

Reflect Reconciliation Action Plan

June 2021–June 2022



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Acknowledgement of Country

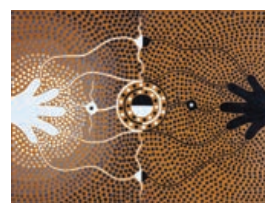
CVGT Australia acknowledges the traditional Aboriginal and Torres Strait Islander peoples of this nation. We pay our respects to them, their living cultures, and Elders past, present and future.

Cover page artwork

Artist: Ronald Kerr
Clan: Dja Dja Wurrung

Ronald Kerr's painting, 'Closing the Gap', symbolises Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples working together. It holds a hope that one day, we'll count ourselves as one.

Ronald is part of the Traditional Owner group of Dja Dja Wurrung Country in Central Victoria. He works out on country locating, preserving, and protecting cultural heritage for Dja Dja Wurrung people.



Messages



Message from CVGT Australia managing director

As the managing director of CVGT Australia, I am extremely proud to be introducing and supporting our Reflect Reconciliation Action Plan.

In developing this plan, we are providing our commitment to our Reconciliation Statement of Intent and our vision for reconciliation, where Australia acknowledges and learns from the historic truths and the impacts endured by First Nations people.

CVGT Australia will use this plan to ensure our employees increase their knowledge and understanding of Aboriginal and Torres Strait Islander cultures.

Outlined in this plan are key targets to direct our journey in supporting and working with the diverse First Nations communities within the areas we operate.

The work we do is underpinned by the belief that everyone should be provided with the opportunity to reach their full potential. Our employment services are designed to achieve this and this plan has been created with the sole purpose of affirming our efforts are undertaken with equity and equality.

Our purpose of connecting more people to meaningful work, supports these ideals.

I am excited to be working alongside our Board, staff, Aboriginal and Torres Strait Islander communities, employers and other stakeholders to deliver this plan.

Jason Russell
Managing Director
CVGT Australia



Message from Reconciliation Australia CEO

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

CVGT Australia 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 CVGT Australia 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 CVGT Australia, 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

About us

Our story

CVGT Australia's core business is employment and employment-related services.

We began with the aim to support young people in central Victoria to access employment opportunities. We did that by delivering training under the banner of the Group Apprenticeship Scheme.

Our founders understood that smaller local businesses had to deal with a lot of unpredictability. This made it difficult for them to commit to employing apprentices for the full duration of training.

This led to a concern about future skill shortages for industry, and the missed employment opportunities for young people in regional areas. Group Training Organisations (GTOs) became the mechanism for industry-wide responses to uncertain economic and employment conditions.

Under the scheme an organisation (like CVGT Australia) took on the responsibility to recruit and employ apprentices, and to place them with one or more host employers for on-the-job-skills training.

Since 1983 we've expanded our reach into many communities, supporting people to access, find, attain and maintain employment. Our commitment with this Reconciliation Action Plan is to support the creation of equitable employment opportunities for Aboriginal and Torres Strait Islander peoples.

Below: CVGT Australia staff in a workshop to develop of our Culture Code. Our staff owned the co-creation process and more than 200 were involved in the development.

What we do

CVGT Australia connects more people to meaningful work, and we do this across three states (Victoria, New South Wales and Tasmania).

We deliver a range of federal and state government programs. These include:

Employment

- **Group Training:** we coordinate host employers so trainees and apprentices can access training and gain qualifications
- **jobactive:** we deliver employment services to job seekers and employers.
- **Disability Employment Services:** we assist people with disability, injury or illness to find and keep a job.
- **Career Transition Assistance:** we provide employment support and skill development for mature aged job seekers.

Parents

- **ParentsNext:** we provide employment preparation activities that support parents who want to find and keep a job when their youngest child starts school.

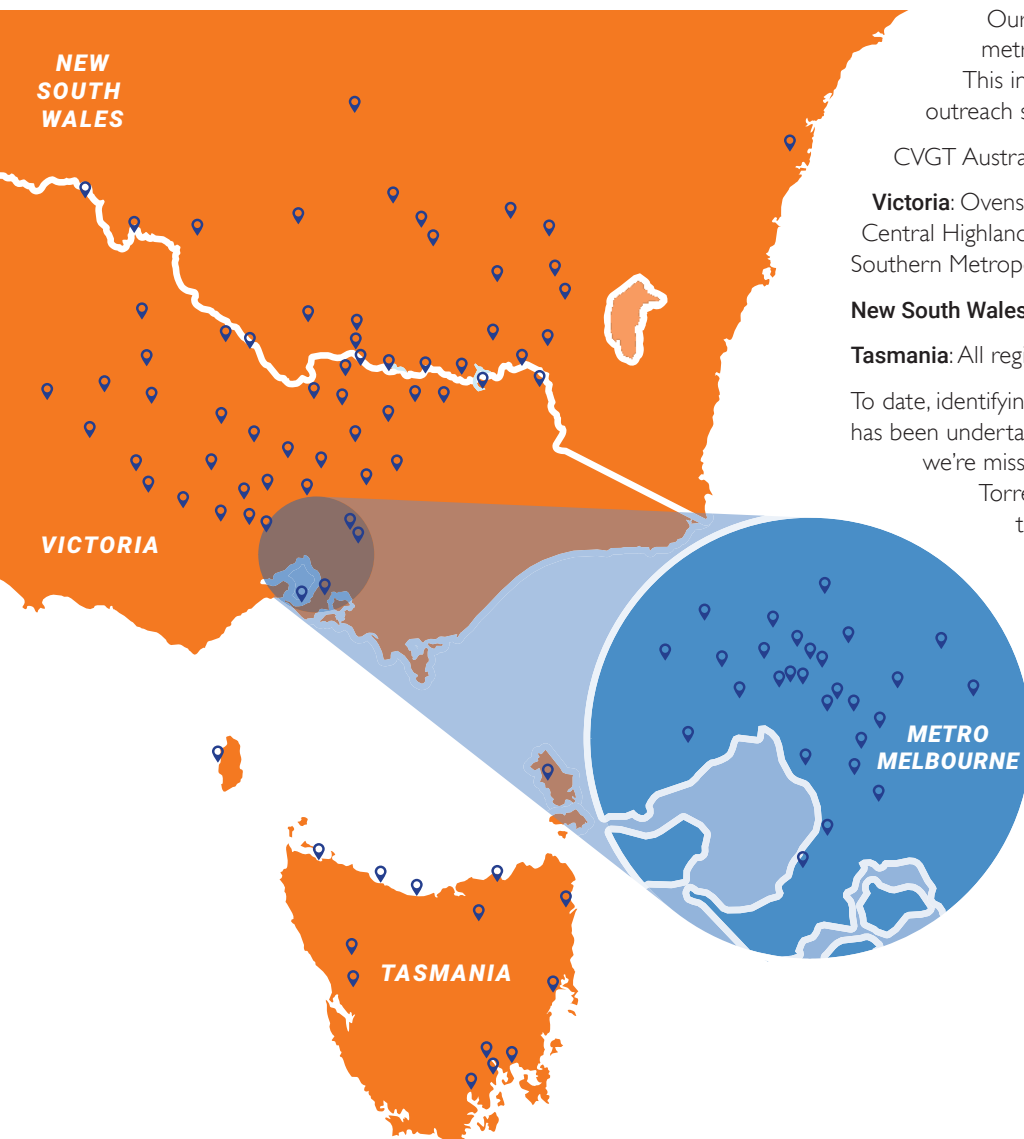
Youth

- **Transition to Work:** we deliver a service to support Young Australians transition from education to employment
- **Youth Crime Prevention:** we work closely with magistrates, legal practitioners and other service agencies to seek employment or education as an alternative to sentencing options.



Where we are

CVGT Australia employs 375 dedicated and resourceful individuals.



Our people live and work in regional and metropolitan regions, across 128 locations. This includes 58 full-time, 27 part-time, and 43 outreach services.

CVGT Australia can be found in:

Victoria: Ovens-Murray, Goulburn, Loddon-Campaspe, Central Highlands, Western, Northern, Eastern and Southern Metropolitan Melbourne

New South Wales: Liverpool and Murray-Riverina regions

Tasmania: All regions

To date, identifying the cultural identity of our employees has been undertaken in an ad-hoc way. This means that we're missing information about the Aboriginal and Torres Strait Islanders who are part of our team. We intend to remedy this in the near future by improving our People & Culture systems.

Reconciliation Action Plan

Statement of Intent

The CVGT Australia Board adopted our Reconciliation Action Plan Statement of Intent in 2020.

CVGT Australia:

- Affirms its commitment to Reconciliation and the development of a Reconciliation Action Plan.
- Will work towards the vision of "A united Australia, which respects this land of ours, values the Aboriginal and Torres Strait Islander heritage and provides justice and equity for all."
- Acknowledges and supports the Uluru Statement from the Heart.
- Recognises Aboriginal and Torres Strait Islander peoples as the First Australians with unique cultures and spiritual relationships with land and the sea.
- Commits to addressing any access and equity issues for Aboriginal and Torres Strait Islander peoples in relation to CVGT's services.
- Supports, encourages and invites Aboriginal and Torres Strait Islander peoples to engage and participate in areas of planning and development of employment services that contribute to improving their life outcomes.
- Strongly supports progressing Aboriginal and Torres Strait Islander peoples' right to a say in the decisions that affect their lives.
- Recognises this Statement of Intent is the first step in signifying our commitment to understanding the injustices Aboriginal and Torres Strait Islander peoples have faced and continue to face. We commit to building and fostering relationships with First Nations communities and organisations to strive to address the inequities that exist and we commit to an ongoing process of respectfully seeking advice and guidance on our practice and service delivery to provide a better experience for Aboriginal and Torres Strait Islander clients.
- Acknowledges and respects the Dja Dja Wurrung people as the Traditional Owners and Custodians of the land on which our corporate office is located and we extend that respect to all Aboriginal and Torres Strait Islander peoples of other nations on which our offices are located. The Board of Directors, Executive and staff pay our respects to their Elders, past and present.

Below: Students from our 2021 Indigenous School Based Apprenticeship Training (SBAT) program, Dja Dja Wurrung elder Uncle Rick Nelson, and representatives for host organisations and CVGT Australia at a 'Welcome to Country' ceremony in Yapeen.



Reflect

At CVGT Australia we're proud of our story. We like to celebrate that we've been connecting more people to meaningful work since 1983.



Above: Mark Little, our General Manager Strategy & Communication, in a Culture Code workshop.

But our history has not emerged in a vacuum. It's important to acknowledge the past and to explore its impact in today's context.

CVGT Australia has been making a difference in local communities for more than three decades. Today, we understand that communities, individuals and the nation will benefit from reconciliation. We've embarked on a journey to learn how we can contribute.

This matters to us. Our Reflect Reconciliation Action Plan goes beyond paying respects and acknowledging the traditional peoples of this nation.

We acknowledge that real work needs to be done to support self-determination, and to create space for the living cultures of Aboriginal and Torres Strait Islander peoples to flourish.

This action plan supports us to step more deeply into this journey. We take these steps to engender positive change, economic prosperity and improved wellbeing. This plan is about more than words. CVGT Australia will take action make real differences; in principle, practices and outcomes.

Recognition

Developing our Reconciliation Action Plan is a formal recognition of the injustices and inequities experienced by Aboriginal and Torres Strait Islander peoples.

CVGT Australia believes a Reconciliation Action Plan will support our people and the organisation to build knowledge and understanding of, and our respect for, Aboriginal and Torres Strait Islander cultures and histories. This plan has been developed to provide us with the tools to effectively promote that knowledge and understanding.

Our aim is to strengthen our relationships with First Nations peoples, both within our organisation and in our communities. This Reflect Reconciliation Action Plan will guide us to ensure our own internal processes and procedures are adequate and appropriate to support our reconciliation journey.

Work needs to be done to support the self-determination of Aboriginal and Torres Strait Islander peoples. We also want to recognise the significant contributions that First Nations peoples have made, are making and will continue to make as we collectively weave the fabric of this nation.

Our work seeks to end the systemic disparity that exists on so many levels between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples. We don't mean work that results in mere equality. Our goal is for equity; in recognition, economic participation, health, education and housing.

CVGT Australia has prepared this Reconciliation Action Plan with the explicit intention that we wish to continue working toward the creation of equitable employment opportunities for Aboriginal and Torres Strait Islander peoples that helps meet these equity objectives.

One of our core values is "community matters." For us to live that value CVGT Australia must act as an enabler of positive change, economic prosperity and improved wellbeing.

So, our future initiatives, projects and connection, will elevate the voices and experiences of Aboriginal and Torres Strait Islander peoples. We'll leverage our broad range of channels and activities to make this happen.

Reconciliation Action Plan

Context

The CVGT Australia Board of Directors launched a new Strategic Plan for 2020–2025. It articulates a commitment to measuring our success based on an ability to serve our stakeholders, and to meet their expectations of CVGT Australia as a for-purpose organisation.

To directly support our work with Aboriginal and Torres Strait Islander peoples, we've made additional commitments for the years ahead. CVGT Australia will:

- Have an Aboriginal and/or Torres Strait Islander voice represented at senior management and Board levels
- Build strong and respected partnerships with the Aboriginal and Torres Strait Islander communities and their Elders in each of our 128 locations.

The Board has further committed to collaborate with Aboriginal and Torres Strait Islander communities to co-design approaches to support employment equity. This commitment is supported by its endorsement of a Reconciliation Statement of Intent.

The intent sets the scene, and it was the first critical step on this longer journey towards reconciliation. The Reconciliation Action Plan takes us further on the journey, with tangible plans to make a difference.

A dedicated champion was allocated at Board level to support and facilitate the development of our Reconciliation Action Plan. This position is supported by an internal working group:

Board Reconciliation Action Plan Champion:

Jan Boynton – CVGT Australia Board Director

Reconciliation Action Plan Working Group Chair:

Mark Little – General Manager Strategy & Communication

Right: CVGT Australia Indigenous Communities Liaison Officer Rhonda Penney pictured holding the Acknowledgement of Country plaque for our corporate office in Bendigo. Our corporate office is on the land of the Dja Dja Wurrung and the plaque includes the Dja Dja Wurrung language word, 'Womin-dji-ka', which means 'Welcome'.

Reconciliation Action Plan

Working Group Members:

Aunty Rhonda Penney – Indigenous Communities Liaison Officer. Aunty Rhonda is a Palawa woman

Stephen Broome – Career Coach/Activity Coordinator. Stephen is a Wiradjuri man

Jade Smitten – Training and Assessment Officer

Matthew Connell – Manager People & Culture

External Support:

CVGT Australia consulted with external parties to develop our Reconciliation Action Plan. These people have offered ongoing support to the CVGT Australia Reconciliation Action Plan Working Group, and to the organisation more broadly, during the implementation and evaluation of the plan.

Baydon Widdicombe – Bendigo District Aboriginal Corporation, Bendigo

Pauline Ugle – Dja Dja Wurrung, Bendigo



Journey

The actions contained within the CVGT Australia Reflect Reconciliation Action Plan support our strong involvement with, and commitment to, the provision of employment services to Aboriginal and Torres Strait Islander peoples. We have an unambiguous aim to help reduce the employment disparity between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples.

With this commitment, the CVGT Australia's Reconciliation Action Plan journey is being embedded in our company-wide purpose, "to connect more people to meaningful work". We are explicit about our intention to make an exceptional and long-lasting difference. We will do this by:

- Informing and educating our employees about the development and progression of this plan
- Increasing employment opportunities for Aboriginal and Torres Strait Islander peoples within the communities where we operate
- Improving our internal recruitment processes to ensure we have appropriate Aboriginal and Torres Strait Islander representation within our own employee network
- Inviting staff to attend Aboriginal and Torres Strait Islander events (where applicable) to learn about and celebrate Aboriginal and Torres Strait Islander cultures
- Extending invitations to First Nations Elders to speak, distribute information to staff, or to share cultural stories and journeys about Aboriginal and Torres Strait Islander peoples
- Providing cultural awareness training to all CVGT Australia staff
- Acknowledging Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land at our meetings and events
- Installing Aboriginal and Torres Strait Islander artwork and acknowledging cultures at more of our service locations (e.g. installing Acknowledgment of Country plaques)
- Engaging and creating positive, beneficial and productive partnerships with Aboriginal organisations at the local level of the regions in which we operate. These relationships will provide a range of skills and perspectives to the organisation and will support innovation, collaboration and success
- Contacting Supply Nation to access certified Aboriginal and Torres Strait Islander-owned suppliers of goods and services, where appropriate
- Sponsoring events with Aboriginal and Torres Strait Islander communities
- Meeting with local First Nations Elders to find out what we can do to support their own community needs, then follow this up with delivery of what we promise.

Reconciliation Action Plan

Steps to get here

Our work to reduce the employment disparity began earlier this century. In 2005, we delivered services for the Community Development Employment Program and Indigenous Youth Employment Consultant services.

This built on our work with Structured Training and Employment Projects (from 2004) and Structured Training and Employment Projects Employment Related Services (from 2006). We were also engaged with the Indigenous Employment Program from 2011, and then the Indigenous Prison Employment Program since 2012.

During these periods CVGT Australia has developed relationships with local Aboriginal and Torres Strait Islander communities as we delivered these place-based services. This ensured our organisational objectives met the needs and aspirations of those communities.

Ongoing engagement

Community partnerships

Dja Dja Wurrung Country is the location of CVGT Australia's corporate office in Bendigo. CVGT Australia has worked with and consulted with Dja Dja Wurrung Clans Aboriginal Corporation and Bendigo and District Aboriginal Corporation at the local level to inform recent actions and to support employment programs and service delivery.

We have relationships with other entities, including Rumbalara Shepparton, Njernda Echuca, Moama Land Council, Cummeragunja Land Council, Tasmanian Aboriginal Centre, Wagga Aboriginal Land Council and Griffith Aboriginal Land Council.

Below: Some of our first group of students from our Indigenous School Based Apprenticeship Training (SBAT) program.



Company initiatives

Aboriginal Employment Networking Events have been held at our sites across the three states where we operate. We consulted with Traditional Owners and invited them to attend and hold the Welcome to Country, at all locations. We introduced employers to local Aboriginal and Torres Strait Islander people so that employment opportunities could be discussed in a social and culturally appropriate setting.

Traditional Owners were invited to do a Welcome to Country for the initial flag raising at corporate office. Since 2019 the Aboriginal and Torres Strait Islander flags have been permanent fixtures at our corporate office. All CVGT Australia office locations have Aboriginal and Torres Strait Islander flag sets displayed in reception.

We have offered to display Aboriginal Art from local artists at our office locations. Two locations have artwork installed and our aim is to add to this initiative.



External events

CVGT Australia participates in a range of regular events, including:

- NAIDOC events across our network
- Local Aboriginal Network meetings in Bendigo
- Local Aboriginal Education Group meetings with Bendigo Kangan TAFE
- Aboriginal Workforce Development Strategy meetings in Echuca.

We have also:

- Attended Bendigo NAIDOC Flag raising celebrations each year (since 2011)
- Provided Indigenous Cultural Awareness Training for all employees (2012)
- Been actively involved in local NAIDOC events (since 2015)
- Created an Indigenous Liaison Officer position, and employed an Aboriginal woman to work solely on the development of activities to create employment opportunities across our network (2016)
- Sponsored the inaugural Indigenous Football Competition in central Victoria (2017) and an Indigenous Basketball competition in Bendigo (2019)
- Initiated an Administration Traineeship program in which our full-time locations each held a vacancy for a trainee, with a recruitment process that strongly encouraged applicants from Aboriginal and Torres Strait Islander peoples (2017)
- The CVGT Australia Board adopted a Reconciliation Action Plan Statement of Intent (2020)
- Plaques continue to be created and installed at each CVGT Australia office, recognising the Aboriginal name of the Country on which each office is located (2021-21).

Our Actions

Our Reconciliation Action Plan encompasses four arenas; relationships, respect, opportunities and governance. We'll take 13 key actions over the year ahead. The plan outlines what we'll do by when, and who will be responsible for overseeing that the work gets done.



Relationships

CVGT Australia's organisational values - Do the right thing, Find a way, Genuine care, Better together, Community matters - underpin our aspiration to build responsive, relevant and trusting relationships with Aboriginal and Torres Strait Islander staff, clients and stakeholders.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	December 2021	Chief Operations Officer
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	November 2021	General Manager Strategy & Communication
	<ul style="list-style-type: none"> Develop culturally appropriate protocols for branch locations to engage and build relationships with their local Aboriginal and Torres Strait Islander Elders and communities. 	December 2021	General Manager Strategy & Communication
	<ul style="list-style-type: none"> Branch managers meet with local Land councils and Aboriginal and Torres Strait Islander organisations in their respective communities to develop guiding principles for future engagement and partnerships. 	April 2022	Chief Operations Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2022	General Manager Strategy & Communication
	<ul style="list-style-type: none"> Reconciliation Action Plan Working Group (RWG) members to participate in an external NRW event. 	27 May-3 June 2022	RWG Chair
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May-3 June 2022	RWG Chair
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	May 2022	Chief Operations Officer
	<ul style="list-style-type: none"> Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	May 2022	General Manager Strategy & Communication
	<ul style="list-style-type: none"> Investigate the possibility to include a reference to Aboriginal and Torres Strait Islander cultures in revised staff uniforms. 	May 2022	Chief Financial Officer
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in the areas of race relations and anti-discrimination. 	May 2022	Manager People & Culture
	<ul style="list-style-type: none"> Conduct a review of People & Culture policies and procedures to identify existing anti-discrimination provisions, and future needs. 	May 2022	Manager People & Culture



Respect

CVGT Australia is resolute in its belief that all people deserve to be treated with genuine care, integrity and respect, and this commitment is enshrined in our core values. Our respect for Aboriginal and Torres Strait Islander peoples, their cultures, stories and histories is integral and fundamental to a healthy and respectful affiliation.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2022	Manager People & Culture
	• Conduct a review of cultural learning needs within our organisation.	March 2022	Manager People & Culture
	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas.	December 2021	Indigenous Communities Liaison Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2021	Manager People & Culture
	• Initiate internal email signatures to include reference to the traditional place name and name of Country where each CVGT Australia branch is located.	February 2022	Senior Manager Corporate Communications
	• Standardise the Acknowledgement of Country across the organisation to reflect appropriate Country naming conventions and culturally appropriate wording.	November 2021	General Manager Strategy & Communication
	• Develop internal protocols ensuring Acknowledgement of Country is included in all meeting agendas.	November 2021	General Manager Strategy & Communication
	• Investigate the use of appropriate traditional language in corporate communications in consultation with Traditional Custodians.	March 2022	Senior Manager Corporate Communications
	• Review and audit internal communication channels to ensure respectful language is demonstrated across the organisation.	February 2022	General Manager Corporate Governance
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information among our staff about the meaning of NAIDOC Week.	June 2021	Indigenous Communities Liaison Officer
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2021	Indigenous Communities Liaison Officer
	• Reconciliation Action Plan Working Group to participate in an external NAIDOC Week event.	First week in July 2021	RWG Chair



Opportunities

CVGT Australia recognises and celebrates the respected influence that Aboriginal and Torres Strait Islander peoples and communities can have when working toward achieving and maintaining diversity and inclusivity in the workplace. CVGT Australia upholds and appreciates the specialised experiences, skills and knowledge that Aboriginal and Torres Strait Islander peoples bring to our organisation. We are committed to a positive and meaningful presence of Aboriginal and Torres Strait Islander peoples in the life of CVGT Australia.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	January 2022	Manager People & Culture
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2021	Manager People & Culture
	• Revise employment protocols to include a consultation with local Aboriginal and Torres Strait Islander organisations when internal vacancies arise.	December 2021	Manager People & Culture
	• Investigate an internal Aboriginal and Torres Strait Islander professional mentoring network.	January 2022	Manager People & Culture
	• Engage Aboriginal and Torres Strait Islander staff to consult on our recruitment and professional development strategy to remove barriers in the workplace.	January 2022	Manager People & Culture
9. Increase 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.	March 2022	Manager Finance
	• Investigate Supply Nation membership.	March 2022	Manager Finance



Governance

CVGT Australia is building its capacity to measure the impact our work has on the communities we work within. We are committed to working with Aboriginal and Torres Strait Islander peoples and communities to sustain positive outcomes that meet their needs. We will report on and evaluate our work to gain insight and maintain continuous improvement and impact.

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RWG to drive governance of the Reconciliation Action Plan.	• Maintain a RWG to govern Reconciliation Action Plan implementation.	November 2021	General Manager Strategy & Communication
	• Draft Terms of Reference for the RWG.	November 2021	General Manager Strategy & Communication
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	November 2021	General Manager Strategy & Communication
11. Provide appropriate support for effective implementation of Reconciliation Action Plan commitments.	• Define resource needs for Reconciliation Action Plan implementation.	June 2021	Manager Strategy
	• Engage senior leaders in the delivery of plan commitments.	November 2021	General Manager Strategy & Communication
	• Define appropriate systems and capability to track, measure and report on Reconciliation Action Plan commitments.	December 2021	Manager Strategy
12. Build accountability and transparency through reporting Reconciliation Action Plan achievements, challenges and learnings both internally and externally.	• Complete and submit the annual Reconciliation Action Plan Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021	General Manager Strategy & Communication
13. Continue our reconciliation journey by developing our next Reconciliation Action Plan.	• Register via Reconciliation Australia's website to begin developing our next Reconciliation Action Plan (Innovate).	March 2022	General Manager Strategy & Communication



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