

Reflect Reconciliation Action Plan

JULY 2021–JUNE 2022



strategic
development group





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We are eager
to help create
opportunities
for Aboriginal
and Torres Strait
Islander people.

STATEMENT FROM THE CHAIRMAN AND CEO

We are a small, growing company that aspires to be a force for good in the communities in which we operate. We are driven by our values:

Humility: We are down to earth, we value diversity and treat everyone with respect because we believe in the innate worth of all people.

Integrity: We nurture honest and transparent relationships. We stand firm in what we think is important. We say what we mean and we do what we say.

Ambition: We have big dreams for our company and our people. We have the courage and curiosity to seek innovative solutions and we're committed to our personal and professional growth.

We recognise that reconciliation is a long, difficult process. There has been much injustice, inequity, frustration and hurt in the relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples. At the same time, there is also cause for hope as we work together with growing respect, trust and positivity.

As Strategic Development Group grows, we are increasingly able to commit staff time and resources to examine the way we work and engage with

Aboriginal and Torres Strait Islander people, and the ways in which we recognise and respect their cultures, histories and contributions to Australian society. We are eager to help create opportunities for Aboriginal and Torres Strait Islander people.

With this inaugural Reflect RAP, we commit ourselves to playing our part in the process of reconciliation in Australia. We are grateful to Reconciliation Australia for providing the framework for us to support the national reconciliation movement.

We are delighted to wholeheartedly commit ourselves to the actions outlined in this RAP, and we look forward to further developing warm and enduring relationships with, and opportunities for, Aboriginal and Torres Strait Islander peoples and communities.



Michael Pilbrow
CHAIRMAN



Michael Collins
CEO



Congratulations
Strategic
Development
Group, welcome
to the RAP
program.

STATEMENT FROM THE CEO OF RECONCILIATION AUSTRALIA

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

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

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

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

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

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

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of

Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

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



Karen Mundine
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA

AMBITION!

Your dream made

The Revolution of Kindness in the Workplace



DREAM DISCOVER INSPIRE

GO BEYOND THE ORDINARY

101 ideas

Brooke of all trades



GOING HOME TO HIS GUY
IT'S ALWAYS FUN
I THOUGHT IT
USED TO BE
BUT IT'S EVEN
WELL SO NOW

Humility,
integrity
and ambition
are our core
values.

Ambition

We have big dreams for our



OUR BUSINESS

Strategic is a professional services firm committed to seeing improved quality of life and thriving communities resulting from collaborative and thoughtful development.

We work with clients domestically and internationally to help them engage effectively with their communities and stakeholders, understand how to achieve the best outcome for business and people, and measure the effectiveness of what they do.

Strategic designs and evaluates international development programs for Australian Government agencies such as the Department of Foreign Affairs and Trade and the Department of Agriculture, Water and the Environment. We evaluate and review projects for state and territory governments and help local governments develop community-based plans that help increase their resilience and ability to respond in times of disaster. We also work with Australian companies and other organisations to engage with local communities to co-design public spaces and discuss issues surrounding new development projects that affect them. We develop strategic plans for community organisations through to major international organisations.

Strategic is made up of a team of people with exceptional skills in a diverse range of areas allowing us to compose project teams that are tailor-made for the client's specific needs. Humility, integrity and ambition are our core values which govern the decisions and actions of Strategic Development Group and its team members.

Strategic currently employs 20 staff across NSW, ACT and Victoria, partners with a network of more than 8 consultants both in Australia and overseas, and has office locations in Yass and Bulli, NSW. The company does not currently employ any Aboriginal and / or Torres Strait Islander people however opportunities to do so are being pursued as part of our recruitment strategy. Strategic is also committed to developing cultural awareness for all employees and seeking opportunities to partner with Aboriginal and / or Torres Strait Islander owned and run organisations.



We want to be leaders in our local areas and industry in treating all people with respect and building equality and opportunities across all groups of people.



OUR RAP

Strategic aims to work alongside people and businesses that share the same vision for developing thriving communities, and whose relationship will contribute to project outcomes. Strategic is a small business that prides itself on relationship building and effective stakeholder engagement.

Strategic believes that humility, integrity and ambition are of utmost importance and these values guide the way we do business and build relationships. We want to be leaders in our local areas and industry in treating all people with respect and building equality and opportunities across all groups of people. Playing our part in the process of reconciliation is therefore important to us and developing and implementing a Reflect RAP is the beginning of our journey and commitment to this. The idea to develop a RAP came through our strong partnership with DFAT and we took the first step to raise awareness in 2018 when all employees completed cultural awareness training with Curijo, an Aboriginal professional services company and training provider.

Strategic has been growing steadily over the past 3 years in both number of employees and revenue and we believe now is the right time to implement a Reflect RAP. This will be an important next step in furthering our understanding and building relationships with Aboriginal and Torres Strait Islander peoples. We plan to start by listening and building our cultural understanding through building connections with Aboriginal and Torres Strait Islander peoples in our respective locations and industry, with the hope that we can in the future consider opportunities to partner with Aboriginal and Torres Strait Islander peoples with shared business ideals, to carry out together the meaningful work we deliver in Australia and abroad.

Strategic's Reflect RAP is being driven by the company's CEO, Michael Collins, and has complete support of senior leadership and the entire Strategic staff. Michael will serve as Strategic's RAP Champion, acting as an ambassador and champion for reconciliation initiatives both internally and externally and ensuring reconciliation remains a high priority for Strategic.

A RAP Working Group (RWG) has been formed to educate and gain input from the wider team and to monitor and ensure the execution of the plan. The current RAP Working Group comprises of:

Glenn Cummings

SENIOR CONSULTANT – CANBERRA (CHAIR)

Michael Collins

CEO – BULLI

Laurie Dunn

PRINCIPAL CONSULTANT – CANBERRA

Sarah Dyer

PRINCIPAL CONSULTANT – MELBOURNE

As noted, Strategic currently has no staff who identify as Aboriginal and / or Torres Strait Islander. As part of our Reflect RAP, Strategic has committed to undertake actions to increase our engagement with Aboriginal and Torres Strait Islander communities, including action to seek to recruit Aboriginal and / or Torres Strait Islander staff and consultants to work on projects. Strategic is committed to having Aboriginal and / or Torres Strait Islander representation on our RAP Working Group. Until an Aboriginal and / or Torres Strait Islander staff member expresses interest in joining the RAP Working Group, Strategic Development Group will approach an Aboriginal and / or Torres Strait Islander person who knows the company to join the RAP Working Group.



OUR PARTNERSHIPS AND CURRENT ACTIVITIES

Strategic strives to be forward thinking in our approach to business with our partners, and innovative and creative in the way we execute development projects.

We work hard to be a thoughtful company that recognises and appreciates the specific histories and cultures of our region and of the organisations we work alongside. In 2018, all employees completed cultural awareness training as an initial step towards gaining a deeper and more meaningful understanding of what Strategic can do to further our nation's goal

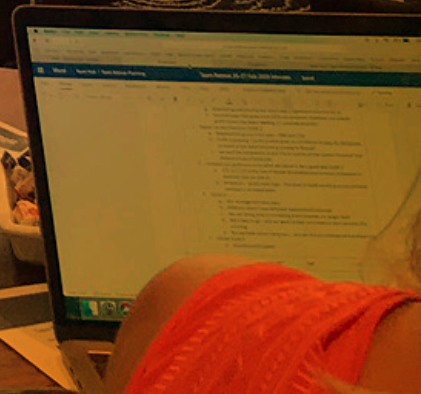
of reconciliation within our business. We understand that cultural awareness is not the same as cultural competence; we aim to work towards building a team who have the skills and confidence to engage competently with Aboriginal and Torres Strait Islander peoples.

We are currently in the practice of circulating information to the team on National and International days that celebrate racial equality and equity to raise awareness and celebrate Aboriginal and Torres Strait Islander peoples. We also have a Team Hub where we share useful articles and discussion amongst the team.





Relationships
Respect
Opportunities
Governance





Relationships

Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	August 2021	RWG Chair
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2021	RWG Chair
	1.3 Seek introductory meetings (4 per year) with different Aboriginal and Torres Strait Islander organisations and consultants, particularly those relevant to our consultancy projects, to build relationships and trust.	Ongoing, initially by August 2021	Lead — Chair Support — CEO Support — RWG
2 Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022	Researcher
	2.2 RAP Working Group members to participate in an external NRW event.	May–June 2022	RWG Chair
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May–June 2022	CEO
3 Promote reconciliation through our sphere of influence.	3.1 Communicate our commitment to reconciliation to all staff.	July 2021, ongoing	CEO
	3.2 Raise awareness amongst all staff about our RAP commitments, and their roles and responsibilities.	July 2021	RWG Chair
	3.3 Identify other organisations that we could approach to engage and collaborate with on our reconciliation journey.	July 2021, ongoing	Chair
	3.4 Upload RAP to Strategic's website.	August 2021	Operations Manager
4 Promote positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	September 2021	Researcher
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs, with regard to best practise elsewhere.	October 2021	Operations Manager
5 Improve our understanding of other reconciliation actions being undertaken within our sector.	5.1 Determine whether our key clients, collaborators and suppliers have RAPs.	November 2021	Researcher
	5.2 Review other organisations' RAPs in our industry.	November 2021	Researcher



Respect

Action	Deliverable	Timeline	Responsibility
1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	1.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	August 2021	Lead — RWG Chair Support — Researcher
	1.2 Conduct a review of cultural learning needs within our organisation.	July 2021	Operations Manager
	1.3 Share information internally about key Aboriginal and Torres Strait Islander dates of significance.	October 2021, ongoing	Researcher
	1.4 Research local community events in Bulli/ Yass area, and how we might get involved.	October 2021, ongoing	Lead — Researcher Support — Operations Manager
2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	2.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2021	RWG Chair
	2.2 Acknowledgement of Country given at weekly team meetings and team retreats, displayed on website and email signature blocks and considered for formal reports prepared.	August 2021	Operations Manager
	2.3 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our company's operational area, likely through participating in further cultural awareness training.	February 2022	Lead — CEO Support — Chair
3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	3.1 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2021	RWG Chair
	3.2 Introduce staff to NAIDOC Week by promoting external events in our local area.	First week in July 2021	Lead — RWG Chair Support — Researcher
	3.3 RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2021	RWG Chair



Opportunities

Action	Deliverable	Timeline	Responsibility
1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	1.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2021	Lead — RWG Chair Support — Researcher
	1.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2021	Operations Manager
	1.3 Continue to explicitly encourage applications from Aboriginal and Torres Strait Islander people when recruiting.	Ongoing, review December 2021	CEO
	1.4 Investigate Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships).	October 2021	CEO
2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	2.1 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2021	Lead — RWG Chair Support — Researcher
	2.2 Consider ways to prioritise procurement from Aboriginal and Torres Strait Islander owned businesses and update procurement policy accordingly.	September 2021	Operations Manager
	2.3 Investigate Supply Nation membership.	September 2021	Operations Manager



Governance

Action	Deliverable	Timeline	Responsibility
1 Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	1.1 Maintain a RWG to govern RAP implementation.	July 2021	CEO
	1.2 Finalise Terms of Reference for the RWG.	June 2022	RWG Chair
	1.3 Seek to establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2021	CEO RWG Chair
2 Provide appropriate support for effective implementation of RAP commitments.	2.1 Define resource needs for RAP implementation.	September 2021	RWG Chair
	2.2 Engage senior leaders in the delivery of RAP commitments.	Ongoing, quarterly review starting September 2021	CEO
	2.3 Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2021	RWG Chair
3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	3.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022	CEO
4 Continue our reconciliation journey by developing our next RAP.	4.1 Register via Reconciliation Australia's website to begin developing our next RAP.	February 2022	RWG Chair

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IMAGE CREDITS

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