriginal and/or Torres Strait Islander people and therefore have made it one of our actions in this RAP.





Developing

OUR RECONCILIATION ACTION PLAN

CT Management Group has been involved with the Queensland Department of Local Government in developing and providing capacity building programs and support for Queensland Indigenous Councils.

As these Councils tend to be the only representative tier of government in their respective communities, they provide a wide range of critical services from water supply, sewerage, roads, aerodromes, waste management and many community support services.

CT Management Group has provided support in the ongoing asset management of infrastructure and buildings, financial management, corporate governance and training to Council staff for more than 10 years in a number of Indigenous Councils across the State. Our key people undertake this work in a respectful and appropriate way to ensure that the Councils and their communities receive support and outcomes that are achievable and sustainable in the longer term.

The concept of developing a RAP within our organisation was championed by our Chairman, the Hon. Jeff Kennett AC. From there we established a small RAP Working Group and appointed Merv Hair, Marketing Manager to chair the group. We then set out to create our very first Reconciliation Action Plan. As we grow our RAP Working Group and cultural awareness within our

organisation, we endeavour to implement all actions of our RAP with a focus on growing the number of Aboriginal and Torres Strait Islander peoples in our Associates program and paying attention to additional ways we can support Indigenous Councils in Australia.

This Reconciliation Action Plan was developed to lay the foundations and cement our commitment to supporting Aboriginal and Torres Strait Islander peoples, their communities and reconciliation. Our RAP will reflect and consolidate what we currently do with Indigenous Councils and will define our organisations actions to continue promoting reconciliation into the future. We celebrate the opportunity to work with a diversity of cultures at CT Management Group and will continue our work in welcoming peoples of all backgrounds.



Our Partnerships

AND CURRENT ACTIVITIES

CT Management Group has been working with Indigenous councils to build capacity and competence in Asset and Services Management for over eight years. We took a partnering approach with the aim to make a long-lasting difference in these communities.

The purpose of CT Management Group is to provide a range of asset management services, assisting the councils to meet their obligations and to support them in the long-term management of their assets.

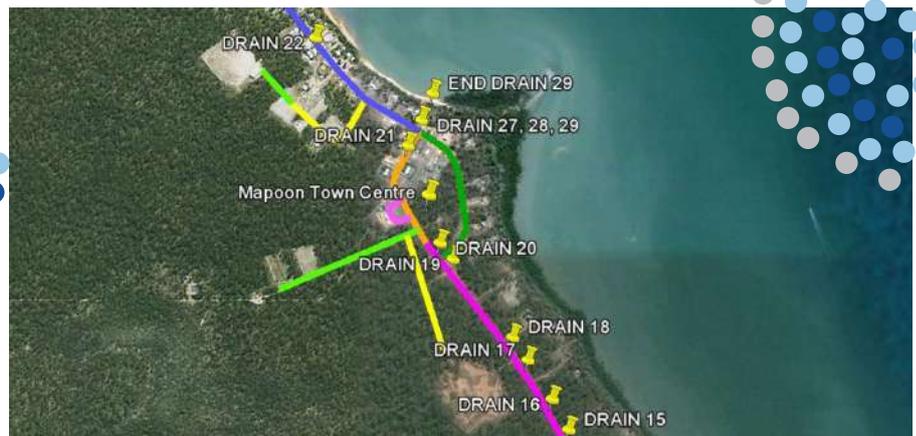
We developed several simple, robust processes and tools enabling them to collect and maintain their asset data, record condition and assist them in their revaluation processes. CT Management Group provided training and support to staff, enabling them to maintain the asset management aspects and assist with planning of future maintenance works.

These processes and tools were designed to be easily transferrable between staff so there is no reliance on a single person. This is important as we have learnt staff turnover is a factor that needed consideration when ensuring repeatability and consistency is maintained.

Our Asset Management Plans are designed to be easily updated and contain clear and appropriate improvement recommendations for future implementation by Council.

The benefits already identified include:

- The reduced cost of valuations by having all data available and accurate.
- The reduced time taken to complete the financial statements.
- The lack of re-work and loss of reputation when audits are qualified.
- The availability of meaningful data for the Long-Term Financial Plan.
- The ability to make better decisions and write stronger grant applications.
- Simple tools to assist staff with everyday operations and maintenance tasks.



Case Study

SUPPORT OF ENTERPRISE RISK MANAGEMENT ACTIVITIES FOR MAPOON AND HOPEVALE ABORIGINAL SHIRE COUNCILS

CT Management Group has been working with two Indigenous councils, building capacity and competence in supporting the implementation of Council Enterprise Risk Management Frameworks.



The work included:

- In conjunction with the CEO and senior management team, we set up the structure and framework for an Operational Risk Management Committee (ORMC). This included rationale and training for the ongoing application of risk management within council and the initial development of a suite of documents to support Enterprise Risk Management;
- Preparation of agendas for the quarterly Operational Risk Management Committee (ORMC) meetings;
- Chair ORMC meetings in the absence of the CEO;
- Provide minutes of the ORMC to Council;
- Manage the implementation of recommendations and directions by the ORMC;
- Mentor and train council staff to operate within the requirements of the Enterprise Risk Management Framework;
- Preparation of additional policy and operational documents as required.

The ongoing success of the project's implementation is being progressively measured by:

- The reflection of the framework systems and processes embodied in the daily business activities of staff;
- The quality and timeliness of reporting on risk management implementation and treatment outcomes linked to normal operational and the management of infrastructure projects; and
- The quality of relationships with council's project and business partners.

The projects are on-going, but success has been demonstrated through a measured improvement in governance performance for these two councils. This was reported by the Queensland Audit Office (QAO) 2017-18 in their annual reporting on the performance of Local Government in Queensland. Each received a rating of "Good" in the risk assessment category from the QAO.



Past Activities

The following are the activities that we have undertaken over the past few years or are currently undertaking with Aboriginal and Torres Strait Islander Councils/Service Providers:



Mapoon Aboriginal Shire Council

- Asset Management Review and Support
- Enterprise Risk Management Mentoring and Support
- Governance Improvements Project

Hopevale Aboriginal Shire Council

- Enterprise Risk Management Mentoring and Support
- Asset Management Plan Updates

Mornington Shire Council

- Asset Management Improvement Project
- Buildings and Infrastructure Condition Assessments

Lockhart River Aboriginal Shire Council

- Asset Condition Assessments and Survey
- Asset Register Reviews

Napranum Aboriginal Shire Council

- Asset Management Plan Updates

Aurukun Aboriginal Shire Council

- Asset Management Plan Updates

Palm Island Aboriginal Shire Council

- Asset Management Plan Updates

Palm Island Aboriginal Shire Council

- Roads and Buildings Condition Assessments

Woorabinda Aboriginal Shire Council

- Asset Management Plan Updates
- Corporate Risk Planning
- Development of Financial Policies

Torres Shire Council

- Asset Management Plan Updates
- HR & IR Consulting Services and Support

North West Remote Health

- Condition Assessment and Facilities Management Support for Indigenous Aged Care Facilities at Doomadgee, Mornington Island and Normanton

Cherbourg Aboriginal Shire Council

- Asset Management Plan Updates and Condition Assessments

Rumbalara Aboriginal Co-Operative

- Building Condition Assessments



Relationships

Our RAP Action Plan

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain RAP Working Group	Draft a Terms of Reference for the RWG.	Oct 19	Merv Hair MARKETING MANAGER
	Launch our first Reflect RAP.	LAUNCH Nov 19	Merv Hair MARKETING MANAGER Katie Rosani MARKETING COORDINATOR Michael Courtney MANAGING DIRECTOR CTMG staff
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Feb 20	Kerrie Procko CHIEF OPERATING OFFICER
	Meet quarterly to manage and monitor the deliverables in our Reflect RAP and report on progress of implementation.	MEETINGS Sep 19 Dec 19 Mar 20 Jun 20	Merv Hair MARKETING MANAGER Katie Rosani MARKETING COORDINATOR Michael Courtney MANAGING DIRECTOR



Relationships

Our RAP Action Plan

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Mar 20	Merv Hair MARKETING MANAGER
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Mar 20	Kerrie Procko CHIEF OPERATING OFFICER
3. Build and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and other organisations	Identify Aboriginal and Torres Strait Islander peoples and communities within our local areas or sphere of influence.	Feb 20	Katie Rosani MARKETING COORDINATOR
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Feb 20	Merv Hair MARKETING MANAGER
	Research and create a list of like-minded organisations who have developed a RAP that we may connect with while on our reconciliation journey.	Jan 20	Katie Rosani MARKETING COORDINATOR



Relationships

Our RAP Action Plan

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Participate in and celebrate National Reconciliation Week (NRW)	RAP Working Group (RWG) to participate in an external NRW event.	27 May - 3 Jun 2020	Merv Hair MARKETING MANAGER Katie Rosani MARKETING COORDINATOR Michael Courtney MANAGING DIRECTOR
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.		Katie Rosani MARKETING COORDINATOR
	Organise an event to acknowledge and celebrate NRW within our offices.		Katie Rosani MARKETING COORDINATOR Nerida McPherson ADMINISTRATION ASSISTANT
5. Raise internal awareness of our RAP	Communicate our commitment to reconciliation to all staff.	Sep 19	Merv Hair MARKETING MANAGER
	Provide regular updates about our RAP implementation through CT Management Insite page and newsletters.	Sep 19 Dec 19 Mar 20 Jun 20	Katie Rosani MARKETING COORDINATOR
	Develop a RAP section in CT Management Team Sites and Associates portal to include our plan, information on the significance of an Acknowledgement of Country and Welcome to Country. Additional inclusions will be links to relevant sites such as Reconciliation Australia, local Aboriginal and Torres Strait Islander organisations and like-minded organisations we have connected with.	Sep 19	Katie Rosani MARKETING COORDINATOR Sharon Simpfordorfer BUSINESS DEVELOPMENT MANAGER



Respect

Our RAP Action Plan

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Investigate Aboriginal and Torres Strait Islander cultural learning and development.	Conduct a review of cultural learning needs within our organisation.	Nov 19	Merv Hair MARKETING MANAGER
	Hold a workshop with a Keynote Speaker to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Jan 20	Katie Rosani MARKETING COORDINATOR
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Jan 20	Merv Hair MARKETING MANAGER
7. Participate in and celebrate NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	5 Jul - 12 Jul 2020	Merv Hair MARKETING MANAGER
	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week 5 – 12 July.		Katie Rosani MARKETING COORDINATOR
	Introduce our staff to NAIDOC Week by high lighting external events in our local area.		Michael Courtney MANAGING DIRECTOR



Respect

Our RAP Action Plan

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Develop an understanding of the local Traditional Owners or Custodians of the lands within our organisation's operational area.	Sep 19	Katie Rosani MARKETING COORDINATOR
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Nov 20	Merv Hair MARKETING MANAGER



Opportunities

Our RAP Action Plan

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Investigate Aboriginal and Torres Strait Islander employment	Identify current Aboriginal and Torres Strait Islander staff and associates to get an understanding of our organisation's position and future employment opportunities.	Mar 20	Kerrie Procko CHIEF OPERATING OFFICER
	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Jan 20	Kerrie Procko CHIEF OPERATING OFFICER
	Increase the number of Aboriginal and Torres Strait Islander peoples in our Associate program.	Aug 20	Merv Hair MARKETING MANAGER
10. Investigate Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	May 20	Kerrie Procko CHIEF OPERATING OFFICER
	Investigate Supply Nation membership.	May 20	Merv Hair MARKETING MANAGER



Governance

Our RAP Action Plan

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Build support for effective implementation of RAP	Define resource needs for RAP implementation.	Feb 20	Merv Hair MARKETING MANAGER
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Dec 19	Merv Hair MARKETING MANAGER
	Engage senior leaders in the delivery of RAP commitments.	Sep 19 Dec 19 Mar 20 Jun 20	Merv Hair MARKETING MANAGER
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 20	Merv Hair MARKETING MANAGER
12. Continue our reconciliation journey by developing our next RAP	Liaise with Reconciliation Australia on continuing our reconciliation journey by developing our next RAP. Incorporating what we have learnt, the challenges we have met and what we have achieved.	Apr 20	Merv Hair MARKETING MANAGER



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