

Reflect Reconciliation Action Plan July 2023 – July 2024





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Acknowledgement of Country

CBS Inc. acknowledges the Traditional Owners of the lands upon which we work, and pay our respects to those past, present, and emerging.

CBS Inc. acknowledges the beautiful lands of Barngarla, Nawu, Banggaria, Nukunu, Narraltie, Ngadjuri, Danggali, Meru, Kurna, Ngarrindjeri, Ngaiawang, Ngawait, Nganguruku, Erawirung, Ngintait, Ngaralte & Ngarkat Peramangk and Narangga where CBS Inc. services are provided to the local communities.

CBS Inc. is an organisation that embraces diversity and is committed to continuing the journey of reconciliation.

Artist Statement

Cecelia Kluge is an Aboriginal artist from Murray Bridge, Ngarrindjeri land. Cecelia has been exhibiting with the CBS Inc. Social Enterprise Bearded Dragon Gallery for 2.5 years and has been involved with 3 exhibitions.

Cecelia is inspired by her Aboriginal heritage, connection to family, nature, the stories and spirit. Cecelia's artwork helps her connect to her aboriginal culture which supports her emotional and social wellbeing.

Cecelia chose to join the Bearded Dragon Gallery as she saw it as a "unique opportunity to exhibit in a smaller gallery that care about the artist and are open to exhibiting a different range of art works. They create a space for people to shine."





Message from Founder and Executive Director of Community Bridging Services (CBS) Inc.

As the Founder and Executive Director of CBS Inc., I am proud that our organisation has taken this important step in committing to reconciliation. In embarking on our first Reconciliation Action Plan (RAP), we reflect on how to take action.

Our commitment to our RAP is not just about the words, but that such a plan leads to a more profound commitment to actual acknowledgement, respect and inclusive actions within CBS Inc. and broader community.

For the past 27 years, CBS Inc. has been committed to creating a more inclusive and socially just community for people with disability, and this commitment must be extended to Aboriginal and Torres Strait Islander peoples. With an extensive footprint across regional South Australia, we recognise the importance of ensuring our services are culturally appropriate and create positive outcomes for all. We believe that a truly inclusive community for people with disability cannot be achieved without reconciliation with Aboriginal and Torres Strait Islander peoples.

As we emerge as a more inclusive and confident community and society, it is crucial that Aboriginal and Torres Strait Islander peoples are acknowledged and respected for their primary role in Australian heritage, culture and values. For too long, their deep cultural heritage has not been recognised and placed at the forefront of our great country.

I want to thank Aboriginal and Torres Strait Islander peoples for caring for this land and each other for so long. I hope to learn from the gentleness through which they interact with this country to continue improving its protection, people, and longevity. In doing so, we also strive to include Aboriginal and Torres Strait Islander peoples and their customs more in our everyday interactions as key citizens of Australia.

Inclusion is woven into the fabric of CBS Inc., and we are eager to commit to the actions in this plan. By holding ourselves accountable to these actions, we hope to see our vision of a genuinely inclusive community become a reality.

Freddie Brincat OAM
Founder and Executive Director
Community Bridging Services (CBS) Inc.





Message from the CEO of Reconciliation Australia

Reconciliation Australia welcomes Community Bridging Services (CBS) Inc. to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

CBS Inc. joins a network of more than 2,200 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 CBS Inc. 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 CBS Inc. , 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



Our Organisation

Community Bridging Services (CBS) Inc. was established in 1996, initially providing recreation services for people with disability, aligned with a strengths-based model and focus on positive interactions.

More than 25 years later, CBS Inc. is a key leader in the provision of support for people with disability or disadvantage in the areas of open employment, National Disability Insurance Scheme (NDIS) including recreation and school-to-work programs, and Social Enterprise.

CBS Inc. services operate across three core pillars:

The **Jobnet Employment Program** supports people with disabilities, mental health barriers, illnesses, and/or injuries to find and maintain open employment. Through assisting people with disability to be employed at the forefront of local South Australian businesses, CBS Inc. strives to bridge the gap and positively impact the individual, their workplaces, and the broader community.

NDIS services including:

- Choices® CBS - providing recreation-based programs to help people with disability to connect socially, participate in the community, and build independent living skills.
- Beyond. Making it Happen! program - helping young people with disability to successfully transition from school to work and independent living, by building skills and social connections.

Social Enterprise – CBS Inc. owns and operates several Social Enterprise businesses, creating open employment opportunities for people with disability, based on their strengths and interests. These innovative and unique businesses not only provide a commercial solution but also have a social impact more broadly.

Including:

- Bearded Dragon Gallery - curating, exhibiting and facilitating the sale of artwork and merchandise by both established and emerging artists with disability or disadvantage. Located in Gays Arcade.
- Community Concierge SA (CCSA) - a specialised corporate concierge service providing a unique mix of tailored customer service and subtle security in prestigious Adelaide CBD buildings.
- Summit Café- a café and catering service operating currently from two local South Australian areas in Mount Barker and Kilburn.
- Chaffey Community Centre - providing a home base for the local Renmark community to run their services, programs, and activities.
- Moonlight speakers - talented individuals with lived experience that provide public and motivational speaking at events on a fee for service.

Proudly South Australian, CBS Inc. services operate across metropolitan, rural, and regional areas. CBS Inc. employs 264 staff (as of 2 February 2023) across 30+ different service locations covering the North, South, East and West Metropolitan of Adelaide, as well as the Murraylands, Riverland, Copper Coast, Port Pirie, Port Lincoln, Port Augusta, and Whyalla.

As of 2 February 2023, 5 CBS Inc. staff identify as Aboriginal and/ or Torres Strait Islander peoples, making up 2% of all CBS Inc. staff.



Our RAP

Our Vision

CBS Inc. vision is to be socially just, in an accessible and inclusive community, where the human rights, potential, contribution, and diversity of all people with disability are recognised, respected and celebrated. CBS Inc. acknowledges that many people with disability identify as Aboriginal and Torres Strait Islander peoples. We understand that Aboriginal and Torres Strait Islander peoples with disability have their own unique, cultural needs. To provide the best services and supports to Aboriginal and Torres Strait Islander peoples with disability we acknowledge that we need to engage in a process of reflection to further our understanding and better equip our staff to respond to these needs.

CBS Inc. is committed to reconciliation through increased understanding of the complexities of Aboriginal and Torres Strait Islander cultures. We endeavour to achieve this through building and strengthening positive relationships and creating a wider range of opportunities for Aboriginal and Torres Strait Islander peoples.

We acknowledge that we are at the start of our reconciliation journey and there is a need for ongoing cultural learning and professional development.

The CBS Inc. Reconciliation Action Plan (RAP) is supported by the CBS Inc. Board of Directors, Executive Director, Executive Management Team and by staff at all levels of the organisation. The success of this RAP will rely on all CBS Inc. staff being fully aware of the aims and objectives, to better implement and embed the RAP across the organisation. The CBS Inc. RAP champion is Abby McKay, Executive Manager Corporate Services and Projects (EMCSP). The EMCSP is responsible for chairing the RAP Working Group, Kulini CBS Inc., and for driving internal engagement and awareness of the RAP throughout CBS Inc.



RAP group members Chloe Phillips, Nadia Field and Mathilde Eldridge at the Art Gallery
◀ *South Australia*

Our Commitment

CBS Inc. will follow the below identified principles:

- Promote an increased awareness of the history of Aboriginal Torres Strait Islander peoples and their contributions and connections to the land on which we live today.
- Endeavour to unite communities and be committed to social change. This includes being aware of any current issues or Government policies involving Aboriginal Torres Strait Islander peoples.
- Work to ensure Aboriginal and Torres Strait Islander peoples reach their potential and create opportunities for achievement, by developing each individual's skills and interests, and building self-esteem and confidence.
- Provide access and equity for all Aboriginal and Torres Strait Islander peoples to reduce and minimise racial discrimination.
- Ensure that the interests of Aboriginal and Torres Strait Islander peoples are considered in the planning and provision of services.
- Provide access to information and communication for Aboriginal Torres Strait Islander peoples regarding our programs.
- Work collaboratively with Aboriginal and Torres Strait Islander peoples, other agencies, service providers, professional groups, educational institutions, and other community organisations to provide the highest levels of services appropriate to the needs of Aboriginal and Torres Strait Islander peoples.
- Train staff involved in the planning and provision of employment programs and services in important elements of promoting full participation and equality for Aboriginal and Torres Strait Islander peoples.
- Strive for continuous quality improvement in the implementation of this RAP.
- Increase the number of Aboriginal and Torres Strait Islander staff within CBS Inc.



RAP group members attending a smoking ceremony in Chaffey Community Centre, Renmark, as part of National Reconciliation Week celebrations.

CBS Inc. support worker and client learning about dreamtime stories during National Reconciliation Week





The CBS Inc. Strategic Plan 2020-2023 outlines that a strategic priority and aspirational goal for the organisation is to establish a RAP. The responsibility of implementing the RAP sits with the Executive Manager Corporate Services and Projects and the Senior Quality Assurance, WHS and Projects Officer.

The CBS Inc. RAP is governed by 'Kulini CBS Inc.', the Reconciliation Action Plan Working Group. Kulini means 'listen' in Pitjantjatjara Aboriginal language. As a committee, we wanted to ensure that the language of Aboriginal and Torres Strait Islander peoples was recognised and represented. Acknowledging that we are at the start of our reconciliation journey, the role of CBS Inc. is to 'listen' and reflect.

Kulini CBS Inc. follows a Terms of Reference and consists of two of Aboriginal Torres Strait Islander CBS Inc. participants and three non-Aboriginal Torres Strait Islander CBS Inc. staff including:

- Abby McKay, Executive Manager Corporate Services and Projects (chair)
- Mathilde Eldridge, Social Enterprise Coordinator (deputy chair)
- Joanna Mack, Senior QA, WHS and Projects Officer (secretary)
- Chloe Phillips, Marketing, Digital and Events Officer
- Nadia Field, CBS Inc. Board Member, CBS Inc. NDIS and Jobnet Participant
- Joel Wilson, CBS Inc. Jobnet Participant.

Kulini CBS Inc. will meet every 6 weeks to report on and discuss the implementation of RAP activities throughout the organisation. Kulini CBS Inc. will engage with Aboriginal and Torres Strait Islander stakeholders (individuals and communities) to seek advice and guidance throughout the implementation of the RAP. This will include inviting individuals from Aboriginal and Torres Strait Islander Communities to attend Kulini CBS Inc. and bi-monthly CBS Inc. staff meetings as guest speakers. Minutes of working group meetings will be made available to all CBS Inc. staff. Progress of the implementation of the RAP will be reported directly to the Executive Management Team and through the Executive Director's monthly report to the CBS Inc. Board.

Kulini CBS Inc. responsibilities are to:

- Develop a RAP within the context of CBS Inc.
- Establish a collaborative/consultative process for engaging staff and participants across the organisation.
- Develop a plan and timeline to launch and begin implementation of the CBS Inc. RAP including
- consultation with Reconciliation Australia at regular intervals.
- Regularly liaise with relevant key internal and external stakeholders to review progress of RAP actions.
- Consider RAP implementation issues and consult with relevant CBS Inc. program areas to find solutions.
- Develop, design, and finalise the RAP document and register it on Reconciliation Australia's website.
- Develop a new RAP when the current plan expires.

'Kulini' - "Listen" in Pitjantjatjara Aboriginal language



The CBS Inc. reconciliation journey to date has consisted of:

- 2015** Previous formal partnership with Complete Personnel, an Aboriginal Specialist Service that provides advice and support to deliver the Community Development Program (CDP) (started July 2015 and ceased June 2019)
- 2017** Development and implementation of the CBS Inc. Aboriginal Employment Strategy (2017-2020). An organisational document with the purpose of identifying ways to improve service access and thereby increase the number of Aboriginal and Torres Strait Islander staff and participants at CBS Inc.
- 2017** Cultural Awareness Training provided to groups of staff (Sep 2017 – by Complete Personnel, Feb 2020 – by Bookabee Australia, June 2021- by Bookabee Australia)
- 2019** Partnering with Kura Yerlo Inc. an Aboriginal owned and community managed organisation in the western region of Adelaide for an art exhibition titled, 'Karrarendi' at the Bearded Dragon Gallery (April - June 2019)
- 2021** Participants and staff attending a tour of the 'Tarnanthi' exhibition and workshop at the Art Gallery of South Australia (November 2021).
- 2021** Staff and participant participation in NAIDOC week across service areas of CBS Inc. including Port Augusta Choices Program (2021), and Chaffey Community Centre (2022)
- 2021** Partnering with the City of Charles Sturt and the City of Port Adelaide Enfield to host the Art of Reconciliation exhibition at the Bearded Dragon Gallery during NAIDOC Week (July - August 2021)
- 2021** As part of the Art of Reconciliation exhibition, we lead the first smoking ceremony within the Adelaide Arcade by Major (Moogy) Sumner (July 2021)
- 2021** CBS Inc. participants and staff attending a tour of the 'Tarnanthi' exhibition and workshop at the Art Gallery of South Australia (November 2021)
- 2022** Measuring Aboriginal Torres Strait Islander participant involvement in Aim Higher, an Information Linkages and Capacity (ILC) program providing expert career planning and education to students with disability in schools across metropolitan, regional, and remote South Australia (16.95% of 236 students were Aboriginal Torres Strait Islander Peoples, August 2022)
- 2022** Connecting with rural and regional schools with high Aboriginal and Torres Strait Islander cohorts including Cooper Pedy Area School, Ceduna Area School and Port Lincoln High School. (2022)
- 2022** Attendance at "KAURNA: Still Here" workshop and panel talk by artists Peter Turner and Clem Newchurch, presented by the South Australian Museum and Guildhouse (April 2022)



Our Current Activities

Current initiatives and activities being undertaken include:

- Since 2017, at the opening of each public meeting and function, e.g., office openings, the CBS Inc. Amelia Rix Award and AGMs, CBS Inc. observe cultural protocols that recognise the position of Aboriginal Australians as the Traditional Owners of the land. This is either a 'Welcome to Country' or an 'Acknowledgement of Country' as appropriate.
- Including an 'Acknowledgment of Country' in CBS Inc. publications e.g., CBS Inc. Annual Report 2021-22.
- Ongoing measurement of CBS Inc. staff who identify as Aboriginal and Torres Strait Islander people since 2017. This is now measured as part of the onboarding process for all new staff through our HR software platform.
- Engaging and working with Aboriginal and Torres Strait Islander people with disability through program services that we deliver (4.3% of CBS Inc. NDIS participants identify as Aboriginal Torres Strait Islander and 8% of Jobnet participants identify as Aboriginal and Torres Strait Islander people).
- Supporting local Aboriginal and Torres Strait Islander artists by purchasing and displaying Aboriginal Artwork across CBS Inc. offices.
- Supporting local Aboriginal and Torres Strait Islander artists by connecting with them through the Bearded Dragon Gallery and providing an avenue for them to sell their work.
- Upcoming Cultural Diversity and Inclusion workshop to be held for 25 staff across all programs (February 2023).



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal Torres Strait Islander stakeholders and organisations.	Identify Aboriginal Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July, 2023	Executive Manager Corporate Services and Projects
	Research best practice and principles that support partnerships with Aboriginal Torres Strait Islander stakeholders and organisations.	August, 2023	Executive Manager Corporate Services and Projects
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2024	Marketing, Digital and Events Officer
	Kulini CBS Inc. members to participate in an external NRW event.	27 May - 3 June 2023	Executive Manager Corporate Services and Projects
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023	Executive Manager Corporate Services and Projects
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July, 2023	Executive Manager Corporate Services and Projects
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December, 2023	Social Enterprise Coordinator
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December, 2023	Executive Manager Corporate Services and Projects
4. Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination	September, 2023	Senior QA, WHS and Projects Officer.
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	September, 2023	Senior QA, WHS and Projects Officer

Respect

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July, 2023	Social Enterprise Coordinator
	Conduct a review of cultural learning needs within our organisation.	October, 2023	Senior QA, WHS and Projects Officer
2. Demonstrate respect to Aboriginal Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October, 2023	Social Enterprise Coordinator.
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October, 2023	Social Enterprise Coordinator.
3. Build respect for Aboriginal Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July, 2023	Marketing, Digital and Events Officer.
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June, 2023	Marketing, Digital and Events Officer.
	Kulini CBS Inc. to participate in an external NAIDOC Week event.	First week in July, 2023.	Executive Manager Corporate Services and Projects.

Opportunities

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal Torres Strait Islander employment within our organisation.	July, 2023	Social Enterprise Coordinator
	Build understanding of current Aboriginal Torres Strait Islander staffing to inform future employment and professional development opportunities.	August, 2023	HR/Projects Coordinator
2. Increase Aboriginal Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal Torres Strait Islander owned businesses.	January, 2024	Social Enterprise Coordinator
	Investigate Supply Nation membership.	December, 2023	Social Enterprise Coordinator

Governance

Action	Deliverable	Timeline	Responsibility
1. 10. Establish and maintain an effective Kulini CBS Inc. (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	Review December, 2023	Executive Manager Corporate Services and Projects
	Review and update a Terms of Reference for the RWG.	Review December, 2023	Senior QA, WHS and Projects Officer
	Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	Review December, 2023	Executive Manager Corporate Services and Projects
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation	July, 2023	Executive Manager Corporate Services and Projects
	Continue to engage senior leaders in the delivery of RAP commitments.	Review December, 2023	Executive Manager Corporate Services and Projects
	Maintain a senior leader to champion our RAP internally.	Review December, 2023	Executive Manager Corporate Services and Projects
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July, 2023	Senior QA, WHS and Projects Officer
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	June annually	Senior QA, WHS and Projects Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually	Senior QA, WHS and Projects Officer
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Senior QA, WHS and Projects Officer
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February, 2024	Senior QA, WHS and Projects Officer



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