

Reconciliation Action Plan

August 2023 to February 2025



Acknowledgement of Country

Allied Integrated Management acknowledges the traditional owners and custodians of the land on which we meet and work.

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Our RAP Artwork

Created by artist Caitlin Trindall of Mirii Art, this artwork shares the journey of Allied Integrated Management and their commitment to reconciliation. The five circles flowing through the centre of the artwork represent each of the services encompassing Allied Integrated Management: Facilities, Security, Civil, Traffic and Pest Management. They are all interconnected, and situated under the beautiful rainbow serpent, representative of 'Allied Indigenous' which oversees all services and signifies Allied's commitment to operate in harmony with the Aboriginal land. Allied's strong ties with Aboriginal peoples, and communities are represented through symbols of people and footsteps, as well as the arches at the bottom which represent our Elders.



Caitlin Trindall
Gomeroi Woman
Artist | Mirii Art

Reconciliation Australia CEO Statement

Reconciliation Australia welcomes Allied Integrated Management to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Allied Integrated Management joins a network of more than 2,500 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 close to 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 Allied Integrated Management 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 Allied Integrated Management, 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





Allied Integrated Management CEO Statement

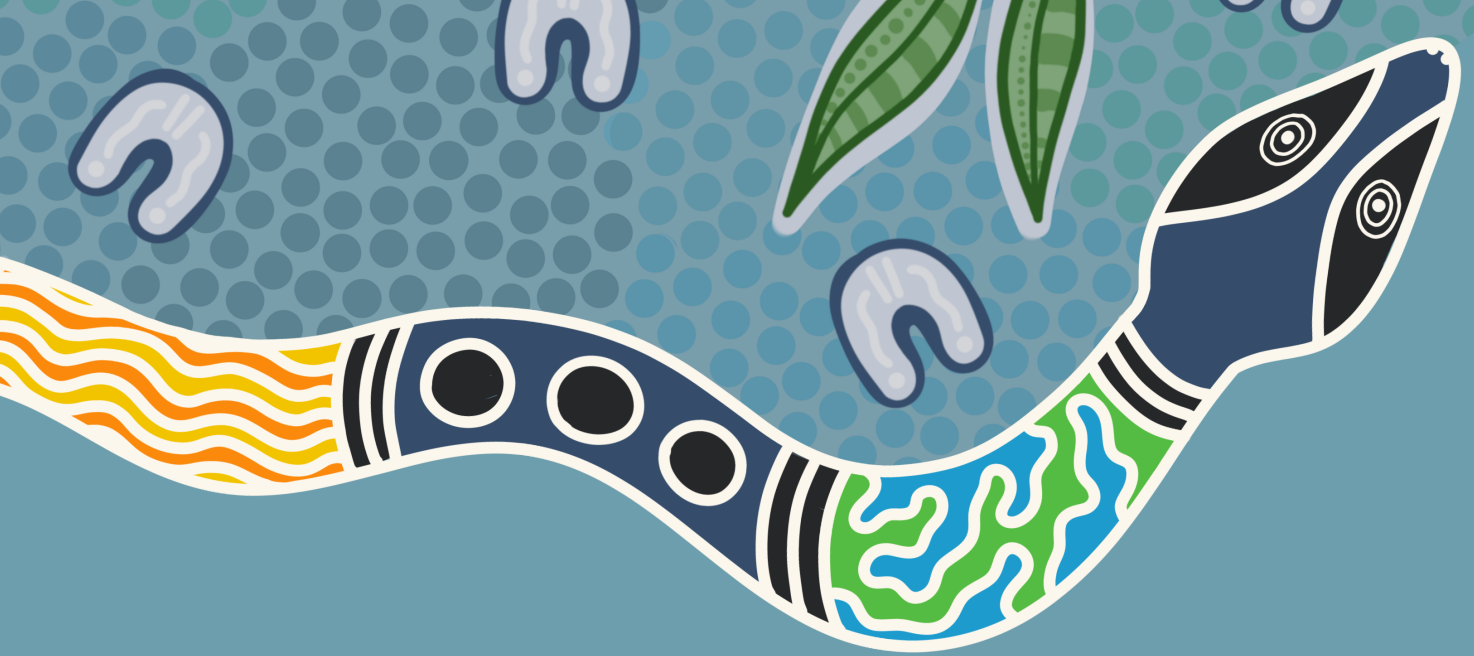
At Allied we have a particular sense of pride and responsibility we feel comes with being an Australian owned and operated business that services the community.

We believe that we have a duty to ensure our services meet the best possible standards. We also believe in offering our clients a tailored integrated services experience which demonstrates our belief in our Australian culture including uprightness, standing by our service delivery promise, service consistency, and fairness in our engagement and treatment of equal opportunities.

We take the unique approach of building great long-term and mutually beneficial relationships and we have pride in our approach to ensure the inclusivity and diversity is practised from the foremost interaction. Whilst challenges exist to successfully coordinate and deliver a range of services which Allied has demonstrated an ability to maintain

consistency in quality standards, professionalism, and customer service. To a large extent this can be attributed to the 'best practice' culture cascaded down through the company hierarchy from Board and CEO to our onsite representatives.

Allied is committed to providing the right people, in the right place, performing the right tasks. This is a constant consideration in all tasks Allied perform, from sourcing staff to induction and training, support and development. Our commitment is to focus on attracting, recruiting, and retaining the highest quality resources for the lifespan of each contract. That commitment further extends to strong support for Aboriginal and Torres Strait Islander participation, recognition of the Traditional Owners of the lands in which we provide our services and cultivating collaborative working relationships with local Aboriginal and Torres Strait Islander communities.



Being in a labour provision industry which is known for high turnover, our aim is to form an engaged workforce of Aboriginal and Torres Strait Islander people through effective staff retention strategies including direct engagement of Aboriginal and Torres Strait Islander recruitment through service providers and partners.

Our valued stakeholders and partners who support our growth and inclusion strategy through offering new Allied Advocates opportunities through growth, development and promotional work prospects. As an example, our efforts to develop strong working relationships with the Blacktown City Council in the area of security services has presented many opportunities for local Aboriginal people of the Blacktown area, making up the second largest Aboriginal population in Australia, for employment in security roles.

In short, we want to be the main contributors for Aboriginal and Torres Strait Islander communities in which we work to make the unobtainable – achievable, and correspondingly develop the achievable into a better all-round relationship that grows into the future. An organisational culture that values all

people and recognises the need to always strive to achieve better service delivery.

While Allied is a requisite aspect of the title of our organization, the term also underscores the core values that guide our service delivery model to all “Allied” clients and partners. We seek to understand your business and priorities through a genuine alliance, engagement and cohesive approach with your organisation and its people to both share in the success and surpass the challenges that may be encountered in association with our closely held professional union.

Most importantly, we ensure our employees live and breathe our company values of client focus, integrity, collaboration, professionalism and community, and aim to ensure it is reflected through their everyday performance.

Amer Awad
Chief Executive Officer
Allied Integrated Management



Allied INDIGENOUS

Introducing Allied Indigenous: Fostering Reconciliation, Empowering Communities

At Allied Integrated Management, we take a step beyond the conventional with the establishment of Allied Indigenous. This division is not just another business initiative; it is a heartfelt commitment to creating a nurturing, professional environment for Aboriginal and Torres Strait Islander communities. Our goal is not to chase sales or revenue but to build a platform for engagement, professional growth, and empowerment.

Allied Indigenous is our commitment to a journey that goes beyond mere words. It's a practical, heartfelt effort to create a brighter, more inclusive tomorrow. Join us in making this vision a reality.

The Heart of Allied Indigenous

Allied Indigenous stands as a beacon of our core values – respect, inclusivity, and community. With an Aboriginal and Torres Strait Islander Corporation Number and active involvement in the NSW Indigenous Chambers of Commerce, we are more than a division; we are a dedicated ally in the journey towards meaningful reconciliation and community building.

A Safe Place for Professional Engagement

Our primary aim at Allied Indigenous is to foster a safe, welcoming space for Aboriginal and Torres Strait Islander individuals. Here, professional aspirations find nurturing ground, away from the traditional business focus on sales and revenue. Our initiatives are designed to encourage professional development, skill enhancement, and empowering collaborations.

Our Commitment to

Reconciliation is more than a policy at Allied Integrated Management; it's a lived experience. Our Reconciliation Action Plan (RAP) reflects this ethos, focusing on creating equitable opportunities and a respectful environment for all. Allied Indigenous plays a pivotal role in bringing this plan to life, ensuring our actions consistently align with our commitment to inclusivity and mutual respect.

Shaping a Better Future

Together with Allied Indigenous, we're not just reshaping our business; we're contributing to a more inclusive and prosperous future for Australia. It's about more than just keeping the wheels of industry turning; it's about paving the way for a future where everyone has the opportunity to thrive in a safe, respectful professional environment.

Meet Shane Albert: A Journey of Dedication and Cultural Pride

We are excited to introduce Shane Alberts, the new Director of Aboriginal Engagement and Community Relations on the Allied Indigenous team. Shane's story is not just about professional growth; it's a celebration of his rich Kamilaroi heritage and a testament to his unwavering dedication to community and excellence.

Roots in Coonamble: A Legacy of Family and Culture

Hailing from a large Kamilaroi family in Coonamble, Shane's deep connection to his roots forms the foundation of his identity and values. The grandson of 1 of 29 children, he has always been surrounded by a strong sense of family and community. This background has instilled in him a profound respect for his heritage, a value he is proudly passing on to his own children – 2 sons and a daughter. Shane's eldest son, already in school, is eagerly learning about Aboriginal culture, mirroring Shane's pride in his origins.

Professional Path: From Groundskeeper to Indigenous Leader

Shane's journey with Allied over the past five years is a narrative of growth, passion, and leadership. Starting as a dedicated worker in the Grounds and Lawns services in NSW/ACT, his exceptional skills and commitment did not go unnoticed. His ascent to the role of Director of Aboriginal Engagement and Community Relations is a reflection of Allied's commitment to nurturing and empowering its employees.



Shane Alberts
Director of Aboriginal Engagement and
Community Relations
Allied Indigenous Team

Vision and Commitment: Bridging Communities and Creating Opportunities

In his own words, **“Ngaya yuwaalayaay ngiyani garru yanaay ngiyani ngaya garru ngiyani Allied Integrated Management.”** – Shane expresses his joy in working alongside his family at Allied Integrated Management. Shane brings more than just his professional expertise; he embodies a deep understanding of the Aboriginal community's unique needs and perspectives. His goal is to forge lasting bonds, represent the community's interests at Allied, and deliver exceptional services while addressing the community's needs and goals.

Inspiration and Aspiration: Family, Perseverance, and Positive Change

Shane's motivation extends beyond his professional endeavours. His family, his greatest source of inspiration, fuels his desire to strive for excellence every day. Shane believes in the power of perseverance and a strong work ethic to achieve any goal. He brings this same level of passion and determination to his new role, aiming to significantly improve the lives of Aboriginal people.

We are confident that Shane's dedication to excellence and his commitment to both the community and Allied Indigenous will lead to remarkable achievements. Please join us in welcoming Shane Albert to this exciting new chapter in his professional journey and in the story of Allied Indigenous.



Our Business

Allied Integrated Management ('Allied') is an Australian owned national provider of unified, innovative and customised solutions in the service delivery of five independent businesses across Security, Facilities, Pest, Civil and Traffic Management.

Employing over 100 staff, including six Aboriginal and Torres Strait Islander employees in our Facilities and Traffic Control business units, Allied provides services at a national level across Australia, with four offices located in New South Wales, Victoria, Queensland and Western Australia.

Our Vision

Allied strives to be the leading integrated services organisation where long term employee and customer satisfaction is sustained for reciprocal growth and business objectives.

Our Mission

It is our mission to be the preferred integrated service provider through the delivery of exceptional customer service and innovation by our friendly, knowledgeable, and highly trained professional staff. At Allied, our personnel are dedicated to the requirements and objectives of our partners and clients, endeavouring to meet and exceed all expectations in the provision of professional services.

What we stand for

Allied strives to deliver a reliable, integral and professional portfolio of services, aiming to understand our client's unique requirements to ensure the delivery of the most appropriate and cost-effective business solutions to meet and exceed their needs and expectations.



Our Values

INTEGRITY

Allied Integrated Management advocates integrity within our organisation. Our people adhere to high ethics and moral principles.

PROFESSIONALISM

We provide and expect our people to deliver a professional and discreet security service.

COMMUNITY

Allied Integrated Management is a community-driven organisation. We promote and support safe and secure community environments.

CLIENT FOCUS

At the centre of our business are our clients. All the work we perform and our success is built on customer satisfaction.

COLLABORATION

Our ability to foster a collaborative environment within the business and with our clients is key to our success.



Our Reconciliation Action Plan

At Allied, we have always been passionate about equality and believe we can always do more to build better working collaborations and opportunities with Aboriginal and Torres Strait Islander communities..

As a good corporate citizen, Allied firmly believes in playing our part to deliver collaboratively co-designed and actionable resolutions that address the systemic issues faced by Aboriginal and Torres Strait Islander people in employment, services, and overall quality of life.

This Reflect RAP represents the culmination of our passion and direction to have a meaningful impact for our actions to achieve true reconciliation measures that benefit the communities within which we work.

Our Reflect RAP provides the strategic 12 -18 month plan necessary for delivering on our word to Aboriginal and Torres Strait Islander communities, whether it be engagement and participation in local National Reconciliation Week activities, developing and providing training and employment opportunities, to developing long lasting strategic partnerships with Aboriginal and Torres Strait Islander suppliers and representative organisations; our Reflect RAP sets the foundation upon which Allied takes its first steps to true reconciliation.

Our vision of the RAP is the building of sustainable relationships with First Australians, not to let the cultural and historical barriers and past events shape our future, and force a destiny that contrasts with our questionable past in regard to race relations. We are one country, many cultures, religions, colours and ways of life.

Allied believes in actionable, practical, and meaningful objectives in the provision of services to our clients and partners, and the same is true of our approach to engaging in meaningful dialogue with Aboriginal and Torres Strait Islander communities in the spirit of reconciliation.

Our Reflect RAP demonstrates our commitment, its objectives clear and concise, and designed to deliver short sharp achievable goals that will have meaningful benefits for Aboriginal and Torres Strait Islander communities we work with, but also deliver meaningful change for Allied and its business that is supported from the highest levels of corporate management.

The goals of our Reflect RAP are designed to be actioned and delivered in a collaborative manner that builds cultural understanding within our business and opens new opportunities for Aboriginal and Torres Strait Islander communities to engage and take a leading role in our reconciliation journey.



Our Reconciliation Journey

Allied's CEO Amer Awad passionately believed in the services Allied provided for communities not simply in the sense of running a business, but with the intention to develop meaningful and mutually beneficial partnerships with communities.

To this end, when Allied determined to take our first steps towards true reconciliation beginning with a Reflect RAP the company took steps to employ dedicated personnel to seek the views of Allied's Aboriginal personnel and collaboratively design a culturally appropriate, respectful, and actionable plan.

We are proud of our Reflect RAP and determined to deliver meaningful change. To champion our Reflect RAP is our CEO, a firm believer in leading from the top to set the examples others will follow. Our Facilities Manager Shane Alberts is Allied's RAP Ambassador. Shane is a proud Kamilaroi man who now lives in Southwestern Sydney with his family and his close-knit group of friends.

Shane comes from a large family with his grandfather being one of 29 from Coonamble. Shane spent his formative working life in Hospitality until he found his calling in Landscaping and horticulture, first as a tree planter in Tasmania, then back to the mobs in NSW as a Garden Builder until he found his new home with Allied. Shane now heads the newly registered Allied Indigenous with aims to develop an Indigenous team to facilitate and deliver outdoor services to community and industry.



Left to right: Shane Alberts (Facilities Manager, Allied Facilities Management), Amer Awad CEO Allied Integrated Management, and Janice Dennis (Indigenous Liaison Manager, Cumberland Council)



Partnerships and Activities

Here at Allied, we were excited to get started with our reconciliation journey that we got started early with our goals. Here are some to name a few:

We also started early with our objectives, to name a few:

- Setting up an Indigenous arm of Allied “Allied Indigenous” that will build and deliver employment opportunities for Aboriginal and Torres Strait Islander people,
- Supporting local Aboriginal artists through the purchase of traditional artworks that are proudly adorned in our company offices,
- Establishing supply chains for stock and equipment through Aboriginal and Torres Strait Islander business suppliers through Supply Nation (for more information about Supply Nation see [Supply Nation | Australia's largest national directory of Indigenous businesses](#)),,
- Drink machines badged by Supply Nation in Gadigal artwork placed prominently at Allied sites.
- Building a collaborative partnership with Gadigal Recruitment to provide employment and training opportunities for Aboriginal and Torres Strait Islander people.
- Setting up a new Oztag team that represent the Bankstown Canterbury Area Indigenous community. The team will be sponsored by Allied Indigenous and name after Allied Indigenous



Commissioned Artwork 'Gadigal Flowers'

Artwork Story

"To embrace your company, Allied Integrated Management, throughout the painting I wanted the piece to reflect on how you make your mark within the community as your services continue to strive to help individuals by providing exceptional assistance and services. With this, I wanted many meeting circles in the painting. The bigger circles represent your company connecting to smaller circles throughout the painting representing the small communities and families you help throughout a daily basis. This is an important aspect as the overall meaning of the painting presents how your company goes over and beyond for your clients providing the best possible services.

Throughout the painting you will notice there are large hills combining the landscapes and lands of which your company is based on. Orange journey tracks throughout the painting represent people coming to your service and spreading the word throughout the community to acknowledge your hard work and commitment to your clients. Overall, this painting identifies how Allied Integrated Management are a hard-working team who make an impact on our society with high professionalism.

I hope you love the painting as much as I do."



Our Relationships

Allied has cultivated many mutually beneficial and cooperative relationships in the spirit of reconciliation, including:

- Cumberland Council
- The National Training Organisation
- APC Raymond Terrace/Newcastle
- NSW Indigenous Chamber of Commerce
- Blacktown Council
- Art by Jazz (Gadigal Flowers, 2022)
- Supply Nation
- Gadi Recruitment
- Mogo Land Council
- Mogo Zoo
- Australian Wildlife Parks
- Hunter Valley Wildlife Park
- National Training Organisation



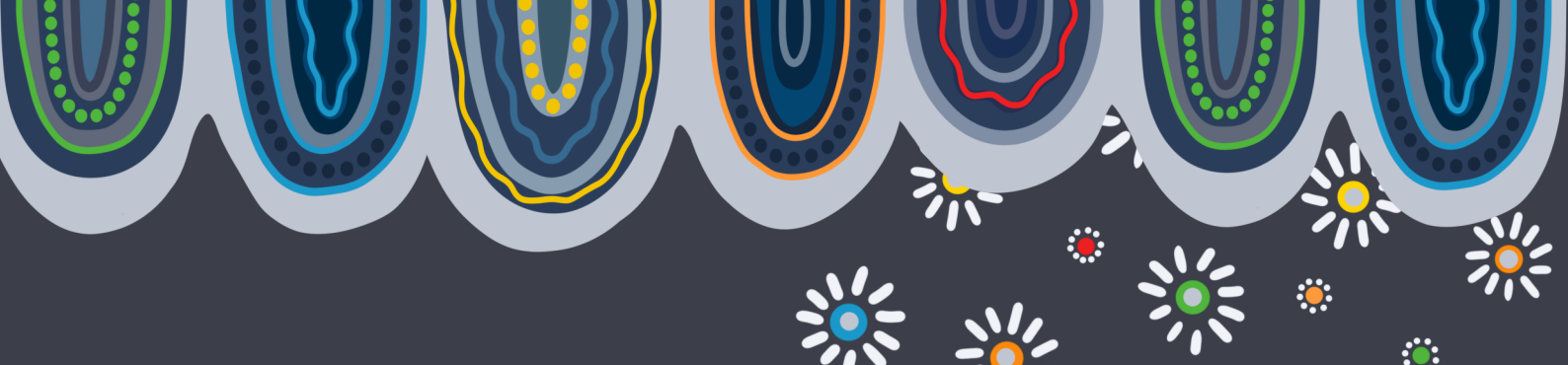
These relationships have developed over shared values, collaboration, and the opportunity to leverage areas of expertise that will enable Allied to implement strategic priorities such as Aboriginal and Torres Strait Islander recruitment and training, recognition of days and cultural events of significance to Aboriginal and Torres Strait Islander people, and the establishment of a diverse and inclusive corporate culture that will support Allied's vision for reconciliation.



Relationships

Action 1: Establish and strengthen mutually beneficial relationships with Aboriginal and

Ref No	Deliverable	Responsibility	Timeframe
1.1	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	Training Manager Director of Aboriginal Engagement and Community Liaison	June 2024
1.2	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	Training Manager CEO Director of Aboriginal Engagement and Community Liaison	June 2024
1.3	Develop a list of external stakeholders, including: <ul style="list-style-type: none"> Aboriginal or Torres Strait Islander owned organisations Aboriginal and Torres Strait Islander Elders in the local communities Aboriginal Land Councils Aboriginal education, health care and legal services providers (e.g. Aboriginal Medical Service and Aboriginal Legal Service) Community organisations Local Councils Local Chambers of Commerce 	Head of Commercial and Government	February 2025
1.4	Develop and cultivate relationships with key contacts for external stakeholders	Training Manager	February 2025



Action 2: Build relationships through celebrating National Reconciliation Week (NRW).

Ref No	Deliverable	Responsibility	Timeframe
2.1	Circulate Reconciliation Australia's National Reconciliation Week ('NRW') resources and reconciliation materials to our staff.	Training Manager Associate Directors	February 2025
2.2	RAP Working Group ('RWG') members to participate in an external NRW event.	Divisional Operation Manager	27 May – 3 June 2024
2.3	Encourage and support staff and senior leaders to participate in at least one external	Communications Manager	27 May – 3 June 2024
2.4	Update Allied corporate website to include prominent links to Reconciliation Australia website, resources and reconciliation materials.	Engagement & Recruitment Officer	June 2024
2.5	Download Reconciliation Australia reconciliation materials and resources for use in Allied business practices.	Training Manager	June 2024
2.6	Encourage Allied staff to visit, view and use reconciliation materials, resources, and guidance documentation available on the Reconciliation Australia website.	Director of Aboriginal Engagement and Community Liaison	June 2024
2.7	Encourage collaboration partners to use the Allied website links to the Reconciliation Australia website and apply the reconciliation materials and resources available to their own business.	Training Manager	June 2024



Action 3: Promote reconciliation through our sphere of influence.

Ref No	Deliverable	Responsibility	Timeframe
3.1	RWG to provide regular updates of Allied RAP strategy implementation to Executive-level.	Compliance Manager	June 2024 via quarterly meetings
3.2	Include RAP progress reporting in Allied Annual Report	Compliance Manager	July 2024
3.3	Communicate our commitment to reconciliation to all Allied staff.	Communications Manager	July 2024
3.4	Identify RAP organisations and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Director of Aboriginal Engagement and Community Liaison	February 2024
3.5	Develop internal communications network for staff to share information and collaborate for internal projects that progress RAP Actions and Deliverables.	Training Manager	June 2024
3.6	Identify external stakeholders that our organisations can engage with on our reconciliation journey.	Director of Aboriginal Engagement and Community Liaison	February 2024

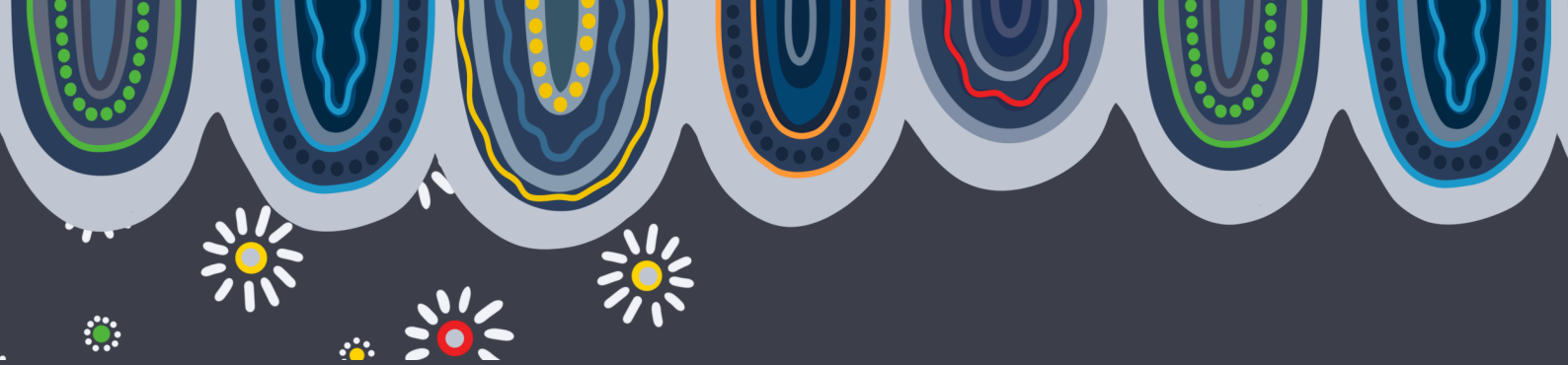
Action 4: Promote positive race relations through antidiscrimination strategies.

Ref No	Deliverable	Responsibility	Timeframe
4.1	Research best practice and policies in areas of race relations and anti-discrimination.	Compliance Manager	February 2024
4.2	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	Compliance Manager Human Resources Manager	June 2024

Respect

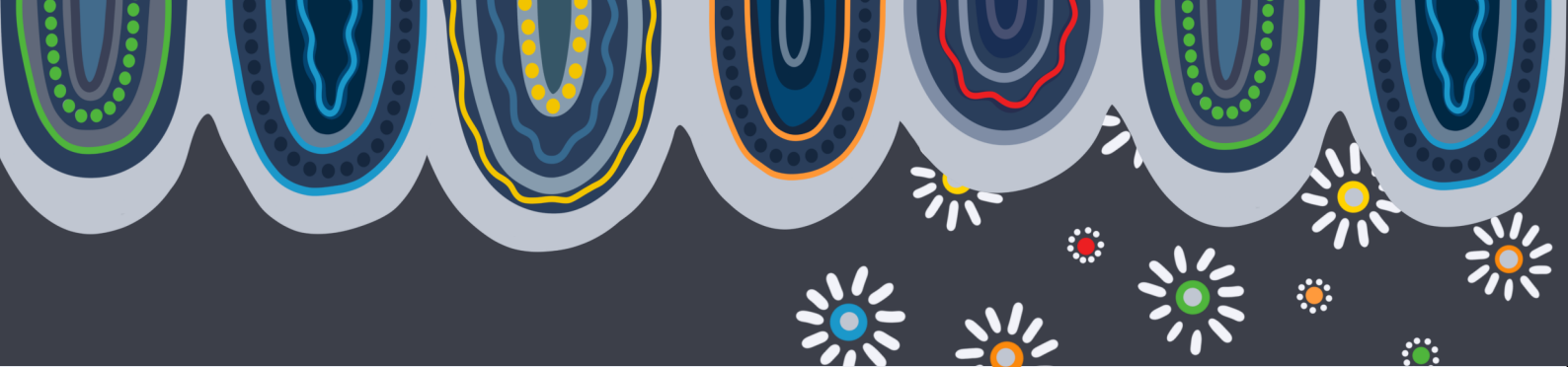
Action 5: Increase understanding value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Ref No	Deliverable	Responsibility	Timeframe
5.1	Circulate Reconciliation Australia's National Reconciliation Week ('NRW') resources and reconciliation materials to our staff.	Training Manager Associate Directors	February 2025
5.2	RAP Working Group ('RWG') members to participate in an external NRW event.	Divisional Operation Manager	27 May – 3 June 2024
5.3	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Communications Manager	27 May – 3 June 2024
5.4	Update Allied corporate website to include prominent links to Reconciliation Australia website, resources and reconciliation materials.	Engagement & Recruitment Officer	June 2024



Action 6: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Ref No	Deliverable	Responsibility	Timeframe
6.1	Establishing role for communicating NAIDOC Week news and information about local community NAIDOC Week events.	Training Manager	June and July 2024
6.2	Establishing a standard practice to invite a recognized Elder from each local community in which Allied are based to deliver a Welcome to Country for staff and community members at Allied sites at the start of NAIDOC Week.	Engagement & Recruitment Officer Director of Aboriginal Engagement and Community Liaison	June 2024
6.3	Establishing practice to actively encourage Allied staff to attend and/or participate in NAIDOC Week activities through available mediums.	Training Manager	July 2024
6.4	Establish webpage link on Allied website to include promotions about NAIDOC Week and participant feedback and comments.	IT & Technology Manager Training Manager	February 2024
6.5	Introduce our staff to NAIDOC Week by promoting external events in our local area.	Director of Aboriginal Engagement and Community Liaison	July 2024
6.6	RWG to participate in an external NAIDOC Week event	Director of Aboriginal Engagement and Community Liaison	July 2024
6.7	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Associate Directors Chief Operating Officer Training Manager Director of Aboriginal Engagement and	February 2024



Action 7: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Ref No	Deliverable	Responsibility	Timeframe
7.1	Develop an understanding and identify Traditional Owners of lands and waters for local areas where Allied offices are based.	Training Manager Engagement & Recruitment Officer	February 2025
7.2	Develop, in collaboration with Traditional Owners of lands and waters, an awareness and understanding of cultural protocols for each area where Allied Home sites are based and promote awareness of meaning and significance of Acknowledgement of Country and Welcome to Country protocols.	Divisional Operations Managers	October 2024

Action 8: Celebrate and acknowledge Aboriginal and Torres Strait Islander dates of significance.

Ref No	Deliverable	Responsibility	Timeframe
8.1	Research and identify significant Aboriginal and Torres Strait Islander dates (including, amongst others, National Reconciliation Week, NAIDOC Week, Sorry Day, the MABO decision, etc).	Training Manager Engagement & Recruitment Officer	February 2025
8.2	Promote dates of cultural days of significance on Allied website and internal communications via multiple communication channels to staff about days of significance.	IT & Technology Manager	February 2024
8.3	For significant dates of celebration, hold a morning tea at Allied office sites to commemorate the day of significance with a Welcome to Country from a recognized Elder of the Traditional Owners for that area.	Finance Manager Associate Directors Chief Operating Officer	July 2024

Opportunities

Action 9: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment retention and professional development.

Ref No	Deliverable	Responsibility	Timeframe
9.1	Develop a business case for Aboriginal and Torres Strait Islander training and employment opportunities and pathways within Allied.	Training Manager	February 2025
9.2	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	Engagement & Recruitment Officer	February 2024
9.3	Identify external funding providers (government and private) for Aboriginal and Torres Strait Islander employment programs.	IT & Technology Manager Head of Commercial and Government	June 2024
9.4	Promote leadership opportunities and pathways within Allied for Aboriginal and Torres Strait Islander people and encourage existing Aboriginal and Torres Strait Islander employees to apply.	Training Manager Engagement & Recruitment Officer	June 2024
9.5	Establish and update policy for all internal and external recruitments to specifically encourage Aboriginal and Torres Strait Islander people to apply for roles.	Associate Directors	October 2024
9.6	Advertise opportunities for employment and/or training for Aboriginal and Torres Strait Islander people in Aboriginal and Torres Strait Islander media.	Chief Operating Officer	October 2024
9.7	Investigate strategies that will support increasing Aboriginal and Torres Strait Islander numbers in permanent and semi-permanent roles throughout Allied	Divisional Operations Managers	June 2024
9.8	Develop one collaborative relationship with a provider to refer Aboriginal and/or Torres Strait Islander people for employment and/or training opportunities (for example, The Smith Family)	Service Managers under each division	July 2024



Action 9: Continued

Ref No	Deliverable	Responsibility	Timeframe
9.9	Investigate and identify necessarily support and employment opportunities through a "Back to Country" program	Training Manager	February 2024
9.10	Capture data about current levels of Aboriginal and Torres Strait Islander employees.	Director of Aboriginal Engagement and Community Liaison	February 2024

Action 10: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Ref No	Deliverable	Responsibility	Timeframe
10.1	Develop an understanding of the mutual benefits of procurement from Aboriginal and/or Torres Strait Islander businesses	Procurement Manager	February 2025
10.2	Develop an understanding of the types of goods and services that can be procured from Aboriginal and/or Torres Strait Islander businesses and how these could work with Allied's operations.	Fleet & Purchasing Officer	June 2024
10.3	Identify any Aboriginal and/or Torres Strait Islander businesses that currently have existing commercial relationships with Allied and consider prioritization for procurement with goods and services.	Associate Directors	June 2024
10.4	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Training Manager CEO	July 2024
10.5	Undertake a review of Allied's existing procurement processes and consider developing a strategy of prioritization for Aboriginal and/or Torres Strait Islander suppliers.	Fleet & Purchasing Officer	June 2024
10.6	Investigate Supply Nation membership	Training Manager	October 2023

Governance

Action 11: Establish and maintain an effective RWG to drive governance of the RAP.

Ref No	Deliverable	Responsibility	Timeframe
11.1	Form a RWG to govern RAP implementation.	Training Manager	February 2024
11.2	Draft a Terms of Reference for the RWG.	Training Manager CEO	December 2023
11.3	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Training Manager	February 2024

Action 12: Provide appropriate support for effective implementation of RAP commitments.

Ref No	Deliverable	Responsibility	Timeframe
12.1	Define resource needs for RAP implementation.	Finance Manager	December 2024
12.2	Engage senior leaders in the delivery of RAP commitments.	CEO	September 2023
12.3	Appoint a senior leader to champion our RAP internally.	CEO	September 2023
12.4	Define appropriate systems and capability to track, measure and report on RAP commitments.	Compliance Manager	February 2024



Action 13: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Ref No	Deliverable	Responsibility	Timeframe
13.1	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Training Manager	June Annually
13.2	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Training Manager	1 August Annually
13.3	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Training Manager	30 September Annually
13.4	Working group to provide regular updates of Allied RAP strategy implementation to Executive -level.	Training Manager	March 2024 June 2024 October 2024 December 2024 March 2025 June 2025 October 2025 December 2025

Action 14: Continue our reconciliation journey by developing our next RAP.

Ref No	Deliverable	Responsibility	Timeframe
14.1	Register via Reconciliation Australia’s website to begin developing our next RAP.	Training Manager	November 2024



Allied Integrated Management

19/55 -61 Pine Rd, Yennora NSW 2164

Contact Details:

Name: Mark Ratajec

Position: Training Manager

Phone: 0428 832 646

Email: mark.r@alliedmanagement.com.au

