


SOUTHERN CROSS GROUP
Innovate Reconciliation Action Plan

INNOVATE



SOUTHERN
CROSS
Group

MAY 2021-MAY 2023



We acknowledge the Traditional Owners of Country throughout Australia and recognise their continuing connection to land, waters, and community. We pay our respects to them, their cultures, and to Elders past, present and emerging.

Southern Cross Group Team



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MESSAGE OF COMMITMENT FROM OUR CEO



I am pleased to present the Reconciliation Action Plan 2021 – 2023 and I believe that by working with our staff, businesses and Australian Government agencies, both Aboriginal and Torres Strait Islander peoples and other Australians, we can make a real difference in people's lives.

We want to build stronger relationships and respect between Aboriginal and Torres Strait Islander peoples and other Australians and improve the economic opportunities for Aboriginal and Torres Strait Islander peoples and their communities.

Our RAP is focused on three key areas :

- Emphasising respect
- Enhancing relationships
- Creating opportunities

Through our RAP, Southern Cross Group will:

Strengthen our reputation as an employer of choice for Aboriginal and Torres Strait Islander peoples.

Ensure our staff are culturally aware and equipped to communicate effectively and to work with Aboriginal and Torres Strait Islander peoples.

Ensure our services are effective, culturally appropriate and accessible to Aboriginal and Torres Strait Islander peoples.

Strengthen our relationships with the Aboriginal and Torres Strait Islander communities within which we deliver services.

I encourage all our staff to get involved in the Reconciliation Action Plan. I encourage staff to support and take part in these important programmes and to promote respect and appreciation for the rich cultures of Australia's First Nations peoples.

Also, I extend my thanks to the RAP Steering Committee and encourage all staff to support the 2021 – 2023 Reconciliation Action Plan.

SAM JOHNSON, CEO

OUR ORGANISATION

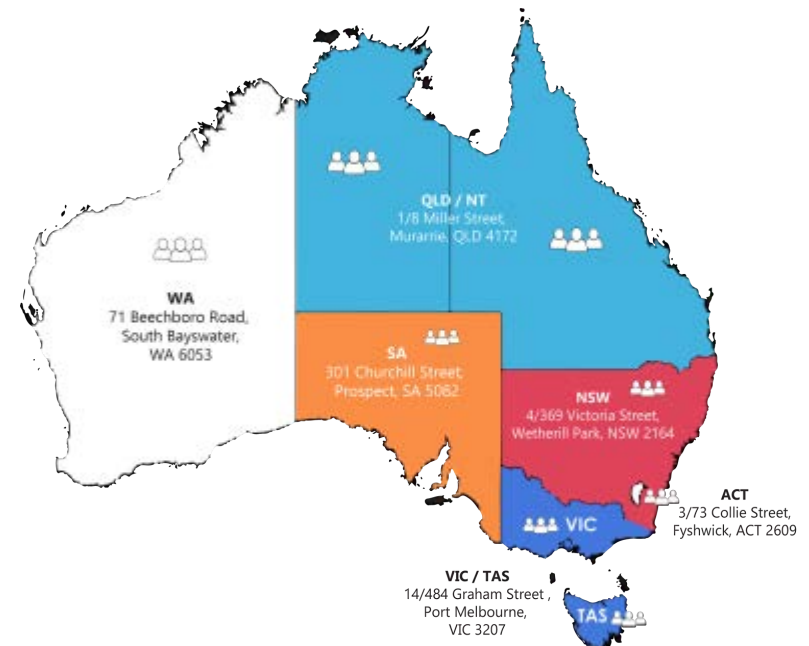
Introduction – Our Story So Far

Southern Cross Group Pty Ltd has long been an employer of staff from a diverse range of cultural backgrounds. Southern Cross Group recognised that Aboriginal and Torres Strait Islander peoples were under-represented across all divisions of the Southern Cross Group business. Having identified that there was a need to further increase of cultural diversity and broaden workplace inclusion, Southern Cross Group then explored ‘how’, as a business it would be best placed to increase Aboriginal and Torres Strait Islander participation in the workplace.

Through this exploratory process it was identified that there are unique requirements that must be addressed to fully embrace the cultural needs of Aboriginal and Torres Strait Islander peoples, which are beyond the standard entrenched religious and cultural rights of staff. Southern Cross Group then embarked on a process to establish a specific Indigenous business. Southern Cross Pacific Pty Ltd was then established to focus on the inclusion of Aboriginal and Torres Strait Islander peoples within a business specifically tailored to meet the individual needs of Aboriginal and Torres Strait Islander peoples.

Southern Cross Group Pacific is utilised as a key subcontractor across all SCG’s work opportunities, enabling us to leverage greater workforce participation for Aboriginal and Torres Strait Islander people with more opportunities to participate in our country’s economic prosperity through sustainable employment and support through our community partnerships.

SCG Locations



Core Business and Services

Southern Cross Group is a specialist provider of integrated facility solutions throughout Australia. We focus on offering Facility Services – Security & Cleaning, Traffic Control, Risk Management Consulting and Technology Solutions. We are committed to excellence, client service and sustainability.

We are approximately 1800 Southern Cross Group employees, including 3 Aboriginal and Torres Strait Islander employees. We conduct our operations at more than 800 sites Australiawide. We also have 6 main offices in each Australian state.

Our Aims and Commitment

Our aim and commitment are to develop and act on our Reconciliation Action Plan (RAP) which will support true enjoyment of work with Aboriginal and Torres Strait Islander peoples through both direct and indirect touchpoints.

Our focus will be to support the employment of staff through Southern Cross Group, utilising Aboriginal and Torres Strait Islander suppliers of both products and services and to reach out to Aboriginal and Torres Strait Islander communities in a way that is meaningful and targeted and where we can have the most impact. Our RAP is the overarching document for divisional Indigenous engagement strategies. It will set out what we intend to do to drive our businesses towards the goal of a workplace that reflects the diversity of the communities that we serve. Our RAP will be informed through the information gained from the RAP Steering Committee.

RAP Steering Committee

Southern Cross Group has developed a Reconciliation Action Plan (RAP) in consultation with Reconciliation Australia, using their toolkit, templates and resources.

The first essential ‘minimum element’ for developing a RAP is to establish a Steering Committee made up of Aboriginal and Torres Strait Islander staff and/or stakeholders and non-Aboriginal and Torres Strait Islander staff and/ or stakeholders.

Membership

Membership of the RAP Steering Committee has been limited to eight (8) people in total.

Nominations however, are open to any staff member who is interested in reconciliation and how it can be a positive force for changing the culture, work practices and core business of our organisation. The membership of the RAP Steering Committee will be reviewed every three (3) months. New members will be invited to join annually or, on as required basis to ensure the Steering Committee has new ideas as well as continuity.

Nominations should be submitted via email to the Chairperson of the RAP Steering Committee.

Final selection will be made by the four permanent members of the RAP Steering Committee, which includes two (2) Aboriginal and / or Torres Strait Islander members;

- Chief Executive Officer – Southern Cross Group.
- Chief Operating Officer – Southern Cross Group.
- Director – Southern Cross Pacific
- Operations and Community Engagement Co-ordinator – Southern Cross Pacific.

Structure

The RAP Steering Committee will comprise of four (4) permanent staff members who have nominated for the Steering Committee. It will also include a RAP Champion from the Executive level of the organisation. (The Chief Executive Officer has been nominated for this role).

The roles to be divided among the RAP Steering Committee include:

- Taking and disseminating Minutes to the RAP Steering Committee.
- Planning up-coming meetings.
- Locating and sharing research or other documents as determined by the Steering Committee members.

Meetings

Meetings will be held every two (2) weeks while the RAP is being developed and every four (4) weeks after launch to monitor progress.

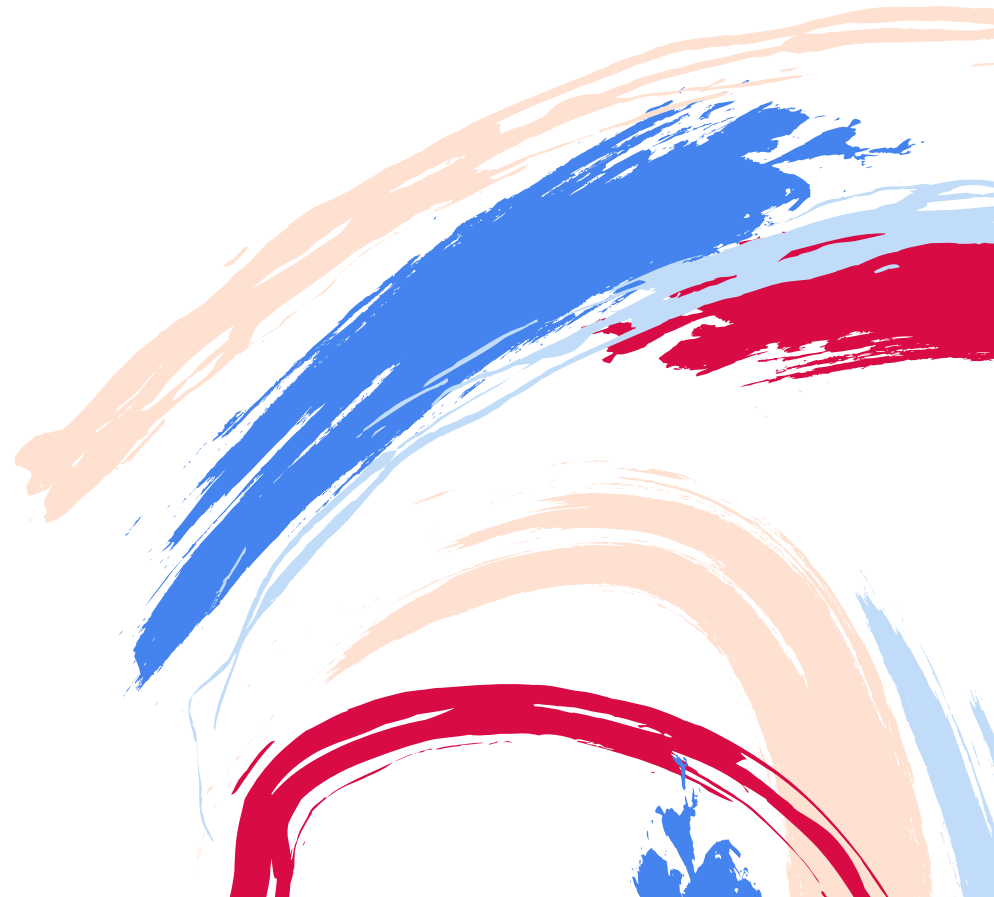
There will be a rotating Chair for meetings. Members can volunteer to Chair upcoming meetings.

Note: Decisions made at the meetings will only be valid if there is Aboriginal and Torres Strait Islander representation at the meeting or input into the decision prior to the meeting.

Reporting

In order to maintain RAP compliance, the RAP Steering Committee will report directly to the RAP Champion, the Chief Executive Officer, on the progress of the RAP development and implementation.

The RAP Steering Committee is responsible for liaising with all relevant business units to complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually or on any significant changes to the RAP that affect targets or goals as set out in the RAP.





OUR VISION FOR RECONCILIATION

Our vision for reconciliation is an
Australia that values and promotes
Aboriginal and Torres Strait
Islander cultures, traditions, ways
of communication, safety, integrity,
and is inclusive for all Aboriginal
and Torres Strait Islander
community members.



OUR RECONCILIATION ACTION PLAN

We have developed this Innovate Reconciliation Action Plan (RAP), as we recognise the importance of embedding Aboriginal & Torres Strait Islander cultural awareness and understanding into the values of Southern Cross Group. The driving force behind our RAP is our commitment to diversity and inclusion. We recognise the value, skills and knowledge that comes with having a diverse workforce, community and partnerships.

We believe that building strong, meaningful and respectful partnerships with Aboriginal & Torres Strait Islander peoples and communities is fundamental to achieving our goals for reconciliation, including increasing the number of Aboriginal & Torres Strait Islander staff in our organisation and providing our customers with products and services that reflect our values and commitment to diversity and inclusion.

Our Innovate RAP will allow Southern Cross Group to build relationships externally and internally with Aboriginal & Torres Strait Islander communities and organisations. It will inform and guide future RAP commitments and assist us to engage, support and increase our Aboriginal & Torres Strait Islander employees.

Our RAP Steering committee involves all key stakeholders in the organisation, including senior and executive management and all levels of staff in our engagement to achieving our vision and targets for our RAP. To achieve total engagement in our plans, we are presented with many challenges in ensuring our initiatives and training is delivered at a high standard, as well as implemented by all levels of employees.

We have learnt the importance of utilising the stories and experiences of our Aboriginal and Torres Strait Islander staff in order to better engage all stakeholders and our community. Also, in identifying the importance of obtaining advice from the Aboriginal and Torres Strait Islander community and leaders in key decisions that is of affect, we can ensure more effective decision making and satisfaction.

We know that Southern Cross Group will be enriched as our knowledge, understanding and partnerships with Aboriginal & Torres Strait Islander peoples and organisations develops and strengthens.

OUR RAP JOURNEY

Throughout this year SCG has put together an Aboriginal Cultural Awareness Webinar that has created a lot of engagement amongst our staff and clients to further their understanding of Aboriginal and Torres Strait Islander cultures. We plan to develop this training further into greater cultural engagement within individual community areas.

We were inspired to name our newest technology- the security robot with an Aboriginal name- Bunda which means "hawk" in the Gadigal language which we developed in consultation and approval of Paul Newman- SCG Advisory Board Member.

2020 has been challenging to organize and run events and stick to the calendar due to the world pandemic and lockdowns imposed. Nonetheless, we have utilized our online platforms and technology to maintain consistent efforts and planning towards our RAP. Please see to your left a few examples of social media posts we have done throughout last year.



Left - Sam Johnson, CEO

Right - Paul Newman, Advisory Board Member

Southern Cross Group continues our commitment and desire to develop and implement our Innovate RAP and strengthen our connections with Aboriginal & Torres Strait Islander communities and organisations.





RELATIONSHIPS

We are committed to proactively developing a meaningful and friendly relationship with Aboriginal and Torres Strait Islander peoples. We will achieve this by working in collaboration with our Aboriginal and Torres Strait Islander staff, Advisory Board Members, Aboriginal Industry Associations, and with the communities in which we operate. We will also invest in new partnerships to support Aboriginal and Torres Strait Islander peoples and organizations.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May, 2021	Chief Executive Officer
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May, 2021	Chief Executive Officer
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021, 2022	Human Resources Manager
	RAP Steering Committee members to participate in an external NRW event.	May 2021, 2022	Marketing Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2021, 2022	Marketing Manager
	Organise at least one NRW event each year.	May 2021, 2022	Marketing Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2021, 2022	Marketing Manager
Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	May, 2021	Human Resources Manager
	Communicate our commitment to reconciliation publically.	May, 2021	Marketing Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May, 2021	Chief Executive Officer
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	June, 2021	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June, 2021	Human Resources Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	July, 2021	Human Resources Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July, 2021	Human Resources Manager
	Educate senior leaders on the effects of racism.	August, 2021	Chief Operations Officer



RESPECT

Understanding, recognition and respect for Aboriginal and Torres Strait Islander peoples, cultures and histories are a paramount for our organisation, as we value Aboriginal and Torres Strait Islander cultures and histories. Showing respect and deeply understanding cultures, histories and languages allow us to better communicate with Aboriginal and Torres Strait Islander communities and ensure an inclusive and respectful environment.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	September, 2021	Chief Operations Officer
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	August, 2021	Chief Operations Officer
	Develop, implement and communicate a cultural learning strategy for our staff.	October, 2021	Chief Operations Officer
	Provide opportunities for RAP Steering Committee members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	November, 2021	Chief Operations Officer
	Develop training programs for all staff to be more culturally aware of Aboriginal and Torres Strait Islander People in their work and communities.	August, 2022	Chief Operations Officer
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December, 2021	Chief Operations Officer
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December, 2021	Chief Operations Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December, 2021	Chief Operations Officer

Action	Deliverable	Timeline	Responsibility
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May, 2021	Chief Operations Officer
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Steering Committee to participate in an external NAIDOC Week event.	First week in July, 2021, 2022	Marketing Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May, 2021	Human Resources Manager
	Promote and encourage participation in external NAIDOC events to all staff.	July 2021, 2022	Marketing Manager



OPPORTUNITIES

SCG really values building a workforce that consists of a large proportion of Aboriginal and Torres Strait Islander people. We will create opportunities to further support them to access employment pathways and business opportunities within the facility services industry and any other industries and segments we become exposed to in the future.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February, 2022	Chief Operations Officer
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	February, 2022	Chief Operations Officer
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March, 2022	Chief Operations Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June, 2022	Human Resources Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June, 2022	Human Resources Manager
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June, 2022	Human Resources Manager

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	September 2021	Chief Operations Officer
	Investigate Supply Nation membership.	September, 2022	Chief Operations Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August, 2022	Chief Operations Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August, 2022	Chief Operations Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	August, 2022	Chief Operations Officer
Ensure training programs and services are tailored to support Aboriginal and Torres Strait Islander People in our local areas of operations.	Develop a Cross-Cultural Communications Training for effective communications with Aboriginal and Torres Strait Islander Peoples with Paul Newman	May, 2021	HR Manager
	Develop area based cultural and operational significance training with the Local Aboriginal Land Councils.	February, 2022	HR Manager



GOVERNANCE TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Steering Committee to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Committee.	October, 2022	Marketing Manager
	Establish and apply a Terms of Reference for the RAP Steering Committee.	October, 2022	Marketing Manager
	Meet at least four times per year to drive and monitor RAP implementation.	June 2021-2022, September 2021-2022, December 2021-2023, March 2022-2023	Marketing Manager
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May, 2021	Marketing Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	October, 2022	Marketing Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October, 2022	Marketing Manager
	Appoint and maintain an internal RAP Champion from senior management.	October, 2022	Marketing Manager

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2021, 2022	Marketing Manager
	Report RAP progress to all staff and senior leaders quarterly.	May 2021-2022, August 2021-2022, November 2021-2022, February 2022-2023	Marketing Manager
	Publically report our RAP achievements, challenges and learnings, annually.	November, 2021, 2022	Marketing Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May, 2022	Marketing Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August, 2022	Marketing Manager



**SOUTHERN
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